

# PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT: CIRDI'S APPROACH TOWARDS A NEW PARADIGM

4 MARCH 2019 | Toronto, Canada

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CIRDI

Canadian International Resources  
and Development Institute



ICIRD

Institut canadien international des  
ressources et du développement

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# OVERVIEW

- About CIRDI
- CIRDI's Strategic Approach
- Case illustration: CIRDI-SUMM Ethiopia Project
- Open for Partnerships – CIRDI's unique service offering and value-add

# WHO WE ARE

Centre of Expertise on Natural Resource Governance

At the School of Public Policy & Global Affairs



The University of British Columbia

CIRDI was founded in 2013 with financial support from



Global Affairs  
Canada

Affaires mondiales  
Canada



# CIRDI'S MISSION

*To exchange knowledge and expertise with partners in ways that enable leading-practice natural resource governance, environmental stewardship, gender equality and ultimately poverty reduction*



# CIRDI'S VALUES

- ✓ Respect and Inclusiveness
- ✓ Environmental Sustainability
- ✓ Empowering Women and Girls
- ✓ Indigenous and Human Rights
- ✓ Integrity and Transparency
- ✓ Independence



# STRATEGIC AREAS OF FOCUS



Public Sector Capacity and  
Governance

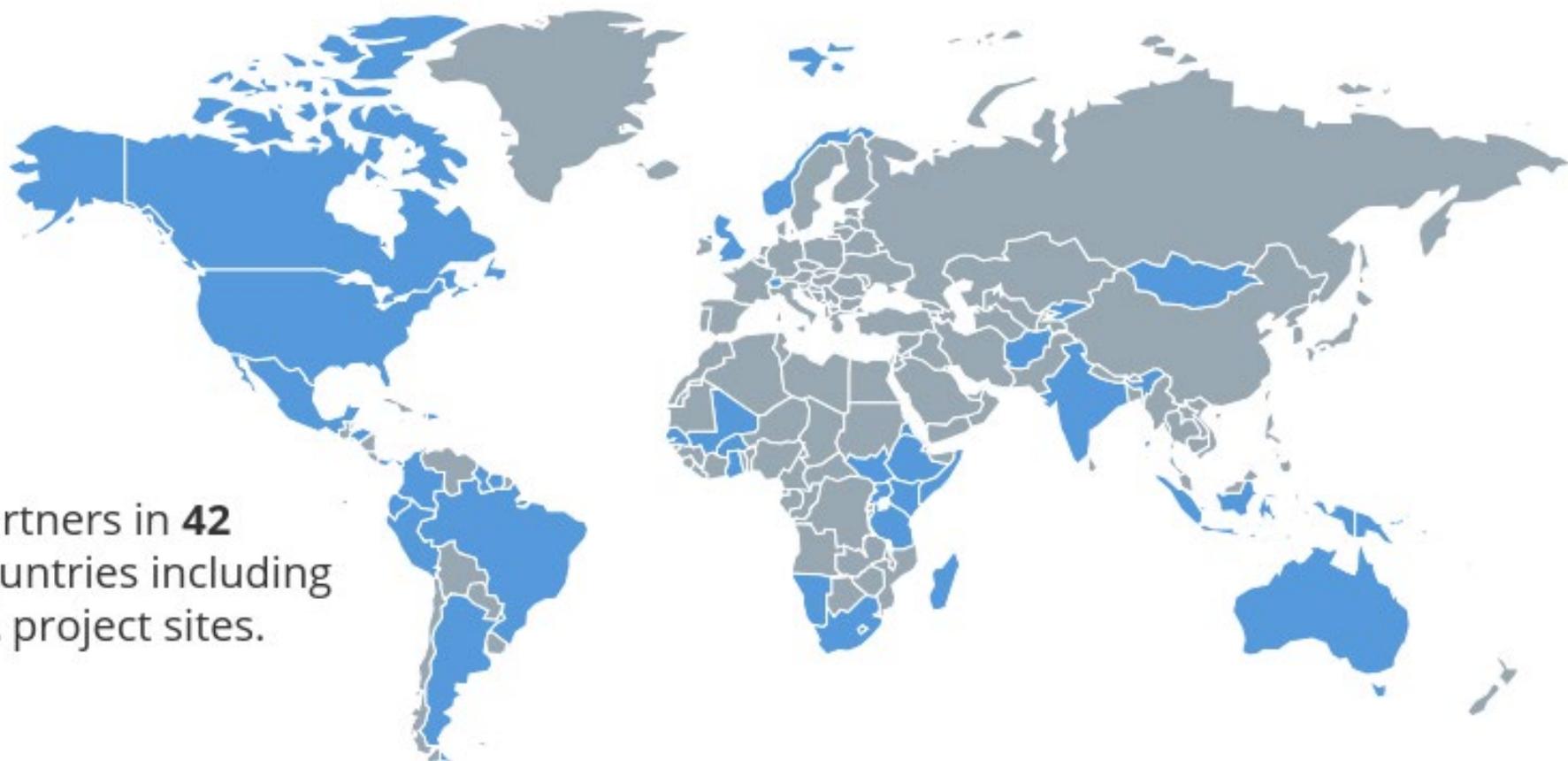


Environment and Climate  
Change



Artisanal and Small-scale Mining  
(ASM)

# GEOGRAPHIC REACH



Partners in **42**  
countries including  
**22** project sites.

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CIRDI's value-add draws from a unique ability to advance multi-scalar solutions to pressing resource governance challenges

