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# INTEGRATED DIAMOND MANAGEMENT & POLICY (IDMP) PROGRAM

1<sup>ST</sup> QUARTERLY ACTIVITY REPORT: THROUGH 31 DECEMBER 2004

## **February 2005**

This publication was produced for review by the United States Agency for International Development. It was prepared Management Systems International.

# INTEGRATED DIAMOND MANAGEMENT & POLICY (IDMP) PROGRAM

**CA # 636-A-00-04-00217-00**

I<sup>st</sup> Quarterly Activity Report

October – December 2004

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## Integrated Diamond Management & Policy (IDMP) Program

CA # 636-A-00-04-00217-00

First Quarterly Activity Report: October 14, 2004 to December 31, 2004

### I. EXECUTIVE SUMMARY

The IDMP program aims to improve governance of the Sierra Leone diamond sector at both national and local levels by ensuring that both government and communities derive increased benefits through improved management of the resource. Improving policies and legitimacy bring increased income to government through taxes and licenses, while the innovative Diamond Area Community Development Fund releases funds from export taxes for community development within diamond producing chiefdoms. These measures strengthen the effectiveness of the international Kimberley Process. The table below indicates current trends in the Sierra Leone industry.

**TABLE I: SIERRA LEONE DIAMOND EXPORT FIGURES FOR PERIOD AND YEAR<sup>1</sup>**

Period	2004 Exports			2003	2002
	\$ Value	Carats	Value per Carat	\$ Value	\$ Value
October	9,588,852	46,015	\$208.39	6,789,034	3,770,189
November	9,215,901	51,310	\$179.61	5,868,078	3,753,079
December	7,052,411	37,152	\$189.82	6,465,402	3,689,308
Year Total	126,652,634	691,757	\$183.09	75,969,751	41,732,130
% Change (Year 04 v 03)	66.7%	36.5%	22.1%		

While the above table indicates a healthy increase in legal diamond exports, the success of the Integrated Diamond Management program hinges on maintaining the excellent working relationship built with the Government of Sierra Leone and with the communities with which we work. The maintenance of both political will and constituency collaboration is core to the promotion of policy changes.

The program continues in the role of Secretariat to the High Level Diamond Steering Committee and as coordinator for the Technical Committee of the HLDSC. The development of an implementation plan for the Ministry of Mineral Resources (MMR) continues to heavily engage policy staff in dialogue and report formation. At the local level, maintaining training support to Ministry staff has created a greater awareness of the new program objectives and the role that MMR is expected to play. During these sessions, however, skill deficiencies at local Mine Monitoring Officer (MMO) levels have been revealed. It is envisaged that an Independent Commission on Mines Monitoring, suggested by the HLDSC during the period, would produce staff baselines to which improvements could be targeted.

At the local level, the relationships between local companies and the community are improving. The relocation issues between Koidu Holdings and the affected property owners remains unresolved, but recent meetings suggest the gap between the two sides is narrowing. The Peace Diamond Alliance and program staff has continued to intercede to ensure positive negotiations continue.

<sup>1</sup> Source: Sierra Leone Government Gold and Diamond Department

To ensure that the Sierra Leone diamond sector contributes positively to peace and prosperity, improving local trading methods to produce a fairer distribution of wealth is crucial. We have continued to work hard during this period to activate the artisanal mining cooperatives. Good progress was made in attracting investors, focusing mostly on current PDA members (Rapaport, Kono's Hope, Meya Development Company, and DeBeers), as well as reaching out to others (Tiffany & Co. and Waldman Diamond Company.) The Vice-Chairman of the Peace Diamond Alliance visited Ottawa to attend the Kimberley Process Plenary Meeting, where commitments of support were made.

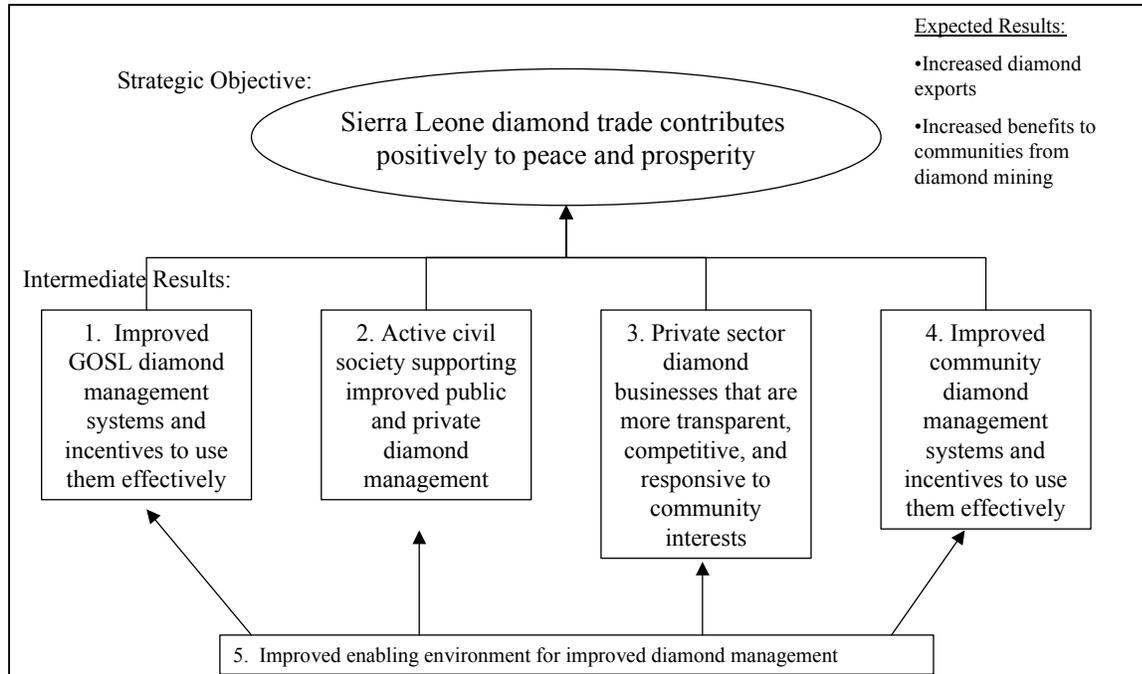
Executive Committee (EC) members of the Kono Peace Diamond Alliance undertook elections in December 2004, following vigorous campaigning. Increased interaction between the Kono EC and the Tongo Fields EC was encouraged. The EC and the support team in Tongo Fields was active in the division of the Tongo Fields former NDMC tailings amongst community groups, highlighting both safety and licensing issues. The Vice-President of Sierra Leone, Solomon Berewa, officiated the handing over ceremony in December 2004 and the VP held lengthy discussions with the PDA members and program staff in Tongo Fields.

During a program staff team building exercise, valuable contributions were made to the overall program work plan. While the work plan highlights areas of line manager responsibility, wider staff inputs are required to ensure practical implementation. This required a review of management practices and a more flexible staff management approach is being implemented, not without some early frustrations. It is vital to ensure that the training of program team staff is a priority.

## **2. INTRODUCTION**

This report describes activities in the first quarter of Cooperative Agreement #636-A-00-04-00217-00, between Management Systems International and the United States Agency for International Development (USAID). These activities are executed consistently with the IDMP work plan and the objectives of the CA.

In its effort to manage for results, activities are designed to achieve the outcomes summarized in the attached results framework:



The main focus during the 2004-2005 year is to get the principles of the Integrated Diamond Management & Policy (IDMP) scheme established and operational. Therefore, the greatest number of activities will appear under IR 4. In addition to providing markedly greater benefits to local residents, IDMP will also complement the Kimberley Process through the firm establishment of the Earth to Export scheme.

