



Implemented by



# Baseline Study Report: Sustainable Development of the Mining Sector in Rwanda

# Table of Contents

<b>Chapter 1: Baseline Study Report.....</b>	<b>3</b>
Executive Summary	
Introduction	
Methodology	
Results	
<b>Chapter2 Monitoring Plan.....</b>	<b>17</b>
Overview	
Establishment of Monitoring Group	
Data management	
Dissemination	
<b>Chapter 3 Capacity Needs Report.....</b>	<b>19</b>
Overview	
Methodology	
Results and Recommendations	
<b>Appendices.....</b>	<b>21</b>
1. List of materials reviewed	
2. Survey Questionnaires	
3. Draft Reporting Template	

# Chapter 1: Baseline Study Report

## Executive Summary:

The objective of the study was to conduct a baseline for project indicators for the project “Sustainable Development of the Mining Sector in Rwanda”, specifically related to the German Technical Cooperation (GIZ) co-financed agreement with the European Union (EU) Delegation to Rwanda.

The baseline study was conducted using a desk review of available documents, stakeholder interviews and phone surveys to stakeholders, those individuals who attended short-term courses in the mining sector and key representatives of private sector, licensed companies.

The results, assumptions and relevant factors are updated in the log frame and narrative below. It's noted that as the project is a second co-financing or continuation of support, certain previous trainings, materials and activities are noted in the narrative but were not considered for baseline numbers.

Recommendations for ongoing monitoring methods and subsequent recommendations for capacity building needs are included in the Monitoring Plan and Capacity Building Needs Report.

## Introduction:

Since 2020, GIZ has been providing support to the Rwandan Mines, Petroleum and Gas Board (RMB) to implement some tools of the Regional Initiative against the Illegal Exploitation of Natural Resources (RINR). In the initial 3-year phase that ended in December 2022, GIZ implemented a number of activities with the funds from the German Ministry for Economic Cooperation and Development (BMZ).

In December 2022, a second co-financing was agreed with the European Union (EU) Delegation to Rwanda, which will support bilateral activities to enhance “Sustainable Development of the Mining Sector in Rwanda” – originally from December 2022-2025. The project start was delayed until May 15<sup>th</sup>, 2023.

The co-financing covers four outputs namely 1) enhancing compliance with responsible mineral sourcing standards, 2) support digitalization/ operationalization of mining sector services; 3) strengthen TVET skills and training on mining; and 4) improve application of international social and environmental protection standards.

This report will serve as a baseline for the indicators of the project as outlined in the previously drafted logical framework.

## Methodology:

The baseline includes 1) high level summary of baseline indicators and targets 2) a detailed description of methods and documentation of baseline sources 3) a report indicating potential gaps, capacity development needs to meet outputs as detailed in the log frame and project plan.

### **1. Desk Review of Available Documents**

With the support from GIZ, RMB and the Rutongo Mining School, relevant documents were identified and requested including training reports, recent pre and post tests if available, lists of relevant sector stakeholders such as registered mining companies, employers of recent graduates/workforce training programs of the Rutongo Mining School and other participants recently trained in relevant courses.

Documents were then reviewed to determine indicator baseline values, review existing targets and make recommendations regarding any proposed changes to the indicators if necessary. In the absence of documentation, assumptions are documented with reasoning and recognition of the need for source documentation moving forward.

Data from the desk review was analyzed to identify any gaps in data or knowledge at baseline that need to be addressed through ongoing monitoring throughout the project.

### **2. Phone Surveys**

For baseline indicators requiring feedback from stakeholders, relevant sector actors and participants trained, structured questionnaires were designed to gather quantitative and qualitative data through phone surveys. Phone surveys were chosen due to the limited time frame of the baseline study and the location of the potential respondents. Phone survey questionnaires are noted in the appendices.

The questions were limited to stay within the objectives of the baseline study and capture only relevant information about the project and its stakeholders. The surveys were fully voluntary and no personal nor identifying data was captured or stored. Confidentiality was ensured to all respondents.

Appropriate sample size and sampling technique were determined to ensure representation of the target population where not already listed in the log frame. Details on the sample size and technique as well as limitations based on availability of target population information are listed in the appendices.

The surveyor for the questionnaire was trained on survey techniques and ethical considerations for phone surveys and had previous extensive training and experience in survey design, data collection, survey implementation, translations, data entry and analysis.

Survey responses were documented accurately and consistently, ensuring data quality and integrity. Data quality checks were run, and data was stored locally in a secured location in line with Rwandan Data Protection Laws.

Data was then analyzed using appropriate statistical methods, to identify key findings and trends as well as the baseline indicator values.

### **3. Stakeholder Interviews**

For contextual information and to inform the monitoring system, stakeholder interviews were conducted with key project staff from GIZ, RMB, the Rutongo Mining school and other stakeholders where needed.

To ensure alignment with the larger project and monitoring system that is planned, synergies were discussed with key GIZ Monitoring and Evaluation staff and consultants assigned to the multi-year project.