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27



### Global Partners

including the World Bank, UN Environment and UN Development Programme

81



### National Partners

including renowned universities, various environmental, geoscience and extractives-related ministries.

### Regional Partners

including the Inter-American Development Bank, West African Economic and Monetary Union and the Asia-Pacific Economic Cooperation forum.

### Local Partners

including community associations, miners cooperatives, private consultants and local government agencies.

6



72



# OPERATIONALIZING OUR VALUES

- Participatory, national-empowerment project design  
Example: Resource Person Approach in SUMM-Ethiopia
- Multi-scalar governance, with coordinated and complimentary interventions at individual, organizational and institutional levels
- Leverage influence as a trusted and neutral convenor with technical excellence
- Our approach supports a paradigm shift in technical development assistance



# SUPPORTING THE MINISTRY OF MINES ETHIOPIA – SUMM

Ethiopia

**Budget:** \$15 Million

**Funder:** Global Affairs Canada

**Start Date:** April 2016

**Projected End Date:** June 2022

**Delivery Partners:** Ministry of Mines and Petroleum (MoMP) and Geological Survey of Ethiopia (GSE)

# SUPPORTING THE MINISTRY OF MINES ETHIOPIA – SUMM

Ethiopia

The project is designed to strengthen the capacity and organizational management of Ethiopia's Ministry of Mines, Petroleum (MoMP) and Geological Survey of Ethiopia (GSE) at operational and strategic levels.

The project's overall objectives are to improve resource governance and support the long-term management of a sustainable mining sector in Ethiopia.