The following section will present activities, by Intermediate Result, including:

- ❑ An overview of the quarter;
- ❑ Summary of work completed, by activity;
- ❑ Issues needing immediate attention, if any.

Subsequent sections will discuss challenges, successes, the project's financial position, lessons learned, and highlights what to be aware of in the coming period.

### 3. PROGRESS BY ACTIVITY AREA

#### I. Improved GOSL diamond management systems and incentives to use them effectively

##### Overview

The success of the Integrated Diamond Management & Policy (IDMP) program hinges on maintaining the excellent working relationship built with the Government of Sierra Leone over the past years. Maintaining political will and collaboration is core to the promotion of policy changes. The program has continued in the role as coordinator for the Technical Committee to the High Level Diamond Steering Committee (HLDSC) and maintained Secretariat duties to the HLDSC. Key national policy issues hinge

on the implementation of the Core Mineral Policy and the program has worked to ensure that the Ministry of Mineral Resources takes ownership of said policy. However, much of the ' leg work ' is still being performed by program staff.

Skill deficiency at local Mine Monitoring Officer (MMO) level has been revealed and is a major Government of Sierra Leone (GOSL) priority for training. IDMP's planned training of Kono Mines Monitoring Officers (MMOs) in monitoring integrated diamond amangement, continuing diamond identification training for MMOs, and the intended Independent Commission on Mines Monitoring will endeavor to improve this shortfall.

## **Work summary, by activity**

### **Activities scheduled in work plan**

#### *Training of key GOSL staff in field skills*

- *Small Stones training for MMOs, artisanal mining cooperatives and community-based organizations.* At the request of the GOSL, IDMP trained seven MMOs in the identification and classification of diamonds. Included in the December training were representatives of cooperatives as well as local members of the Movement of Concerned Kono Youth (MOCKY) and the Alluvial Diamond and Gold Miners Association of Kono (ADAGMAK). At the end of the training, participants are expected to be able to demonstrate understanding and use of diamond equipment, recognize and sort different types of diamonds, understand their characteristics and importance and finally to be able to pass on such information to others. Of the Government representatives, only two achieved these objectives.

#### *Improving capacity to make policy*

- *Draft logframe for GOSL/Donor coordination.* IDMP continued to take the lead of the Technical Committee of the High Level Diamond Steering Committee (HLDSC) to draft a logical framework (logframe) depicting the strategic requirements of the GOSL. This logframe has been shared with other donor representatives, and discussed as part of the HLSC meeting in November.
- *Support to HLDSC Technical Committee.* IDMP continued to work with the HLDSC. Following the November 16, 2004 HLDSC meeting the Technical Committee is also charged with drafting the Terms of Reference for an Independent Commission on Mines Monitoring before the next meeting.

A recently completed report on Anti Smuggling measures has been circulated to the Technical Committee for review.

### **Activities undertaken opportunistically, but not included in work plan**

None.

## **Issues requiring attention**

- There is now a need to work with the Ministry of Mineral Resources to provide donors with a plan for the implementation of the Core Mineral Policy, based upon the recently produced logframe. This document will serve as a strategic framework for considering future actions in the sector. It is hoped that this will help encourage rational support to the sector. We expect it to be completed by February.
- The deficiency of training amongst Ministry staff is evident. While this issue may be addressed within the Core Mineral Policy implementation plan, this adds further pressure upon the need to train MMO's in their assistance to monitor Integrated Diamond Management in Kono.

- Interacting with other donor interventions, particularly the trial Cadastre System in Koidu (sponsored by DfID and implemented by the GOSL), IDMP has become acutely aware of how the lack of diamond knowledge and basic computer skills among Ministry staff hinders success. More MMOs will undergo stone training in due course.

## **II. Active civil society supporting improved public and private management**

### **Overview**

A new Executive Committee (EC) of the Kono Peace Diamond Alliance was elected at October's AGM. This required fresh elections for officers of the EC, which were held in December 2004. Interaction between the Kono EC and the Tongo Fields EC was encouraged.

Training of representatives to replicate the stone training within local communities was undertaken.

### **Work summary, by activity**

#### **Activities scheduled in work plan**

Support to Peace Diamond Alliance (PDA)

- *Facilitate election of new Kono EC leadership.* The Executive Committee of the Kono PDA unanimously elected a new Chairman (Mohamed Jabbe, of MOCKY and formerly Vice Chairman) and a new Vice Chairman, (Kumba Fillie, of Kuendondoya Women's Association.) The local Electoral Commission representative monitored the elections.
- *Provide mentoring assistance to ECs.* This is an ongoing task. Recognizing its importance, the project recruited Dr. Tongu to serve as Institutional Strengthening Advisor.
- *Provide access to material and transportation needs, within budget.* This is ongoing and EC members from Tongo Fields and Kono (particularly the two Chairs) now meet at regular intervals.

#### **Implement Small Stones Training in local communities**

- *Training of local facilitators.* During the stone training of December 2004, representatives from the Movement of Concerned Kono Youth (MOCKY) and Alluvial Diamond and Gold Miners Association of Kono (ADAGMAK) were trained to take the stone training into local communities for the duration of the program.

#### **Activities undertaken opportunistically, but not included in work plan**

None.

### **Issues requiring attention**

Speedy procurement of motorbikes for the implementation of the community stone training is essential.

### **III. Private sector diamond businesses that are more transparent, competitive, and responsive to community interests**

#### **Overview**

We have made good progress in attracting investors, focusing mostly on current PDA members (Rapaport, Kono's Hope, Meya Development Company, and DeBeers), as well as reaching out to others (Tiffany & Co. and Waldman Diamond Company). Our best prospect appears to be those within the PDA, though DeBeers is not likely to invest in the coming season. It is absolutely essential to obtain funding this season as our program would be severely compromised if we were not able to begin implementing integrated diamond management this coming season.

At the local level, the relationship between local companies and the community is improving.

#### **Work summary, by activity**

##### **Activities scheduled in work plan**

- *Recruit investors to IDMP Direct Investment Program.* This was a very active time negotiating with several investors, the most promising of which have been The Rapaport Group, Meya Development Corporation, and Kono's Hope. It is clear that DeBeers will not invest this season. Their primary reason for not investing is that they are awaiting the outcome of USAID's environmental assessment. Despite lengthy discussions with Tiffany & Co., they have yet to indicate whether or not they are interested in investing this season.

##### **Activities undertaken opportunistically, but not included in work plan**

The relocation issues between Koidu Holdings and the affected property owners remain unresolved. However some meetings have recently been conducted that suggest the gap between the two sides is narrowing. The Peace Diamond Alliance and IDMP program staff has continued to intercede to ensure negotiations continue.

#### **Issues requiring attention**

Continuation of negotiation between Koidu Holdings and the affected property owners.

### **IV. Improved community diamond management systems and incentives to use them effectively**

#### **Overview**

During this period considerable effort was targeted toward activating the cooperatives and developing an understanding of how systems would work. However until an agreement is reached between the investors and the participating cooperatives, this work continues to be transformed.

The distribution of rights to 'wash' the former NDMC tailings in Tongo Fields was completed. The team in Tongo Fields ensured both a fair and safe distribution of rights, and advised on working practices.