## Results:

**Table One: Log Frame, Impact Level**

			<b>Baseline</b>	<b>Targets</b>	
	<b>Intervention logic</b>	<b>Indicators</b>	<b>(incl. reference year)</b>	<b>(incl. reference year)</b>	<b>Sources and means of verification</b>
<b>Overall objective:</b>		1. Annual flows of Foreign Direct Investment in Rwanda	1. \$354 million (2019)	1. \$700 million (2027)	Annual reports of the Rwanda Development Board/World Investment Report
<b>Impact</b>	Strengthen entrepreneurship and improve the business environment and attractiveness of investment in Rwanda.	2. Global Entrepreneurship Index (GEI)	1. 91 (rank 2020)	2. 80 (rank 2024)	The global entrepreneurship and development Institute
		3. Annual number of new SME's created	2. 200 (2018)	3. 400 (2024)	Annual reports of the Rwanda Development Board

### Assumptions and relevant factors for Outcome Indicator Baseline Values:

#### **1. Annual flows of Foreign Direct Investment in Rwanda**

- Data obtained through RDB though primary source is the National Bank of Rwanda

#### **2. Global Entrepreneurship Index (GEI)**

- Data is publicly available online through Global Entrepreneurship Development Institute

#### **3. Annual Number of new SME's created**

- Data obtained through RDB though primary source is Rwanda Ministry of Trade

### Table 2: Log frame, Outcome Level

	Intervention logic	Indicators	Baseline	Targets	Sources and means of verification
<p><b>Specific objective(s):</b></p> <p><b>Outcome(s)</b></p>	<p>Central actors in the mining sector in Rwanda contribute to the economic development of the sector more efficiently and sustainable.</p>	<p>1. Percentage of key actors who are familiar with standards of the ICGLR, EU and OECD and can provide 2 examples how they strengthen the compliance within their area of responsibility.</p>	47% (2023)	80% (2024)	<p>Endline Survey of 50 representatives of key actors (RMB, district representatives, private sector representatives).</p> <p>The sample of private sector representatives has to be selected randomly from all licensed mining entities registered with the RMB. An adequate representation of different size mining operations has to be assured.</p> <p>Familiarity is rated based on self-assessment on a scale from A=very familiar to F=not familiar at all, self-assessments of A and B are considered to be familiar.</p>
		<p>2. Percentage of end-users (representing at least 10 different districts and 30 companies), who have used digital services by the RMB (GIMCS, GIMCS mobile application, and/or traceability methods) and rate the user-friendliness with A or B on a scale from A to F.</p>	0% (2023)	80% (2024)	<p>(Digital) user-survey among the users of the GIMICS services, results are to be disaggregated by sex and company size.</p>
		<p>3. Percentage of the participants of further trainings on mining-related skills, disaggregated by sex, who confirm that they are applying the newly acquired skills within their area of responsibility.</p>	22% (2023)	70% (2025)	<p>Representative survey results disaggregated by sex; qualitative focus groups.</p>
		<p>4. Rating of the skills and knowledge of the graduates of the Rutongo Mining School through the employers.</p>	2 (2023)	3 (2025)	<p>Regular feedback surveys from the employers of Rutongo Mining School</p>

Assumptions and relevant factors for Outcome Indicator Baseline Values:

- 1. Percentage of key actors who are familiar with standards of the ICGLR, EU and OECD and can provide 2 examples how they strengthen the compliance within their area of responsibility.**
  - Using a random sample of those private actors with active licenses in mining, processing and trading, phone surveys were conducted to the listed representatives. 47% is the percentage of those familiar with the standards, weighted by familiarity and knowledge of all compared to only some of the listed standards, with ability to provide 2 examples of how they strengthen the compliance within their area of responsibility.
  - It is noted that participation in the phone survey could be biasing the results, as participation is voluntary and those more familiar with standards are more likely to participate.
  - Different size mining operations were not taken into consideration at baseline.
- 2. Percentage of end-users (representing at least 10 different districts and 30 companies), who have used digital services by the RMB (GIMCS, GIMCS mobile application, and/or traceability methods) and rate the user-friendliness with A or B on a scale from A to F.**
  - While some digital services are already developed, there has been no training to date for end-users, districts, or companies outside of RMB staff. As it has not been formally introduced, there is no reliable method of knowing who has yet used the digital services.
  - At training, a post- training survey should be conducted with participants to rate the user-friendliness using the scales.
- 3. Percentage of the participants of further trainings on mining-related skills, disaggregated by sex, who confirm that they are applying the newly acquired skills within their area of responsibility.**
  - Of those surveyed from the short-term course first intake from Rutongo Mining School, only 22 % were working in the mining sector and could confirm using skills learning from the training.
- 4. Rating of the skills and knowledge of the graduates of the Rutongo Mining School through the employers.**
  - Phone surveys were conducted to three potential employers of Rutongo Mining School Graduates. On a scale of 1-5 the rating specifically for those who graduated with certificates from Rutongo Mining School as 2. To note, two of the Mines contacted were unclear on the relationship between Rutongo Mining School and IPRC and believed IPRC graduates to be separate from the mining department based at Rutongo.