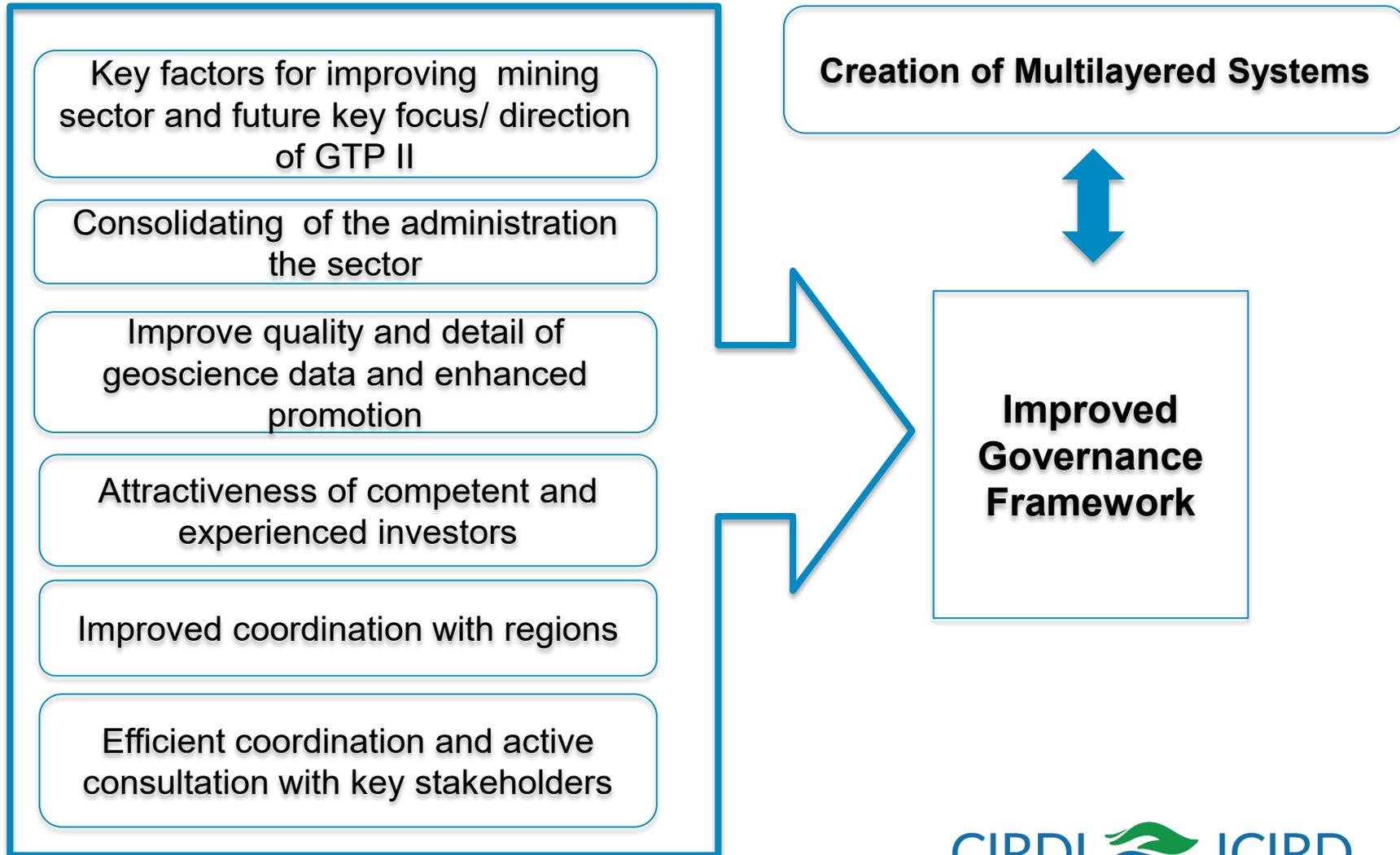
# SUPPORTING THE MINISTRY OF MINES ETHIOPIA – SUMM

Ethiopia

SUMM will strengthen human, technical and organizational capacity in the MoMP and GSE to:

- Establish a consistent, predictable and transparent **mineral licensing system, norms, standards and leading practices**
- Develop inclusive **stakeholder-responsive frameworks, structures and processes**
- Provide world-class **geoscience** information and promote priority **industrial minerals** services
- Enhance **project management** to support collaboration, monitoring and coordination of resources for sustainable results