## **Work summary, by activity**

### **Activities scheduled in work plan**

- ❑ *Develop and apply Cooperative selection criteria.* Coops have been informally prioritized, but formal criteria and a final list are not yet completed.
- ❑ *Contact MT&I to arrange training for participating coops.* We continue to work closely with the Ministry of Trade and Industry, most recently in the form of follow up visits. The IDMP program appreciates the continued support of this ministry and its staff.
- ❑ *Include Integrated Diamond Management and Policy training.* Meetings with cooperatives have included segments on the IDMP program to be certain that all members understand all aspects of the program.
- ❑ *Develop IDMP Implementation Manual.* To encourage a uniform approach among cooperatives, and to document our approach for review by the external monitors, a basic manual is being drafted to describe the approach to mining, Earth to Export and marketing. This will be more fully fleshed out with CEMMATS and Global Witness and adapted as experience warrants. We do not expect the draft to be finalized until the season is over, based on lessons learned during the season.
- ❑ *Draft and approve Coop/Investor MOUs (Memoranda of Understanding)* Written agreements are needed between the cooperatives and the investors to clarify the engagement and help manage expectations. These have been drafted prior to confirmation of investments, and include information such as mutual obligations, price structure, any profit sharing, timing of payments, and ownership of production. These are likely to differ slightly from investor to investor, depending on the needs of the Investor and negotiations with cooperatives.
- ❑ *Develop Sustainable Artisanal Mining Procedures.* As part of the IDMP support to Cooperatives, IDMP plans to work with Sierra Leone's lead mining engineer firm, CEMMATS, to produce a system that will both increase the productivity of mining and the hasten point at which tailings are replaced in the pit, thus recovering the area for alternative uses. Current approaches are optimized for finding large stones (at the expense of smaller ones and other valuable gems and gold), for minimizing cash outlays (at the expense of leaving "gaps" between plots that are not dug), and with no regard to the environment (leaving pits). CEMMATS will recommend diamond-mining systems that are "SMARTER": Sustainable Mining by Artisanal Miners. This work is anticipated to commence in January, following USAID approval of the scope of work (SOW), in an attempt to encourage the cooperatives to adopt this technology for the coming season. CEMMATS will train the cooperatives, and the GOSL, in this approach and the GOSL and our team will monitor compliance and effectiveness. CEMMATS will draft a policy paper for the government, via the Technical Committee of the HLDSC, to recommend modifications in the approach to environmental management that would better reclaim land for agriculture and other uses.
- ❑ *Internal monitoring of cooperatives.* An essential component of the program is to monitor effectively the production of the cooperatives and the export of their goods. Our team is working in partnership with MMOs to ensure the system's integrity and to help the GOSL understand the most important areas to monitor.
- ❑ *External monitoring of the IDMP process.* In addition to IDMP's own monitoring, Global Witness (GW) will be contracted to perform an external review of the IDMP program and to express their considered opinion on its effectiveness. GW is one of the two leading NGOs in the Kimberley Process and is widely respected internationally. GW will have autonomy in its operations and will provide constructive input during the season on how systems could be improved as well as a final finding regarding the integrity of production. The presence of GW will both improve IDMP systems

and provide security to investors so that the international community will view their diamond purchases as being “clean” and mined ethically. It should set the gold standard for such programs internationally. Negotiating a contract with Global Witness has proven to be a lengthy process, as they are not accustomed to such arrangements. An initial SOW has been drafted for USAID approval.

- ❑ *Update MMR on progress.* The program works in close partnership with the GOSL at the policy level in Freetown and at the field level in Koidu and Tongo Fields. The program has maintained excellent communication with government counterparts on policy and IDMP developments.
- ❑ *Prepare Participating Cooperative Profiles.* Illustrative profiles of participating cooperatives have been prepared to attract investors, to make the public aware of the important linkages between IDMP and non-mining development potential, and to assist Investors in marketing.

#### **Activities undertaken opportunistically, but not included in work plan**

The IDMP team was active in assisting the division of the Tongo Fields tailings amongst community groups, highlighting both safety and licensing issues. After much negotiation, the Vice-President of Sierra Leone, officiated the handing over ceremony of the plots to community groups and organizations at the end of December.

#### **Issues requiring attention**

The approval of partner organization SOWs is essential to ensure timely delivery of training and monitoring during this mining season.

### **V. Enhanced Enabling Environment for Improved Diamond Management**

#### **Overview**

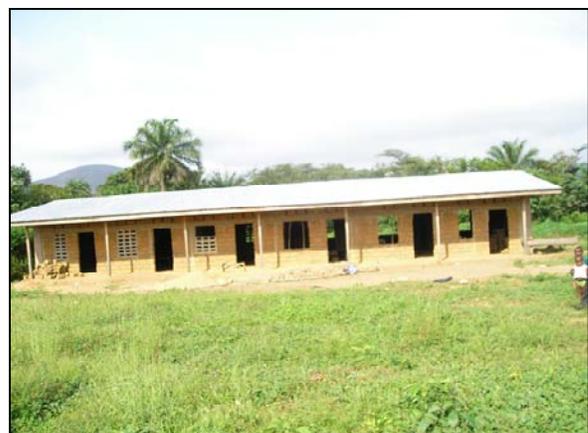
One meeting of the HLSC took place in November and DACDF funds were released to Kenema and Bo during late December. From these funds a 20% portion was given to local District Councils. No distribution had taken place in Kono as of the end of the reporting period.

The Vice-Chairman of the Executive Committee of the Peace Diamond Alliance/Kono visited Ottawa to attend the Kimberley Process Plenary Meeting.

#### **Work summary, by activity**

##### **Activities scheduled in work plan**

- ❑ *Ongoing support to HLDSC.* The program continues to serve as Secretariat to the HLDSC. During this quarter one meeting was held in November, following the Kimberley Process plenary meeting in Ottawa. Key developments of the meeting were the need for Government to provide its implementation plans for the Core Mineral Policy and the development of draft



Roman Catholic Primary School, Konjo, Bonya Section, Lower Bambura, under constructed with DACDF funds.

terms of reference for an independent review of monitoring functions.

- *Improve effectiveness of DACDF.* Distribution of Kenema funds took place before year-end, including provision of additional funds for Lower Bambara Chiefdom (Tongo Fields). Construction of local schools has been given a high priority by Chiefdom officials. As evidenced by the photo to the right, DACDF funds are utilized for one of the community schools under construction. A portion of DACDF funds was given directly to the Kenema District Council (DC). IDMP maintains a close rapport with DC members to ensure suitable utilization of funds. We will provide feedback on the DC use of the funds in subsequent IDMP progress reports. Although no Kono distributions were made, the program has continued to work with Kono chiefdoms considered to be under-performing and a series of meetings and investigations between staff, MMR, and Chiefdom Development Committees have improved reporting levels in Nimiyama and Nimikoro chiefdoms.
- *Improved policies and practices for reclamation.* During this period the flagship reclamation swamp rice activities of the SINAVA women's group were visited by US Ambassador Hull just prior to harvest (see visits). Meanwhile the early progress made by the GOSL in reclaiming the former Kaisambo site stagnated. A period of heavy caterpillar activity to level the area was completed, but the development phase was halted due to late payment of project funds.
- *Support implementation of Kimberley Process* The then Vice Chairman (now Chairman) of the Peace Diamond Alliance/Kono attended the Kimberley Process Plenary Meeting in Ottawa in late October. Such visits continue to add value to the program, as the vice-chairman was able to brief many attendees on activities being undertaken in Sierra Leone and report back to PDA members about how PDA's work fits into the global picture.

#### **Activities undertaken opportunistically, but not included in work plan**

None

#### **Issues requiring attention**

The lack of progress in the reclamation of the former Kaisambo mining site must be addressed.