**Table 3: Log frame, Output 1 Level**

	Intervention logic	Indicators	Baseline	Targets	Sources and means of verification
<b>Output 1</b>	Enhance compliance with international responsible mineral sourcing standards.	1.1. Number of participants (both private and state actors) trained on digital traceability systems.	0, No mechanisms (2023)	150 people are trained (15% women) (2025)	RMB website and  RMB reports
		1.2. Number of mining & mineral trading operators as well as inspectors, who participated in trainings, prove increased knowledge and skills concerning ICGLR, EU & OECD guidelines.	0 (2023)	150 persons (of which 15% women) -2025	Pre- and post-training test Focus groups on implementation perspectives
		1.3. Number of newly developed materials and tools (e.g. educational tools or SOPs to enable compliance with the legal and regulatory framework) used in training and sensitization workshops.	0, developed materials and tools for training and sensitization workshops (2023)	5 training tools in at least 10 training and sensitization workshops (2025)	Document of Materials and tools e.g. educational tools or SOPs to enable compliance with the legal and regulatory framework Training and sensitization workshop reports

Assumptions and relevant factors for Output 1 Indicator Baseline Values:

**1.1. Number of participants (both private and state actors) trained on digital traceability systems.**

- No training has occurred at baseline

**1.2. Number of mining & mineral trading operators as well as inspectors, who participated in trainings, prove increased knowledge and skills concerning ICGLR, EU & OECD guidelines.**

- Previous trainings have included
  - a Training Program of RMB Field Agents on BSP Due Diligence and Traceability in the Tin, Tungsten and Coltan Mining Operations, held December 10-12<sup>th</sup> 2018
  - A workshop with Traceability and Due Diligence Officers, held August 9-11<sup>th</sup> 2020.
- However, as pre and post tests were not available at this time, an estimate of who increased knowledge and skills concerning the guidelines is not possible at baseline.
- It is noted that currently trainings in these guidelines is not standardized.
- For monitoring purposes, it is recommended that a standard be introduced in trainings as well as a pre and post test that could be used at all trainings.

**1.3. Number of newly developed materials and tools (e.g. educational tools or SOPs to enable compliance with the legal and regulatory framework) used in training and sensitization workshops.**

- This has not yet been developed.

**Table 4: Log frame, Output 2 Level**

	Intervention logic	Indicators	Baseline	Targets	Sources and means of verification
<b>Output 2</b>	Support digitalization and operationalization of mining sector services	2.1 Number of GIMCS modules and GIMCS mobile application in use.	13 modules created, no application created, '0' in use by definition (2023)	14 modules, including 1 mobile application (2025)	User statistics of the different GIMCS modules and the mobile application, disaggregated by module.  A module is considered to be "in use" if at least 20 different users have utilized it.
		2.2a Number of the technical RMB staff, who have been trained on technologies for GIMCS, prove increased knowledge and skills on managing and adjusting the digital mining sector services	9 (2023)	9 (2025)	Pre- and post-training test results disaggregated by sex.
		2.2.b Number of the users, who have been trained on GIMCS, prove increased knowledge and skills on usage of the digital mining sector services.	19 (2023)	100 (15 female) (2025)	Pre and post- training test results disaggregated by sex.
		2.3 Percentage of the materials, tools, software and IT equipment (provided for the digitalization process and operationalization of GIMCS) which are adequately used.	Material has not been distributed (2023)	90% (2024)	Monitoring reports of site visits and interviews with responsible staff 3-6 month after the distribution.

## Assumptions and relevant factors for Output 2 Indicator Baseline Values:

### **2.1 Number of GIMCS modules and GIMCS mobile application in use.**

- 13 have been developed and are live, however by definition 0 are yet in use as there has been no training outside of RMB.
- The original target was set at 12 though 13 have been developed and 1 more is planned.

### **2.2 Number of the technical RMB staff, who have been trained on technologies for GIMCS, prove increased knowledge and skills on managing and adjusting the digital mining sector services.**

- Note the original indicator for 2.2 has been revised as two indicators for clarity
- **Proposed 2.2a:** Number of the technical RMB staff, who have been trained on technologies for GIMCS, prove increased knowledge and skills on managing and adjusting the digital mining sector services:
  - The 9 technical RMB staff include the 5 staff from the Digital Information Unit and the 3 staff from Mining Cadaster and Licensing Unit who closely related to IT domains in the job responsibilities and duties
- **Proposed 2.2b:** Number of the users, who have been trained on GIMCS, prove increased knowledge and skills on usage of the digital mining sector services.
  - The 19 as a baseline includes the IT-related technical RMB staff and other non-IT-related RMB staff who were trained.
  - The target number equivalent to 100 for 2.2b considers that the RMB staff, who are concerned with assessment and issuance of licensing, recommendations for blasting materials, mineral sample permits, shall be trained. The RMB staff shall also be trained on matters related to the management of mining inspections, geological, geophysical and geochemical data/information.
  - The target number for 2.2.b also considers that the staff from 30 districts, who are concerned with assessment and issuance of licensing, shall be trained. The target number for 2.2.1 also considers that the license holders shall be trained.