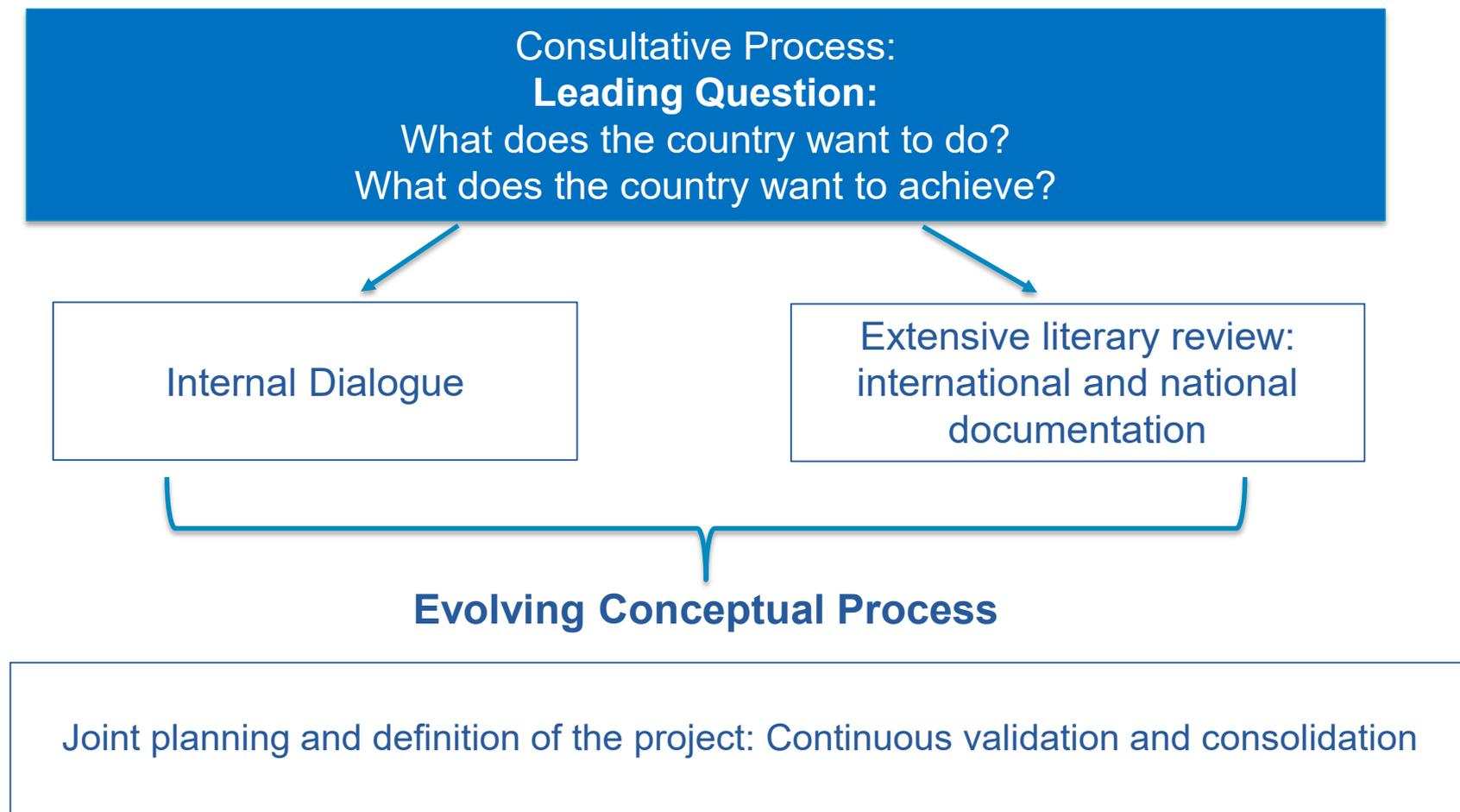
# THEORY OF CHANGE



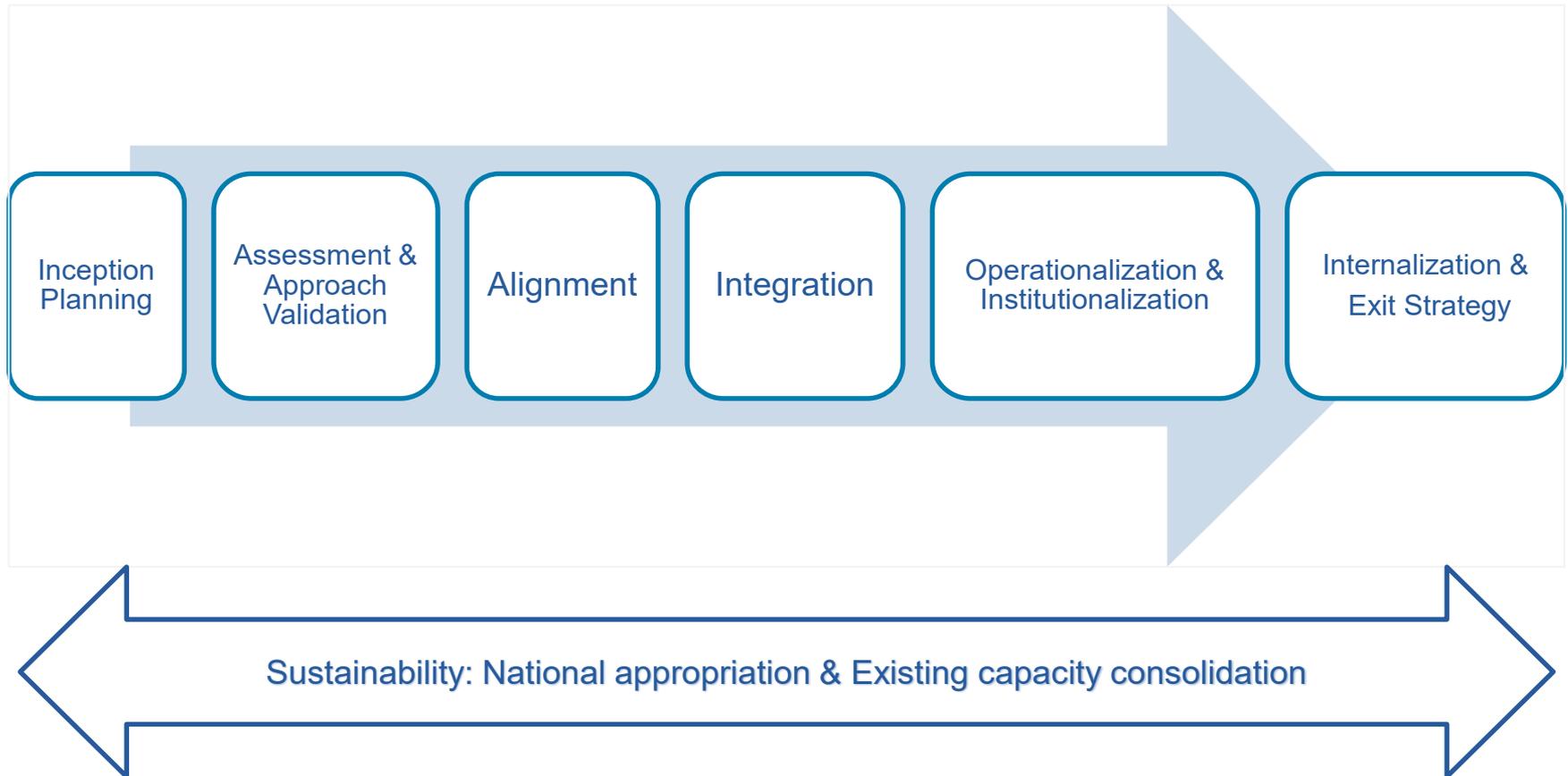
## PROJECT STRUCTURE

Component	KPIs
1. Establish a consistent, predictable and transparent <b>licensing system</b>	Transparency, Accountability, Predictability of the system
2. Develop inclusive stakeholder-responsive <b>frameworks, structures and processes</b>	HR, Norms, Standards, Leading Practices to enact the framework and reforms
3. Provide world-class <b>geoscience information</b> and promote priority industrial minerals and services	GIS and Capacity to disseminate information to sector and investors
4. Enhance <b>governance and management</b> of Institutional resources for sustainable results	Planning, Monitoring, Reporting and Coordination Instruments