## **VI. Management Activities**

### **Overview**

As evidenced by the work plan, activities are allocated to responsible line managers, under direction from the Team Leader. This effort is serving to clarify lead roles and responsibilities. However as the program staff is made up of multi disciplined actors, many activities require input from other team members. The management style being tested is to use multi focused groupings based upon a Matrix<sup>2</sup> of contributors to coordinate work. This has the advantage of more flexible sharing of human resources, allowing complex decisions to be taken in an unstable environment and providing a basis for mentoring and skill development. Weaknesses inherent in such a system are that it can be time consuming, requiring more frequent meetings, wherein participants can experience dual authority, leading to frustration. However early indications are that staff are beginning to understand such a flexible structure, which is alien to the Sierra Leone management structure norm.

During a program staff team building exercise at the beginning of December, valuable contributions were made to the overall program work plan.

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<sup>2</sup> See Daft, Richard L. *Essentials of Organization Theory & Design*, 2001

## **Work summary, by activity**

### **Activities scheduled in work plan**

- 6.3 Weekly staff meetings and Monthly Managers' meeting.** One conclusion from the IDMP Team Planning Exercise was that more frequent meetings were necessary to coordinate activities. Each office (Koidu, Tongo Fields, Freetown) is now holding its own weekly meeting. Component managers meet monthly, with all staff meetings held on a bi monthly basis.
- 6.4 Quarterly Program Reports to USAID** Program update reports will be forwarded to USAID based on a calendar quarterly cycle. Hence the first report for activities up to and including December 31, 2004 will be due by end January 2005 and the cycle will be maintained every three months thereafter.
- 6.5 Procurement of vehicles and other equipment.** Quotes for new vehicle and motorbikes obtained.
- 6.6 Hire Cooperative Finance, Environmental, and Institutional Support Experts.** Institutional Support Expert, Dr. Sahr James Tongu, recruited as of December 1, 2004. Environmental Specialist, A. Babar Turay employed as of November 1, 2004

### **Activities undertaken opportunistically, but not included in work plan**

Implementation of a more flexible staff management approach has not been without some frustrations. We will continue to run with this system, developing team skills as required. It is vital to ensure the training of program team staff is prioritized as importantly as that of our beneficiaries.

### **Issues requiring attention**

While final approval for both our work plan and attached SOWs is sought, the development of staff and local support institutions will remain a high priority.

## **4. CHALLENGES DURING PERIOD, AND RESPONSES**

The close out of two programs and the start up the IDMP created considerable financial and administrative pressure. During the month of December the Team Leader was absent due to family bereavement, at a time when new management systems were being put in place.

Throughout the quarter, staff have responded to these increased demands and implementation of the program remains on track.

Anticipation continued as cooperatives learned of the promise of independent funding for their mining activities made during the Kimberley Process plenary meeting in late October. At the end of period no funding had been agreed and concerns re-emerged. Handling both expectations and disappointment is critical to the program success and staff have managed to maintain excellent relations with cooperatives through constant contact and involvement in the planning and establishment of operating procedures during the reporting period.

## 5. NOTABLE SUCCESSES AND RELEVANT TRENDS

Maintaining a close rapport with the Government has been key to the acceptance of program principles. This strong relationship is continuing, with both the Ministries of Mineral Resources and Trade and Industry through building mutual respect. This allows the program a firm base upon which to address those previously accepted malpractices within the diamond industry and is crucial to the fundamental changes in trading standards and practices being promoted through the establishment and hopefully implementation of mining cooperatives. It is anticipated that these changes can be accepted in due course as part of the Government strategy.

Such high level constituency support has allowed the program staff access to the chieftom accounts for DACDF expenditure. This is a major demonstration of trust and allows positive contributions by communities to be put forward as to the utilization of upcoming distributions. It is important to maintain this positive trend.

Environmental awareness is increasing both within Government and communities. The start of activity

in reclaiming the Kaisambo former mining site in Koidu is noted, but progress must be monitored to ensure the completion of the project and to maintain dialogue for the further actions. Meanwhile community efforts, particularly those illustrated in the report by the SINAVA group of Tongo Fields will continue to gain our support and publicity.

The executive committee elections in Kono ended a period of uncertainty and the PDA executive looks forward to an extremely active year.



US Ambassador Thomas Hull, visiting site of reclamation of mining areas for agriculture with Sinava women's cooperatives

## 7. HIGHLIGHTS OF UPCOMING PERIOD

### A. Events, Visitors, and Travel

The US Ambassador Thomas Hull and his team visited the program operations in Tongo Fields and Kono during early November. While in Tongo he formally opened the program office and visited the SINAVA swamp reclamation project. During his time in Koidu, the Ambassador was able to visit mining sites and converse with miners and diggers alike.



U.S. Ambassador Hull meeting with miners and MMR officials at an artisanal mining site in Kono.

## **B. Activities for upcoming quarter**

### **IDMP Work plan Update – January to March 2005**

#### **Improved GOSL diamond management systems and incentives to use them effectively**

##### **1.1 Training of key GOSL staff**

- 1.1.1 **Small Stones training for MMOs and field staff** – Training extended to Tongo Fields. Need to locate a local candidate to replicate the training in this location.
- 1.1.2 **Training Kono MMOs in monitoring IDMP** - Working with MMR to train select group to monitor IDMP and maintain principles.

##### **1.2 Improving Capacity to make policy**

- 1.2.1 **Draft logframe for GOSL/Donor coordination.** Logframe complete, implementation plan to be drawn up with government to pass to donors.
- 1.2.2 **Support to HLDSC Technical Committee.** Meeting of technical committee to plan for the next HLSC, including the Terms of Reference for an Independent Commission on Mines Monitoring.

#### **Active civil society supporting improved public and private diamond management**

- 2.1.9 **Facilitate planning for CASM Grant.** The CASM Project allocated funds for the ECs to spend to further their objectives. The ECs are now finalizing a training project.
- 2.1.10 **Facilitate Ghana visit by EC members.** Expected during this quarter.
- 2.1.11 **Facilitate visit by WB/CASM to EC and IDMP.** Jeffery Davidson, of CASM will visit Sierra Leone in February or March 2005.
- 2.4 **Implement Small Stones Training in the bush.** Local CBOs will commence taking this training out to diggers and communities where they live.

#### **Private sector diamond businesses that are more transparent, competitive, and responsive to community interests**

- 3.2 **Recruit investors to IDMP Direct Investment Program.** It has proven to be a very time consuming process to attract investors to take the first step in investing in mining cooperatives in a socially responsible manner. However, we have firm commitments from The Rapaport Group to support four cooperatives and two other potential investors with whom we have been deep in dialogue. It is also possible that another investor may step up once it is clear that others are willing to take the plunge. We expect this to provide excellent data and experience for the credit program, should it be approved based on the upcoming Environmental Assessment.

#### **Improved community diamond management systems and incentives to use them effectively**

- 4.2.3 **Include Environmentally Sustainable Artisanal Mining Practices.** This is now vitally important as part of support to mining cooperatives and involves CEMMATS (see Appendix A).

**4.2.4 External Monitoring of IDMP Process.** In addition to IDMP's own monitoring, Global Witness (GW) will be contracted to perform an external review of the IDMP program and to pass judgment on its effectiveness.

### **Improved Enabling Environment for Improved Diamond Management**

**5.3 Increase national level awareness of diamond issues.** Now that the IDMP has launched integrated diamond management on the ground it is time increase awareness through use of radio spots, hopefully in partnership with Talking Drums Studios, and also through focused efforts on the ground. We have learned that many of the most important diamond-producing communities do not have access to radio. Accordingly, we are now ready to combine with the MMR to take messages out to the zones of mining concentration, in both Kono and Tongo Fields.

### **Program Management Activities**

**6.4 Quarterly Program Reports to USAID.** Program update reports have been agreed. Hence the first report for activities up to and including December 31, 2004 is now overdue and the second report to March 31 will be due by April 15.