### **2.3 Percentage of the materials, tools, software and IT equipment (provided for the digitalization process and operationalization of GIMCS) which are adequately used**

- The previous project handover reports and delivery notes demonstrate equipment was properly assigned and distributed as intended.
- New material has yet to be procured and distributed at baseline.
- The recommendation is to track equipment and use similarly to previous documentation and to follow up on regular monitoring and site visits.

**Table 5: Log frame, Output 3 Level**

	Intervention logic	Indicators	Baseline	Targets	Sources and means of verification
<b>Output 3</b>	Strengthen provision of TVET skills and training on mining.	3.1. Number of youths enrolled in or graduated from TVET new trades related to mining with updated curricula.	0 (2023)	150 (30% of them female) (2025)	Reports from Rwanda TVET Board  Disaggregated by sex, age group (14-18, 19-24, 25-34)
		3.2. Percentage of trainers who apply the newly developed and accredited curricula (targeting youth with secondary education: mining technician - level 6; mining technologist - level 7) and the newly developed short-term courses.	0 (2023)	90% of Trainers (3 permanent, 4 part-time and 23 external trainers) (2025)	Training observation  RMS Training implementation reports  Focus groups/sounding boards
		3.3. Number of participants who are already working in the mining sector, who have successfully participated in gender-sensitive short-term course modules related to mining operations.	5 (2023)	150 of which 15% are women (2025)	Pre- and post-training tests  Modules relate to technical subjects (e.g. mine management, safety, health, environment and gender) as well as administrative subjects (e.g. administrative and financial mine site management, business plan development.)
		3.4. Average rating of the private sector representatives of the organization of work-placements, internships and other cooperation formats between them and the RMS.	5 (2023)	5 (2025)	Regular feedback questionnaires, which will show an improvement of the average rating by 1 point on a 1-5 scale.

Assumptions and relevant factors for Output 3 Indicator Baseline Values:

**3.1. Number of youths enrolled in or graduated from TVET new trades related to mining with updated curricula.**

- Curricula not yet updated.

**3.2. Percentage of trainers who apply the newly developed and accredited curricula (targeting youth with secondary education: mining technician - level 6; mining technologist - level 7) and the newly developed short-term courses.**

- Curricula not yet updated.

**3.3. Number of participants who are already working in the mining sector, who have successfully participated in gender-sensitive short-term course modules related to mining operations.**

- 5 is a low estimate of those who are both already working in the mining sector and have successfully participated in gender-sensitive short-term courses.
- The Recognition of Prior Learning Assessment completed by REWU in 2022, 200 individuals were recommended for certification to Rwandan TVET Board who would benefit from gender-sensitive short courses.
- An additional 2,500 individuals currently working in the mining sector will be assessed in 2023.
- Reviewing the results of one recent training by the Rutongo Mining School found that even amongst those who completed the course, only 22 percent were currently employed in the mining sector.
- The recommendation for monitoring this indicator moving forward is to work closely with the employers and trade unions to have comprehensive registers of those who are working and could benefit from the training courses and to keep an updated list of those who complete courses in conjunction with IPRC, the Rutongo Mining School, the Rwandan Mining Association, and trade unions including REWU.
- Note the revised target from 400 to 150 based on the short-term course length and the maximum cohort size.

**3.4. Average rating of the private sector representatives of the organization of work-placements, internships and other cooperation formats between them and the RMS.**

- Phone surveys were conducted to 3 potential work-placements but only 1 was able to confirm a formal cooperation format with Rutongo Mining School. They rated the organization of the work-placement as a 5 out of 5 with caveats of improvements that could be made.
- This qualitative feedback included recommending a longer internship period, more practical training and experience and a suggestion to collaborate more as some companies cannot afford to pay interns or cover costs for protection.
- At midline and endline, qualitative feedback should be collected in addition to the quantitative rating for comparison of improvements over time.

**Table 6: Log frame, Output 4 Level**

	Intervention logic	Indicators	Baseline	Targets	Sources and means of verification
<b>Output 4</b>	Improve application of international social and environmental protection standards	4.1. Number of technical RMB staff, who have participated in gender-sensitive training on environment, health and security standards or social protection matters.	0 persons (2023)	130 persons (2025)	Lists of training participants, disaggregated by sex, department at RMB and topic of the training.
		4.2. Number of persons working in small-scale mining companies, who successfully participated in gender-sensitive short-term course modules (environment, health and security standards and social protection).	5 persons, (2023)	150 persons (of which 15% women) in at least 3 RMS course programmes (2025)	Pre- and post-training test The participation is only rated as successful if the participants show an increase in the knowledge about the course content between the pre- and post-test, in modules, in which no pre-test is conducted a final exam needs to be passed with at least 80%. Results are to be analyzed disaggregated by sex.
		4.3. Number of in-company trainers trained according to the Rwandan In-company trainer standard, as well as specifically on environment, health and security standards and social protection matters.	0 (2023)	50 trainers trained (15% woman) (2025)	Trainings reports and participants list disaggregated by sex.