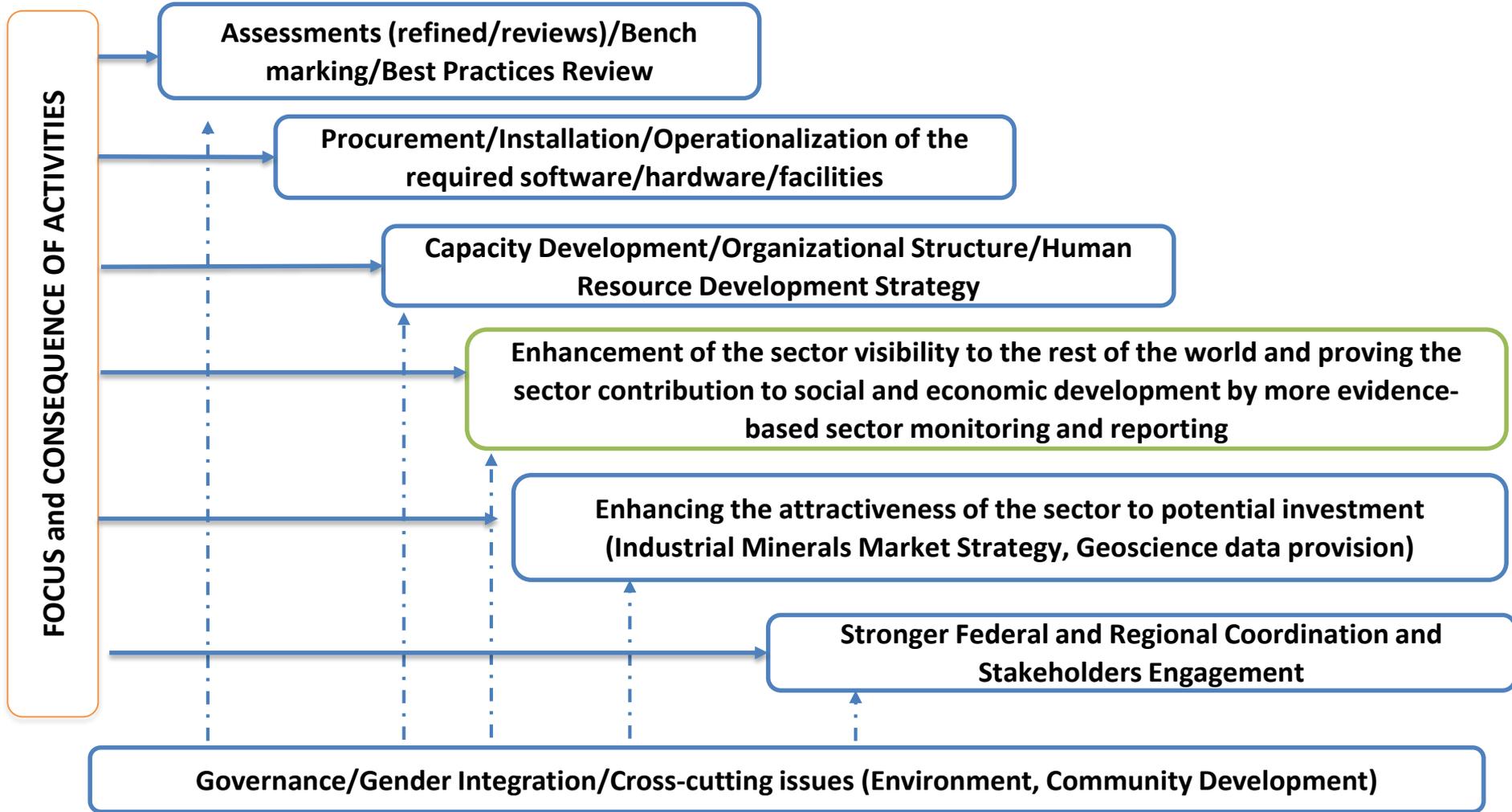
# PROJECT IMPLEMENTATION PLAN (PIP) PROCESS



# CIRDI - SUMM PROJECT IMPLEMENTATION MODEL



# ANNUAL ACTIVITY FOCUS



# CIRDI-SUMM APPROACH IN PRACTICE

## EXAMPLE 1: NATIONAL OWNERSHIP THROUGH POLICY ALIGNMENT

### **Growth and Transformation Plan (GTP) II**

- SUMM Project Logical Model aligned with GTP II
- Continuous monitoring of progress through advance consultative process
- Upgrade key stakeholder meetings and introduce scorecard approach