**6.5 Procurement of vehicles and other equipment.** These are now procured and should arrive during this period. Assistance for clearance documentation will be requested from USAID.

### **Other Activities:**

Integration of the program with other USAID funded interventions to examine collaboration and synergies. We will discuss this with staff of the recently approved Reintegration program coordinated by CARE.

Addressing the revealed deficiency of training and skill amongst Ministry staff will be linked to any upcoming Independent Commission on Mines Monitoring.

## **8. LESSONS LEARNED**

- ❑ Working on policy with the Ministry of Mineral Resources (MMR) is not only about “dialogue”. Lack of in-depth institutional capacity at the MMR creates demands on the program to provide constant assistance to help ensure that reforms are actually implemented. Working to provide donors with a plan for implementation of the Core Mineral Policy, based upon the recently produced log frame, has become a challenge for the program to ensure government ownership in the design.
- ❑ The deficiency of training amongst Ministry staff is evident. While this issue may be addressed within the Core Mineral Policy implementation plan, this adds further pressure upon the need to train MMO's in their assistance in monitoring Integrated Diamond Management in Kono.
- ❑ It is essential to continue dialogue in problem areas. The negotiation between Koidu Holdings and the affected property owners has been on going for 18 months, but the gap between the two sides is narrowing.
- ❑ Local populations are becoming more aware of environmental issues. The swampland resource is shared between miners and farmers. It is essential that the government continues its efforts and that the pace of the reclamation of the former Kaisambo mining site be improved.

## APPENDIX A: SCOPES OF WORK

# Integrated Diamond Management Program (IDMP)

SCOPE OF WORK (IDMP- 2004-03)

### **Sustainable Mining by Artisanal Miners (“SMARTER”) Diamond Mining Systems Development**

#### **I. Management Systems International (MSI) Support for Sierra Leone’s Diamond Sector**

##### **Background**

Decades of diamond smuggling in Sierra Leone have contributed to the corruption of government, funded a major civil war, deprived the nation of hundreds of millions of dollars in development potential, fostered regional instability, and perverted Sierra Leoneans’ basic sense of governance. More recently, the international community has become increasingly alarmed at the large scale of money laundering utilizing alluvial diamonds, and the potential for such resources to be employed by terrorist groups.

*The Government of Sierra Leone (GOSL) was seriously weakened after a decade of civil war, during which time it was often referred to as a classic example of a “Failed State”. Risks to national, regional, and international security are too great to rely solely on tougher government enforcement to stop rampant smuggling. Any lasting solutions must utilize an integrated approach, which recognizes the multi-faceted nature of the problem and accesses the key resources available to combat it, as follows:*

- ❑ It must be community-based, reflecting the dispersed nature of the resource itself and the multitude of players who have access to the diamond fields and diamond marketing chains;
- ❑ It must feature a proactive government, recognizing its role in facilitating local solutions while retaining a strong regulatory and enforcement role;
- ❑ It must address fundamental policy issues, altering the status quo to permit greater transparency, competition, and responsible business practices;
- ❑ It must address the entire production and marketing chain, helping alluvial miners access finance, tracking production from discovery to export, and encouraging more competitive buying for certified diamonds; and
- ❑ It must be driven by an appropriate incentive structure.

USAID and MSI have been working together with government for five years to increase community participation in diamond management, enhance Government of Sierra Leone (GOSL) capacity, and reform diamond policy. The Diamond Management Program has been implemented through a number of agreements with USAID since 1999, the current vehicle, funding this SOW, is the Integrated Diamond

Management Program (IDMP) CA #636-A-00-04-00217. IDMP works simultaneously on field implementation and policy reform at the national and local levels.

#### *Field Emphasis*

IDMP builds on past success, utilizing the policy, social, and physical infrastructure of the Peace Diamond Alliance<sup>3</sup> to demonstrate how artisanal mining can "work" in Kono and Tongo Fields; that it can:

- ❑ Have a transparent, fair, and safe local market;
- ❑ Maximize benefits to local miners, diggers, and their communities;
- ❑ Track diamonds from earth to export;
- ❑ Minimize corruption and environmental degradation; and
- ❑ Mobilize local surveillance and mines monitoring.

An important part of this effort will be to test a pilot program, called "Integrated Diamond Management". The pilot project seeks to organize diggers into cooperatives, improve cooperatives' access to finance, track diamonds from Earth to Export, provide better prices to miners, and increase benefits to communities. More detailed information can be found on the program's website: [www.peacediamonds.org](http://www.peacediamonds.org).

The IDMP is community based, with guidance from the Executive Committees of the Peace Diamond Alliance in Tongo Fields and Kono District, and builds upon reform initiatives such as the Diamond Area Community Development Fund. It is implemented by a team based in Koidu, Tongo Fields and Freetown, utilizing local institutions to the greatest extent possible while at the same time strengthening those same institutions.

#### *Policy Emphasis*

The USAID/MSI partnership has been working hard with the GOSL and other donors to develop a new paradigm for diamond mining, which would empower miners and diggers to achieve greater economic benefit from diamond mining and to have a greater role in managing the diamonds. IDMP's efforts are now being recognized internationally as defining an entirely new mining framework, based on Development Diamonds. We will monitor the progress of the program closely, and gather lessons learned from the pilot that we anticipate will be applicable – with some adaptation – throughout Sierra Leone and internationally.

The IDMP yokes policy reform at the national and local levels with grassroots participation in the policy process and in-depth field sites through the Peace Diamond Alliance. The Freetown office will serve as the policy coordination hub, including serving as Secretariat to the High Level Diamond Steering Committee (HLDSC) and promoting a favorable policy environment. A central priority is developing a favorable environment for a clean diamond trade and for integrating community concerns into the process. The IDMP focuses both on positive incentives to increase the proportion of mining and marketing enterprises engaged in the formal sector and on improving the capacity of the GOSL to regulate the industry and enforce its laws.

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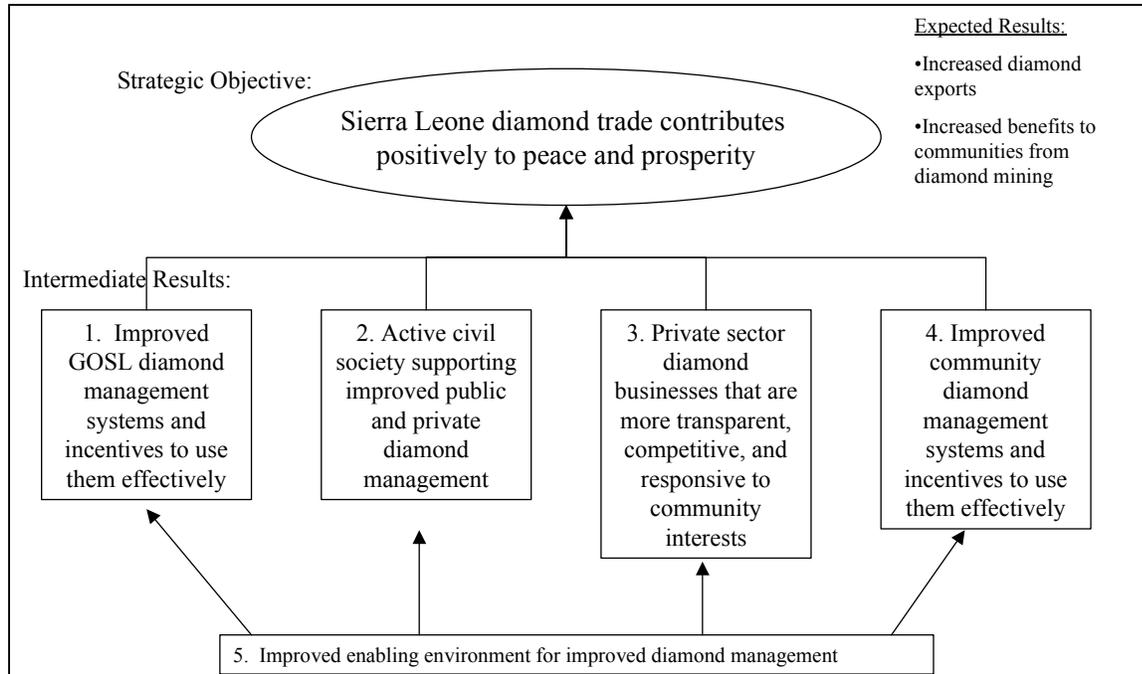
<sup>3</sup> See [www.peacediamonds.org](http://www.peacediamonds.org) for a fuller description of the Peace Diamond Alliance