Assumptions and relevant factors for Output 4 Indicator Baseline Values:

**4.1. Number of technical RMB staff, who have participated in gender-sensitive training on environment, health and security standards or social protection matters.**

- While an estimate of 60 RMB staff have participated in trainings recently, these were not the trainings intended by the indicator or project plan. Review of recent trainings was done with RMB though attendance sheets were not shared and pre-post tests unavailable.

**4.2. Number of persons working in small-scale mining companies, who successfully participated in gender-sensitive short-term course modules (environment, health and security standards and social protection).**

- A phone survey was done to the list of potential participants from the first intake of short courses from Rutongo Mining School on 14<sup>th</sup> October 2022, all female.

- Many were unable to attempt due to pregnancy or lack of childcare.
- Of those surveyed 22 % of those who completed the course were currently working in the mining sector.
- Further, in the Recognition of Prior Learning Assessment, REWU in 2022, 200 individuals were recommended for certification to Rwandan TVET Board who would benefit from gender-sensitive short courses.
- An additional 2,500 individuals currently working in the mining sector will be assessed in 2023.

**4.3. Number of in-company trainers trained according to the Rwandan In-company trainer standard, as well as specifically on environment, health and security standards and social protection matters.**

- Currently at zero.



# Chapter 2: Monitoring System

## Overview

Given the baseline results, the existing log frame and the project plan to establish and maintain a monitoring coordination structure with the partners, the below structure is suggested as a draft Monitoring System. This is to be further refined by the GIZ M&E support personnel to the project in coordination and discussion with RMB, the Rutongo Mining School and other stakeholders.

## Establishment of a Monitoring Group

**Composition:** This dedicated group comprising relevant stakeholders, including project staff, partners, and beneficiaries should include representation by GIZ, RMB, The Rutongo Mining School and EU representation where possible.

**Timing:** The monitoring group should meet quarterly to discuss progress, challenges, and lessons learned;

**Joint Monitoring Visits:** During these meetings, the group should plan for joint monitoring visits to project sites or activities, which should take place **bi-annually**.

- Joint monitoring visits involve representatives from the monitoring group visiting project sites together to collect data, observe activities, and assess progress against set targets.
- Data collected should be in line with the log frame output indicators and follow similar methodology to the described sources and means of verification listed in the log frame.

## Reporting template

To ensure the monitoring group captures and maintains records of data as it is collected regularly, key data and indicators from the project's log frame should be maintained in a regular reporting template.

The template should include the quantitative indicators and data that align with project objectives and targets as outlined in the log frame.

It should provide a clear structure for reporting on progress, outputs, outcomes, and impact.

An example of the reporting template is included in the appendices for review and revisions by the project M&E staff and the monitoring group.

## Data Management

The monitoring group should leverage a system for data management, including data storage, organization, and security. The group must first determine where the reporting templates will be stored to ensure data is protected and accessible only to authorized personnel.

## Dissemination plan

**Stakeholder Engagement:** By involving all relevant stakeholders in the monitoring process to ensure their perspectives are considered and their feedback is incorporated there will be a shared responsibility for achieving project outcomes.

**Continuous Improvement:** The bi-annual monitoring trips and reporting will feed into the refinement and improvement of the monitoring system based on feedback, lessons learned, and emerging needs. The monitoring group will regularly review the effectiveness of the system and make adjustments as necessary to enhance its efficiency and relevance.

**Yearly Feedback Session:** As part of the monitoring group, it is crucial to conduct a yearly feedback session involving relevant stakeholders and target groups. The session should aim to gather qualitative feedback on the project's progress, effectiveness, and relevance. This can include both qualitative and quantitative methods to understand feedback but should focus on ensuring participatory methods as well as directly seeking inputs on the project's current strengths, weaknesses, opportunities and threats (SWOT analysis) The groups should encourage stakeholders and target groups to share their perceptions, experiences, and suggestions for improvement.

# Chapter 3: Capacity Needs Assessment

## Overview

As part of the baseline study and project kick off, a Capacity Needs Assessment was conducted to identify capacity building needs required to implement the project outputs in line with the project plan and log frame. This assessment, results and recommendations will be made available to the overall projects monitoring and evaluation support consultant for the overall 3 year plan in line with their Terms of Reference to provide ongoing monitoring and evaluation capacity building support over the project.

## Methodology

By reviewing the project plan, log frame, baseline and conducting informational interviews with the relevant stakeholders in RMB, GIZ and the Rutongo Mining School, data points were collected on the following: technical skills; managerial skills; existence and quality of data systems, and familiarity with proposed data collection methodologies.

An analysis of the collected information was done to identify strengths, weaknesses, and gaps in the readiness for monitoring the outputs according to the log frame.