### **Annual Work Plans of MoMP and SUMM**

- Clear alignment with activities identified in the MoMP
- Alignment with planning and reporting cycles of Ministry
- Indicators of SUMM will contribute to demonstrate results and progress for MoMP

### **Mineral Policy and Master Plan & Country Mining Vision**

- Support provided for setting in place the process and expected content

### **Voluntary Standards and Other Commitments**

- EITI, SDGs, AU's Africa Mining Vision (AMV), continental and international conventions and instruments (e.g. Maputo Protocol, Minamata Convention)

# POLICY ALIGNMENT EXAMPLE

## **GPT II Objective**

Contributing to economic growth through increasing generation of foreign exchange from the sector, investment promotion, job creation for the youth (GPT II)

## **SUMM Project Ultimate Outcome**

Increased contribution of Ethiopia's extractive mineral sector to State fiscal revenue, employment and income generation opportunities for women and men

# FROM POLICY ALIGNMENT TO ACTION

- Ministry requested SUMM to align and integrate its approach with 5 thematic areas of reforms set by GoE
  1. Policy & strategy
  2. Legal framework
  3. Institutional structure & capacity
  4. Human resources
  5. Information systems
- Five thematic areas are breakdown into 12 implementation packages which will be delivered by MoMP and GSE
- Joint planning process with the engagement of MoMP, GSE, Regions, SUMM and other stakeholders
- MoMP and GSE have ownership and stewardship in all interventions, while CIRDI-SUMM provides technical assistance and co-share/invest resources as needed

# CIRDI-SUMM APPROACH IN PRACTICE

## EXAMPLE 2: NATIONAL EMPOWERMENT THROUGH RP APPROACH

### RP Approach

The local experts and officials of the MoMP engage in determining the interventions by:

- undertaking reviews;
- collecting information from the field;
- doing the analysis with the support
- validating with key stakeholders and regions.