## 2. MSI's Program Strategy

IDMP interim strategy is summarized below:

Figure 1: **MSI's Diamond Policy and Management Strategy**



In addition to the objectives outlined above, all our IDMP work supports the following crosscutting themes:

- ◆ Reducing corruption;
- ◆ Geographic focus in Kono District and Tongo Fields;
- ◆ Integrating private sector influences into the reform program;
- ◆ Emphasizing to communities and civil society the importance of acknowledging the importance of both rights and responsibilities;
- ◆ Influencing Sierra Leoneans' inner map of governance; and
- ◆ Building institutional approaches to sustaining improvements.

## 3. Program Needs to be Filled and Objectives of the Assignment

In the coming months, IDMP will be embarking on its pilot Integrated Diamond Management & Policy (IDMP) program. This is an effort to assist local artisanal mining cooperatives – initially in Kono District – to form effective organizations, access finance, track production from Earth to Export, and receive a far better price for their production as a reward for taking part in the program. Cooperatives will also be required to reclaim their mining sites for alternative uses.

We are hoping that many aspects of the pilot will provide valuable lessons learned for the rest of the artisanal diamond mining industry. Accordingly, in developing this “SMARTER” model we also want to

introduce improved mining techniques – complementing the institutional and market innovations noted above – that would avoid much of the environmental degradation and wastage that appears to occur at most artisanal sites today. In keeping with the DIPAM objective of maximizing benefits to communities, our model must encourage cooperatives to mine in as efficient a manner as possible, given the low-capital/labor-intensive technologies they will be pursuing. “Sustainable”, in the SMARTER moniker, refers to both environmental and economic feasibility, both for the mining concern and for the community at large.

Completion of this SOW will result in the development of a SMARTER Diamond Mining System, training of cooperatives in that system, testing the system in the field with those cooperatives, and monitoring the system that will be fixed at a capital/technology mix appropriate to most mining cooperatives in Sierra Leone. The expectation is that application of this model by other mining concerns in Sierra Leone would result in greater yields and far less environmental degradation. It is hoped that this improved model will demonstrate the feasibility of reclaiming land *while* ongoing digging and washing at a site continues, thereby encouraging miners to build in reclamation costs from the beginning, reducing the likelihood of miners moving on to another site prior to reclaiming the current site, and greatly facilitating government and community monitoring of environmental compliance.

#### **4. Relation of SOW to Strategy**

This task is most directly related to Intermediate Result (4): Improved community diamond management systems and incentives to use them effectively; but is also relevant to the following Intermediate Results: 5 (Developing an enabling environment for improved diamond management) and 3 (Private sector diamond businesses that are more transparent, competitive, and responsive to community interests) – as depicted in the graph above.

#### **5. Responsibilities and Activities of the assignment**

Subject to initial planning sessions with the implementer of this SOW, it is anticipated that the following activities will be required to complete this assignment effectively:

- Initial planning meeting with IDMP staff;
- Collaborative development of a work plan with IDMP staff;
- Literature review and Interviews with several local and international experts in the field, including staff at the World Bank’s CASM (Communities and Small Mining) project;
- Drafting of a SMARTER Diamond Mining System approach, based on the experts’ knowledge of the sector and information from the interviews;
- Discussion of the draft SMARTER Diamond Mining Systems approach with MMR staff, the GOSL ministry responsible for environmental affairs, as well as with cooperative leaders and PDA Executive Committee members in Kono through a workshop, to obtain feedback on the cost-effectiveness of the approach and practicality from the production perspective as well as from the government monitoring perspective.
- Revision of the draft SMARTER Diamond Mining Systems documentation;
- Development of a training program for cooperatives who will be participating in the IDMP program this mining season;

- ❑ Drafting of a system for monitoring compliance with the SMARTER Diamond Mining Systems approach by the cooperatives, including
  - An approach for learning whether SMARTER Diamond Mining Systems is achieving its sustainability goals
  - Guidelines to assist external monitors in assessing environmental compliance – such as what are the key things to look for and when should the government, community, and civil society monitors visit the site to ascertain compliance
- ❑ At the end of the season, adjust the SMARTER Diamond Mining Systems approach, based on what was learned during the season;
- ❑ Prepare a report by September 2005 on the results of the introduction of the SMARTER Diamond Mining Systems and its potential for application on a broader scale;
- ❑ Participation in drafting a policy brief for the GOSL of how such systems could be integrated into existing regulatory systems in a cost-effective manner
- ❑ Revision of the training curriculum to integrate revisions in the approach, based on the prior season's experience.

Please note that timing of activities should reflect a season that begins mid-December 2004.

## **6. Products**

The following products must be submitted to execute effectively this SOW:

- ❑ Work plan (in digital and hardcopy format) for the entire activity period;
- ❑ Draft (in digital and hardcopy format) SMARTER Diamond Mining Systems report;
- ❑ Facilitate a workshop in Kono with stakeholders introducing SMARTER Diamond Mining Systems approach and obtaining feedback for how it could be improved;
- ❑ A final draft of the SMARTER Diamond Mining Systems report, based on feedback;
- ❑ Conducting training in application of SMARTER Diamond Mining Systems for cooperatives participating in the IDMP program;
- ❑ Brief report (in digital and hardcopy format) describing monitoring approach for SMARTER Diamond Mining Systems;
- ❑ Report (in digital and hardcopy) summarizing the experience of introducing SMARTER Diamond Mining Systems and suggestions for how it could be improved and scaled up nationally in time;
- ❑ Contributions to a policy brief for the GOSL on how SMARTER Diamond Mining Systems could be applied in the context of the government's regulatory function; and
- ❑ Revisions to training curriculum, reflecting lessons learned in first season of testing SMARTER Diamond Mining Systems.

## **7. Supervision**

The implementer of this SOW will report to the IDMP Team Leader.

# **Integrated Diamond Management Program (IDMP)**

## **8. Anticipated Level of Effort**

It is anticipated that implementation of this SOW will require eighty days, during the period 22 November 2004 to 15 December 2005.

## **DRAFT VERSION AS OF 21-DEC-04**

### SCOPE OF WORK

#### **Monitoring Production and Marketing of the Pilot Integrated Diamond Management & Policy (IDMP) Program in Sierra Leone**

## **I. Management Systems International (MSI) Support for Sierra Leone's Diamond Sector**

### **Background**

Decades of diamond smuggling in Sierra Leone have contributed to the corruption of government, funded a major civil war, deprived the nation of hundreds of millions of dollars in development potential, fostered regional instability, and perverted Sierra Leoneans' basic sense of governance. More recently, the international community has become increasingly alarmed at the large scale of money laundering utilizing alluvial diamonds, and the potential for such resources to be employed by terrorist groups.