## Results & Recommendations

Given this is the second phase of co-financing to the project “Sustainable Development of the Mining Sector in Rwanda”, the key stakeholders demonstrate an excellent understanding of the log frame, outcomes, outputs and key indicators as well as a demonstrated understanding of the assumptions, data sources and projected timeline for project monitoring and reporting as listed in the project plan.

A review of the projected support to the project per the plan and the terms of reference for the Monitoring and Evaluation Support to the project demonstrate that resources are in place to support both implementation and monitoring of the outputs and outcomes.

Areas of technical support recommended:

### **Technical Support to the Monitoring Group**

- **Survey Implementation and Analysis:** support to survey creation or revisions where data will be collected on monitoring visits as well as analysis support for surveys would be helpful, particularly to ensure sampling technique, sample size and determining methodology to compare with baseline data and ensure

standardization. In particular, standardized pre and post tests are needed for ongoing monitoring and comparative data over time.

- **Qualitative Feedback Training:** Given there is a need to regularly collect information from 1) employers of the Rutongo Mining School 2) stakeholders on a yearly basis to the monitoring group and 3) End-users of the newly created digital services, technical support and training on qualitative methodologies and practical application in collection and analyzing qualitative data will be needed to ensure key output indicators and outcome indicators are collected.
- **Stakeholder Communication:** For monitoring and implementation of the project plan, inclusive stakeholder communication is recommended as the datasets available will often have an overlapping participant base. In this case, both a clear data sharing plan and support to analyzing survey and training data from multiple sources will be crucial.

### **Technical Support to New Technologies**

- **Expert Training and Support for Technical Team:** Given the complexities in developing and deploying new technologies, it is recommended to regularly access the skills and competencies needed for deploying new technologies in the sector. This capacity assessment notes the strengths of the current teams understanding of the project, though a deeper assessment of potential knowledge gaps is crucial as there may be areas of knowledge or understanding that are currently unknown or unrecognized where expert technical advisory counsel could support.

# Appendices

## List of Materials and Files Reviewed for Desk Review

- GIZ, Project Document Contribution Agreement
- GIZ, Logical Framework
- REWU, Upgrading Skills of Mine Workers, presentation
- RMB, Adjusted GIMCs Training Timeline & Training Participants
- • RMB, Digitalization of Mining Petroleum and Gas Sectors Geological Information and Mining Cadastre System (GIMCSs) and other ICT Initiatives (Projects), project document.
- RMB, Phase 2-Development of Geological Information and Mining Cadastre System (GIMCS) and Conducting Required Data Migration, System Integration and Training for Rwanda Mines, Petroleum and Gas Board (RMB), Commissioning Report, Final Version
- RMB, Training Program of RMB Field Agents on BSP Due Diligence and Traceability in the Tin, Tungsten and Coltan Mining Operations, held December 10-12<sup>th</sup> 2018
- RMB, workshop with Traceability and Due Diligence Officers, held August 9-11<sup>th</sup> 2020.
- RMB, 2020\_01\_24\_SDMR\_GIMCSHandoverReport\_RMB\_Final\_Signed
- RMB, 2020\_02\_20\_SDMR\_GIMCSHandoverReport\_RMB\_Final\_Signed (1)
- Rutongo Mining School, List of participants from short term course, October 2022.
- Rutongo Mining School, list of known employers/work placements, 2023

## Survey Questionnaires

### Rutongo Mining School Short Course Participant Follow Up Script

#### Introduction:

Interviewer: Good morning/afternoon/evening! My name is [Your Name], and I'm calling from a company called Easthouse Insights LTD . We were hired to work on a project with the Rwanda Mining Board and Rutongo Mining School to understand which trainings in mining have been done recently.

We are conducting a brief phone survey and would like to get your opinion on a few topics. We received your name and phone number from the Rutongo Mining School because you took a short course on mining. May I have a few minutes of your time?

#### Consent and Explanation:

Interviewer: Thank you! First, I want to assure you that any information you provide will remain confidential and will be used solely for the purpose of this survey. Anything you share is anonymous, we won't even record if you spoke to us or not! Your participation is entirely voluntary, and you can choose to end the survey at any time. Is that alright with you?

#### Survey Questions:

Question	Response Type
Can you confirm that you took a short course with IPRC/ The Rutongo Mining School starting 14th October 2022?	Yes/no
Could you tell me what that course was about?	Short answer
Are you working in the mining sector right now?	Yes/ no
IF yes, are you using anything you learned from the training in your job?	Short answer
Thank you very much, are there any particular skills or training that you would find helpful in additional short courses for your job?	Short answer

#### Closing:

Interviewer:

That concludes our survey. I appreciate your time and valuable input. Is there anything else you would like to add or any questions you have for us?

## Employers / Potential Work Placements from Rutongo Mining School

### Introduction:

Interviewer: Good morning/afternoon/evening! My name is [Your Name], and I'm calling from a company called Easthouse Insights ltd . We were hired by GIZ to work on a project with the Rwanda Mining Board and Rutongo Mining School. The project is “The sustainable development of the mining sector in Rwanda”.