The Government of Sierra Leone (GOSL) was seriously weakened after a decade of civil war, during which time it was often referred to as a classic example of a "Failed State". Risks to national, regional, and international security are too great to rely solely on tougher government enforcement to stop rampant smuggling. Any lasting solutions must utilize an integrated approach, which recognizes the multi-faceted nature of the problem and accesses the key resources available to combat it, as follows:

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- ◆ It must address the entire production and marketing chain, helping alluvial miners access finance, tracking production from discovery to export, and encouraging more competitive buying for certified diamonds; and
- ◆ It must be driven by an appropriate incentive structure.

USAID and MSI have been working together with government for five years to increase community participation in diamond management, enhance Government of Sierra Leone (GOSL) capacity, and reform diamond policy. The Diamond Management Program has been implemented through a number of agreements with USAID since 1999, the current vehicle, funding this SOW, is the Integrated Diamond Management Program (IDMP) CA #636-A-00-04-00217. The IDMP works simultaneously on field implementation and policy reform at the national and local levels.

#### *Field Emphasis*

IDMP builds on past success, utilizing the policy, social, and physical infrastructure of the Peace Diamond Alliance<sup>4</sup> to demonstrate how artisanal mining can "work" in Kono and Tongo Fields; that it can:

- ◆ Have a transparent, fair, and safe local market;
- ◆ Maximize benefits to local miners, diggers, and their communities;
- ◆ Track diamonds from earth to export;
- ◆ Minimize corruption and environmental degradation; and
- ◆ Mobilize local surveillance and mines monitoring.

An important part of this effort will be to test a pilot program, called "Integrated Diamond Management & Policy" (IDMP). The pilot project seeks to organize diggers into cooperatives, improve cooperatives' access to finance, track diamonds from Earth to Export, provide better prices to miners, and increase benefits to communities. More detailed information can be found on the program's website: [www.peacediamonds.org](http://www.peacediamonds.org).

The IDMP is community based, with guidance provided by the Executive Committees of the Peace Diamond Alliance in Tongo Fields and Kono District, and builds upon reform initiatives such as the Diamond Area Community Development Fund (DACDF.) It is implemented by a team based in Koidu, Tongo Fields and Freetown, utilizing local institutions to the greatest extent possible while at the same time strengthening those same institutions.

#### *Policy Emphasis*

The USAID/MSI partnership has been working hard with the GOSL and other donors to develop a new paradigm for diamond mining, which would empower miners, diggers, and the community at large to achieve greater economic benefit from diamond mining and to have a greater role in managing the diamonds. IDMP's efforts are now being recognized internationally as defining an entirely new mining

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<sup>4</sup> See [www.peacediamonds.org](http://www.peacediamonds.org) for a fuller description of the Peace Diamond Alliance

and marketing framework, based on Development Diamonds. We will monitor the progress of the program closely, and gather lessons learned from the pilot that we anticipate will be applicable – with some adaptation – throughout Sierra Leone and internationally.

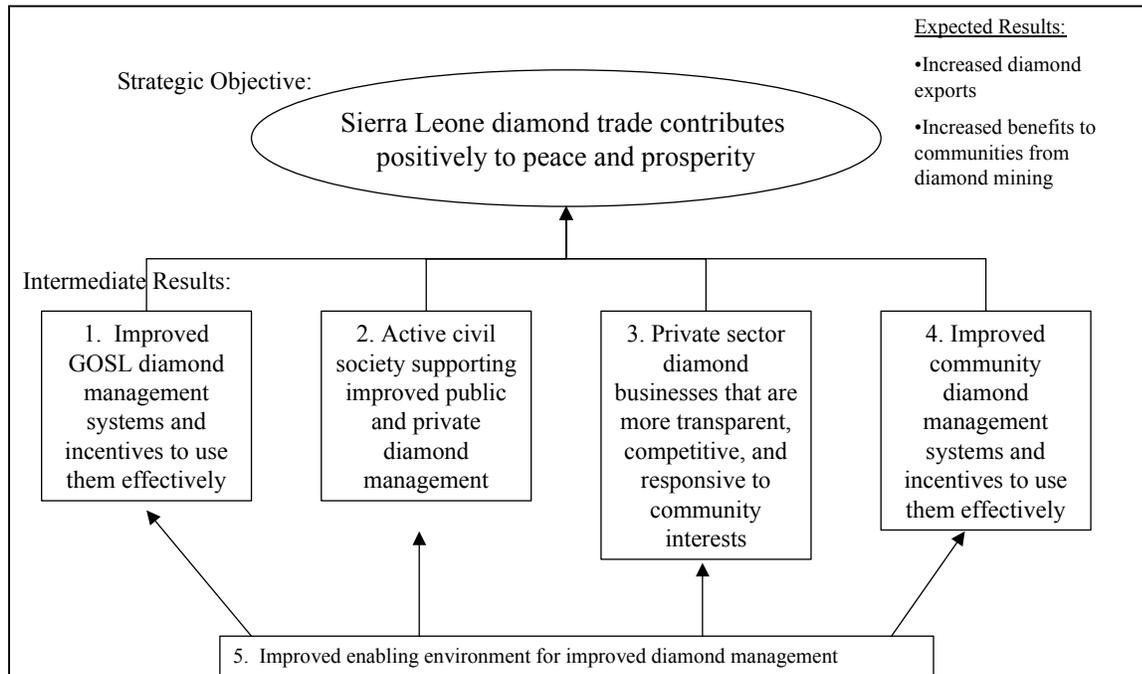
IDMP yokes policy reform at the national and local levels with grassroots participation in the policy process and in-depth field sites through the Peace Diamond Alliance. The Freetown office will serve as the policy coordination hub, including serving as Secretariat to the High Level Diamond Steering Committee (HLDSC) and promoting a favorable policy environment. A central priority is developing a favorable environment for a clean diamond trade and for integrating community concerns into the process.

IDMP focuses both on positive incentives to increase the proportion of mining and marketing enterprises engaged in the formal sector and on improving the capacity of the GOSL to regulate the industry and enforce its laws.

## 2. MSI's Program Strategy

The IDMP strategy is summarized below:

**Figure 1: MSI's Diamond Sector Reform Strategy**



In addition to the objectives outlined above, all our IDMP work supports the following crosscutting themes:

- ◆ Reducing corruption;
- ◆ Geographic focus in Kono District and Tongo Fields;
- ◆ Integrating private sector influences into the reform program;
- ◆ Emphasizing to communities and civil society the importance of acknowledging the importance of both rights and responsibilities;
- ◆ Influencing Sierra Leoneans' inner map of governance; and
- ◆ Building institutional approaches to sustaining improvements.

## 3. Program Needs to be Filled and Objectives of the Assignment

In the coming months, we will be embarking on its pilot Integrated Diamond Management & Policy (IDMP) program. This is an effort to assist local artisanal mining cooperatives – initially in Kono District – to form effective organizations, access finance, track production from Earth to Export, and receive a far better price for their production as an incentive to participate in the program. Cooperatives will also be required to reclaim their mining sites for alternative uses.

We are hoping that many aspects of the pilot will provide valuable lessons learned for the rest of the artisanal diamond mining industry. A key component of the program is being able to assure buyers of the integrity of IDMP production: that

- ◆ Diamonds marketed by specific cooperatives were indeed produced by them;
- ◆ Working conditions meet a specified minimum standard; and
- ◆ That processes are underway to ensure environmental reclamation of the mining site.