We are conducting a brief phone survey to understand the baseline or starting point for the project and would like to get your opinions briefly. We received your name and phone number from the Rutongo Mining School because you may have graduates from the Rutongo Mining School or work-placements with current students. May I have a few minutes of your time?

### Consent and Explanation:

Interviewer: Thank you! First, I want to assure you that any information you provide will remain confidential and will be used solely for the purpose of this survey. Anything you share is anonymous, we won't even record if you spoke to us or not! Your participation is entirely voluntary, and you can choose to end the survey at any time. Is that alright with you?

### Survey Questions:

Question	Response Type
Do you currently employ graduates of Rutongo Mining School?	Yes/ no
If yes, on a scale of 1-5 (1 being very low and 5 being very high) how would you rate the skills and knowledge of graduates that you employ?	1-5
Do you have a work-study or internship program in place with Rutongo Mining School?	Yes/ no/ unsure. (probe for details if unsure)
If yes, how is the organization of the work placements	Short answer (can provide more details if needed, i.e. is the organization of the work placements easy/ could there be improvement?)
On a scale of 1-5 (1 being very difficult and 5 being very easy and seamless) how would you rate the organization of work-placements/ internships or other agreements with Rutongo Mining School?	1-5
Would you be interested in providing regular feedback to RMS on their graduates, any	Short answer

skills or knowledge gaps you see or anything else related to your agreements with them?	
---	--

### Closing:

Interviewer: That concludes our survey. I appreciate your time and valuable input. Is there anything else you would like to add or any questions you have for us?

## Key Actors' Familiarity with Standards

### Introduction:

Interviewer: Good morning/afternoon/evening! My name is [Your Name], and I'm calling from a company called Easthouse Insights Ltd . We were hired by GIZ to work on a project with the Rwanda Mining Board and Rutongo Mining School. The project is “The sustainable development of the mining sector in Rwanda”.

We are conducting a brief phone survey to understand the baseline or starting point for the project and would like to get your opinions briefly. We received your name and phone number from the Rwandan Mining Board. May I have a few minutes of your time?

### Consent:

Interviewer: Thank you! First, I want to assure you that any information you provide will remain confidential and will be used solely for the purpose of this survey. Anything you share is anonymous, we won't even record if you spoke to us or not! Your participation is entirely voluntary, and you can choose to end the survey at any time. Is that alright with you?

### Survey Questions:

Question	Response Type
Do you currently work for _____ insert name of company?	yes/no, (offer to end survey if no but they can continue if they chose)
We are looking into the international standards used by private companies, are you familiar with the standards of the ICGLR, EU and OECD?	yes/no/ other
**Would you be comfortable to rate your familiarity with these standards from A to F? A = very familiar, F = not familiar at all?**	Yes comfortable, no not comfortable. Prompt to answer if yes, stop survey if no
Thank you, would it be possible for you to share 2 examples how you strengthen compliance within your area of responsibility?	2 examples

**\*\*Note:** Question 3. Rating familiarity on scale of A to F was revised to 1-5 as respondents were unfamiliar with the rating system.



**Closing:**

Interviewer: That concludes our survey. I appreciate your time and valuable input. Is there anything else you would like to add or any questions you have for us?

## Draft Reporting Template for Monitoring Group

Shared below as visual and attached to report as excel template.

Overall objective:	Intervention logic	Indicators	Baseline	Targets	Sources and means of verification	Assumptions	Q2 Year 1			Q4 Year 1			Q2 Year 2			Q4 Year 2			Q2 Year 3			Endline Year 3		
			(Incl. reference year)	(Incl. reference year)			Indicator Data	disaggregations	data quality	Indicator Data	disaggregations	data quality	Indicator Data	disaggregations	data quality	Indicator Data	disaggregations	data quality	Indicator Data	disaggregations	data quality	Indicator Data	disaggregations	data quality
Impact	entrepreneurship and improve the business environment and attractiveness of	1. Annual flows of Foreign Direct Investment in Rwanda	1. \$354 million (2019)	1. \$700 million (2027)	Annual reports of the Rwanda Development Board/World Investment Report																			
		2. Global Entrepreneurship Index (GEI)	1.91 (rank 2020)	2.80 (rank 2024)	The global entrepreneurship and development Institute																			
		3. Annual number of new SMEs created	2.200 (2018)	3.400 (2024)	Annual reports of the Rwanda Development Board																			
						Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			
Specific objective(s):	Central actors in the mining sector in Rwanda contribute to the economic development of the sector more efficiently and sustainably.				Endline Survey of 50 representatives of key actors (RMB, district representatives, private sector representatives). The sample of private sector representatives has to be selected randomly from all licensed mining entities registered with the RMB. An adequate representation of different size mining operations has to be assured.																			
		1. Percentage of key actors who are familiar with standards of the ICGLR, EU and OECD and can provide 2 examples how they strengthen the compliance within their area of responsibility.	40% 2022, estimate	80% (2024)	Familiarity is rated based on self-assessment on a scale from A=very familiar to F=not familiar at all, self-assessments of A and B are considered to be familiar.	The constraints imposed by COVID-19 will lessen in 2022																		
		2. Percentage of end-users (representing at least 10 different districts and 30 companies), who have used digital services by the RMB (GIMCS, GIMCS mobile application, and/or traceability methods) and rate the user-friendliness with A or B on a scale from A to F.		0% 80% (2024)	(Digital) user-survey among the users of the GIMCS services, results are to be disaggregated by sex and company size.																			
		3. Percentage of participants of further trainings on mining-related skills, disaggregated by sex, who confirm that they are applying the newly acquired skills within their	22%	70%	Representative survey results disaggregated by sex; qualitative focus groups.																			
Outcome(s)	Central actors in the mining sector in Rwanda contribute to the economic development of the sector more efficiently and sustainably.	4. Rating of the skills and knowledge of the graduates of the Rutongo Mining School through the employers.	2	3																				
						Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			
Output 1	Enhance compliance with international responsible mineral sourcing standards.	1.1. Number of participants (both private and state actors) trained on digital traceability systems.	0, No mechanisms (2022)	150 people are trained (15% women) (2025)	RMB website and  RMB reports	Participating actors at national level and in the districts (state, private sector) continue to show sufficient interest in cooperation. The management level complies with agreements on the use of modern technologies and the introduction of trainings. The Technical Units of the respective partners have sufficient capacity to fulfil their role.																		
		1.2. Number of mineral trading operators (as well as inspectors, who participated in trainings, prove increased knowledge and skills concerning ICGLR, EU & OECD guidelines.	5	150 persons (of which 15% women) -2025	Pre- and post-training test Focus groups on implementation																			
		1.3. Number of newly developed materials and tools (e.g. educational tools or SOPs to enable compliance with the legal and regulatory framework) used in training and sensitization workshops.	3 developed materials and tools for training and sensitization workshops.	5 training tools in at least 10 training and sensitization workshops. -2025	Document of Materials and tools e.g. educational tools or SOPs to enable compliance with the legal and regulatory framework Training and sensitization workshop reports																			
						Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			
Output 2	Support digitalization and operationalization of mining sector services	2.1 Number of GIMCS modules and GIMCS mobile application in use.	13 developed	14 modules, including 1 mobile application (2025)	User statistics of the different GIMCS modules and the mobile application, disaggregated by module.  A module is considered to be "in use" if at least 20 different users have utilized it.	Participating actors at national level and in the districts (state, private sector) continue to show sufficient interest in cooperation. The management level complies with agreements on the introduction of new digitalization and operationalization systems. The Technical Units of the respective partners have sufficient capacity to fulfil their role.																		
		2.2 Number of the technical RMB staff, who have been trained on technologies for GIMCS, prove increased knowledge and skills on managing and adjusting the digital mining sector services.	18 trained persons (2022)	100 persons, 15 of them female (2025)	Pre- and post-training test results disaggregated by sex.																			
		2.3 Percentage of the materials, tools, software and IT equipment (provided for the digitalization process and operationalization of	Material has not been distributed (2022)	90% (2024)	Monitoring reports of site visits and interviews with responsible staff 3-6 month after the distribution.																			
						Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			Challenges/ projected changes/ narrative			
Output 3	Strengthen provision of TVET skills and training on mining.	3.1. Number of youths enrolled in or graduated from TVET new trades related to mining with updated curricula.	0 (2022)	150 (30% of them female)	Reports from Rwanda TVET Board  Disaggregated by sex, age group (14-18, 19-24, 25-34)	Participating actors at national level and in the districts (state, private sector, civil society, mining workers, training institutions, ...) show sufficient interest in cooperation.  The management level complies with agreements on the introduction of new training content and methods.																		
		3.2. Percentage of trainers who apply the newly developed and accredited curricula (targeting youth with secondary education: mining technician - level 6; mining technological - level 7) and the newly developed short-term courses.	0 Trainers (2022)	90% of Trainers (3 permanent, 4 part-time and 23 external trainers)	Training observation  RMS Training implementation reports  Focus groups/sounding boards	The Technical Units of the respective partners have sufficient capacity to fulfil their roles (implementation of trainings, accreditation, etc.). Representatives of the private sector (mining companies) are motivated to play an active role in the work placement system and in provision of																		
		3.3. Number of participants who are already working in the mining sector, who have successfully participated in gender-sensitive short-term course modules related to mining.		400, of which 15% are women (2025)	Pre- and post-training tests Modules relate to technical subjects (e.g. mine management, safety, health, environment and gender) as well as administrative subjects (e.g. administrative and financial mine site management, business plan development.)																			
		3.4. Average rating of the private sector representatives of the organization of work-placements, internships and other cooperation formats between them and the RMS.	5		Regular feedback questionnaires, which will show an improvement of the average rating by 1 point on a 1-5 scale.																			

26