Accordingly, MSI is contracting an organization to provide external monitoring of the integrity of the systems being used. The organization will not be asked to “certify” specific stones as being “Peace Diamonds” or “Development Diamonds” or to invent standards for what would constitute such products. Rather, the contracting organization will be asked to report on whether the *systems* being used to control production, working conditions, and environmental reclamation are likely to result in the standards specified by IDMP. These standards will be clearly outlined by the time of the first field visit. Nevertheless, IDMP would very much appreciate suggestions from the contracting organization for any ways in which the standards could be improved to be more acceptable to the international community. IDMP recognizes that there are likely to be shortcomings in the first year’s effort of introducing IDMP. While the contracting organization will serve as an *external* monitor, it is also expected that they will operate constructively as a *partner* in developing the standards and systems and provide feedback at the earliest possible moments on how the standards and systems could be improved so that we can make the first year’s production of the highest possible standard. We would like to engineer-in improvements as we work rather than wait for the end of the season to learn of a litany of “shortcomings”.

Most of Global Witness work will involve focusing on verifying that the diamonds marketed by cooperatives were actually produced by them. The work to evaluate standards for working conditions and environmental reclamation will require less focus and will mainly involve verifying whether a few minimum standards set by IDMP are being met in these areas. However, Global Witness can also make recommendations for how standards in any of these three areas should be strengthened and also make this clear in the reports.

#### **4. Relation of SOW to Strategy**

This task is most directly related to Intermediate Result (4): Improved community diamond management systems and incentives to use them effectively; but is also relevant to the following Intermediate Results: 5 (Developing an enabling environment for improved diamond management) and 3 (Private sector diamond businesses that are more transparent, competitive, and responsive to community interests) – as depicted in the graph above.

#### **5. Responsibilities and Activities of the assignment**

IDMP realizes that the contracting organization will develop a work plan after having had a chance perform a scoping exercise. The table below is presented to provide a sense of what is needed by the project, subject to the revision at the end of the first scoping visit. Revisions are welcome, provided that it is understood that three main components must be monitored (production integrity/working conditions, marketing, and environment), that periodic reviews will be required to adjust

implementation as lessons are learned from monitoring, and that both parties agree to the revisions. Global Witness will evaluate and report on whether the systems IDMP has adopted to control production, working conditions, and environmental reclamation are likely to result in the standards specified by the IDMP. Global Witness will also provide recommendations for how these standards could be improved to be more acceptable to the international community.

#### Responsibilities of MSI

In order for Global Witness to carry out these activities, MSI will:

- 1) Allow Global Witness to inspect, verify and monitor all relevant aspects of the systems employed in the pilot IDMP.
- 2) Facilitate access by Global Witness to relevant records related to the pilot IDMP to monitor systems and facilitate a process whereby Global Witness can meet with and interview relevant individuals working on the project, including MSI project managers, the cooperatives, local and expatriot staff, local police, mines monitoring officers and.
- 3) Facilitate freedom of movement for Global Witness at all of the IDMP project sites to inspect, verify and monitor the systems as outlined above.
- 4) Provide Global Witness with
  - a. Copies of relevant mining licenses and mining regulations
  - b. Names of cooperative members
  - c. Receipts for purchase of mining inputs, including labor
  - d. Financial records of funding by Investors and allocation of those expenses
- 5) Assist Global Witness to understand procedures used in the Earth to Export Scheme regarding
  - a. Monitoring production,
  - b. Recording and storing winnings
  - c. Security procedures on winnings
  - d. Transportation of goods to market
  - e. Sale procedures
  - f. Exportation procedures

To aid in these efforts, MSI and Global Witness will work collaboratively to develop a Manual for Procedures for Tracking Diamonds from Earth to Export that will clearly outline procedures as outlined above.

The nature and timing of the reports can be adapted during the Scoping visit. For example, the consulting organization would like to address the three main issues (production integrity/working conditions, marketing, and environment) together in reports that are done following visits to the project site. However, this approach can be adapted by mutual agreement during the Scoping visit.

## 6. Products

The outputs detailed in the previous section, must be completed to execute effectively this SOW. We recognize that the timing and nature of the products may change as a result of the scoping exercise, provided both parties agree to the changes.

## 7. Supervision

The implementer of this SOW will report to the MSI Technical Director.

## 8. DRAFT Work Plan (to be modified, based on consensus, during first field visit):

<u>Task &amp; Brief Description</u>	<b>Completion date</b>	<b>Output</b>
<b>Familiarize GW with IDMP program</b>	<b><u>31-Dec-04</u></b>	
<ul style="list-style-type: none"><li>◆ Review of project documentation</li><li>◆ Correspondence with MSI staff in USA and Sierra Leone</li><li>◆ Begin to develop draft methodology for approaching monitoring</li></ul>		

<u>Task &amp; Brief Description</u>	<b>Completion date</b>	<b>Output</b>
<u>Field Scoping Assessment and Drafting of Work Plan</u>	15-Feb-05	Assessment Team:
<ul style="list-style-type: none"> <li>◆ Brief the IDMP team upon arrival and GW presents initial work plan and methodology.</li> <li>◆ Meet with CEMMATS, contractor on SMARTER mining technologies</li> <li>◆ Conduct interviews with selected stakeholders in Freetown.</li> <li>◆ Visit Koidu to scope out task in detail through site visits, interviews and other rapid appraisal methods.</li> <li>◆ Facilitate collaborative workshop with IDMP staff and other stakeholders to develop monitoring strategy and share suggestions for improvements to IDMP from monitoring perspective.</li> <li>◆ Prepare preliminary report outlining key findings and recommendations.</li> <li>◆ Prepare work plan for balance of assignment, based on what is learned in Freetown and Koidu;</li> </ul> <p>Present debrief presentation before departing to IDMP team and USAID/Sierra Leone.</p>		<ul style="list-style-type: none"> <li>◆</li> <li>◆</li> <li>◆</li> <li>◆</li> </ul>
<b>Increased Awareness of IDMP and innovative approaches to diamond management at grass roots level</b>		
Publicizing monitoring and program via web site, meetings, etc. where appropriate	Life of contract	
<u>Monitoring and Reporting</u>	Ongoing – 4 reports to be submitted following visits to project.	◆
<ul style="list-style-type: none"> <li>◆ Conduct monitoring, which includes bi-monthly visits to IDMP project site to see how systems are working and to interview those involved.</li> <li>◆ Submit monitoring reports on key IDMP systems after each visit</li> <li>◆ Consultation with and involvement of local NGOs on the monitoring project</li> </ul>		<ul style="list-style-type: none"> <li>◆</li> <li>◆</li> </ul>
<b>Final Report</b>	End of Contract	

<u>Task &amp; Brief Description</u>	<b>Completion date</b>	<b>Output</b>
<p>Report on overall analysis of IDMP, recommendations for improvement, and suggestions for how monitoring could be sustainably instituted by local civil society and GOSL entities.</p>		
<ul style="list-style-type: none"> <li>◆ Brief the IDMP team upon arrival and GW presents initial work plan and methodology.</li> <li>◆ Meet with CEMMATS, contractor on SMARTER mining technologies</li> <li>◆ Conduct interviews with selected stakeholders in Freetown.</li> <li>◆ Visit Koidu to scope out task in detail through site visits, interviews and other rapid appraisal methods.</li> <li>◆ Facilitate collaborative workshop with IDMP staff and other stakeholders to develop monitoring strategy and share suggestions for improvements to IDMP from monitoring perspective.</li> <li>◆ Prepare preliminary report outlining key findings and recommendations.</li> <li>◆ Prepare work plan for balance of assignment, based on what is learned in Freetown and Koidu;</li> <li>◆ Present debrief presentation before departing to IDMP team and USAID/Sierra Leone</li> </ul>		