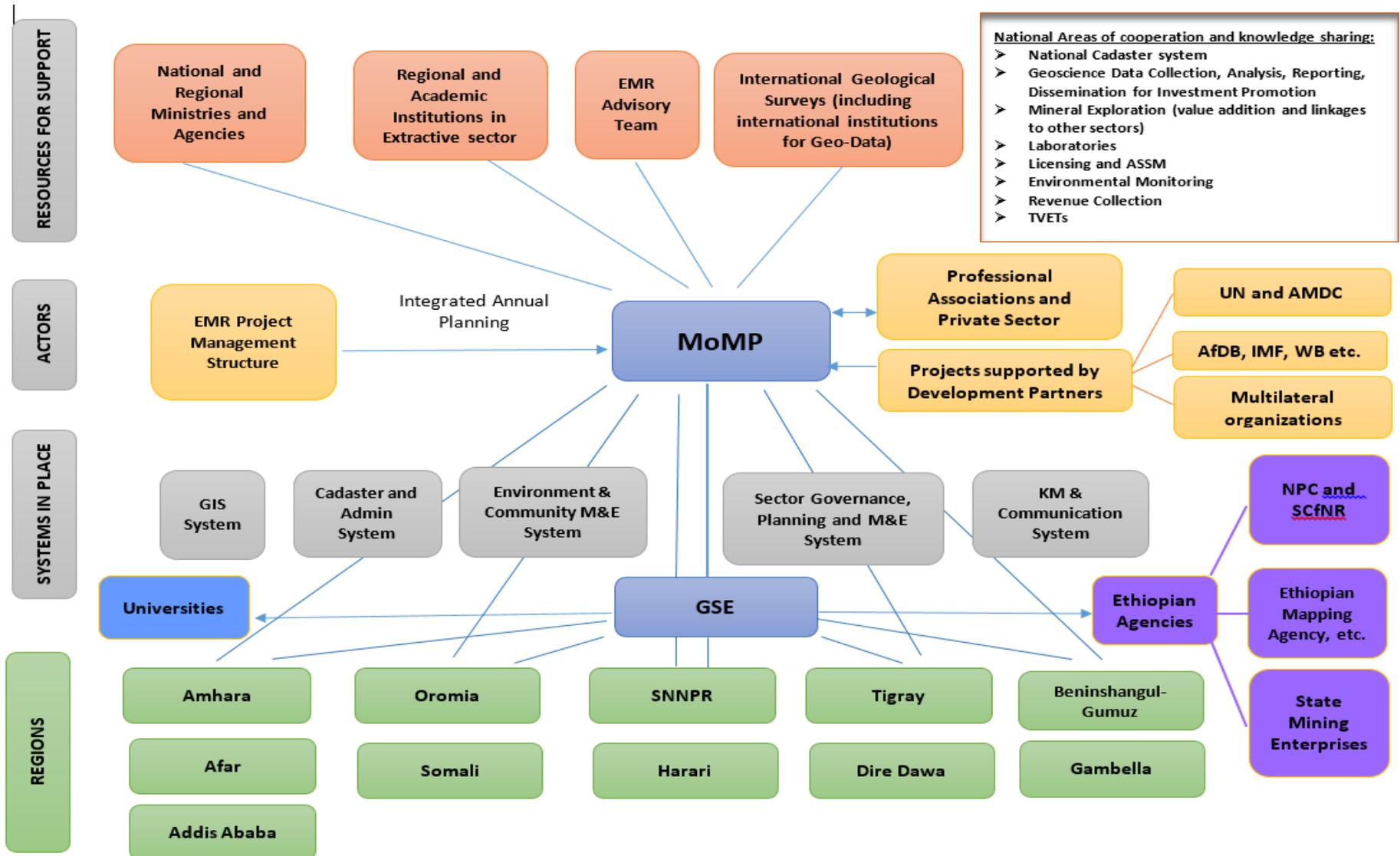
### Conventional approach

External/International consultants to define and determine interventions by:

- interviewing the MoMP experts and officials;
- collecting data and information from the field and producing analytical reports;
- consultation and validation can be weak.

# CIRDI-SUMM APPROACH IN PRACTICE

## EXAMPLE 3: MULTI-SCALAR GOVERNANCE



## NEXT STEPS FOR CIRDI-SUMM

- **Foreseen Challenges to address**
  - Integrating flexibility, interactivity, transparency needed to ensure success of the project design and implementation
  - Meeting donor expectations and interests
  - Identifying and consolidating existing planning and M&E processes to avoid duplication and disconnection from country targets and desired results
  - Mapping to ensure inclusive strategies and implementation buy-in from all key stakeholders
- **Key Subsequent Actions**
  - Jointly create a methodology for adapted PIP taking into consideration and aligning all stakeholders needs
  - Lay foundations for collaborative, sustainable partnership and ownership

# LOOKING AHEAD

- CIRDI is seeking collaborative solutions to collective problems related to sustainable natural resource governance and development.
- We are open for partnerships that are values-aligned and within with our operational mandate as a university-based center of expertise.
- Partnerships are key to our operational success.

# SERVICE OFFERING

- Needs-driven technical assistance & capacity building for sustainable natural resource development and governance
- Transformative training & education through formal and vocational channels
- Strategic knowledge mobilization partnerships, service-learning and fellowships
- Leading practice-informed applied research and policy analysis to support resource governance at multiple scales

# READY TO DEPLOY

## A ROBUST AND VALIDATED TOOLBOX

Building from CIRDI-SUMM, we can provide:

- Customizable Logic Model (LM)
- Implementation Strategies (Capacity Building, Community Development, Environmental Management, Gender Equality)
- Management Strategies (Codification Framework and Methodology)
- Tools and Process for Project Management, Planning, Coordination, Monitoring, Evaluation and Reporting
- Tools and Process for Results-Based Management (RBM) and Reporting
- Template for Project Organizational Structure and Staff
- Tools and Process for Financial and Operational Guidelines and Procedures
- Architecture for Partner and Consultation Documents

# THANK YOU

FOR MORE INFORMATION: VISIT [CIRDI.CA](http://CIRDI.CA)

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**SUMM**

Supporting the Ministry  
of Mines Ethiopia

**FDRE~MINISTRY OF MINES AND PETROLEUM**

# **Mineral Potential and Mineral Cadastre Status**

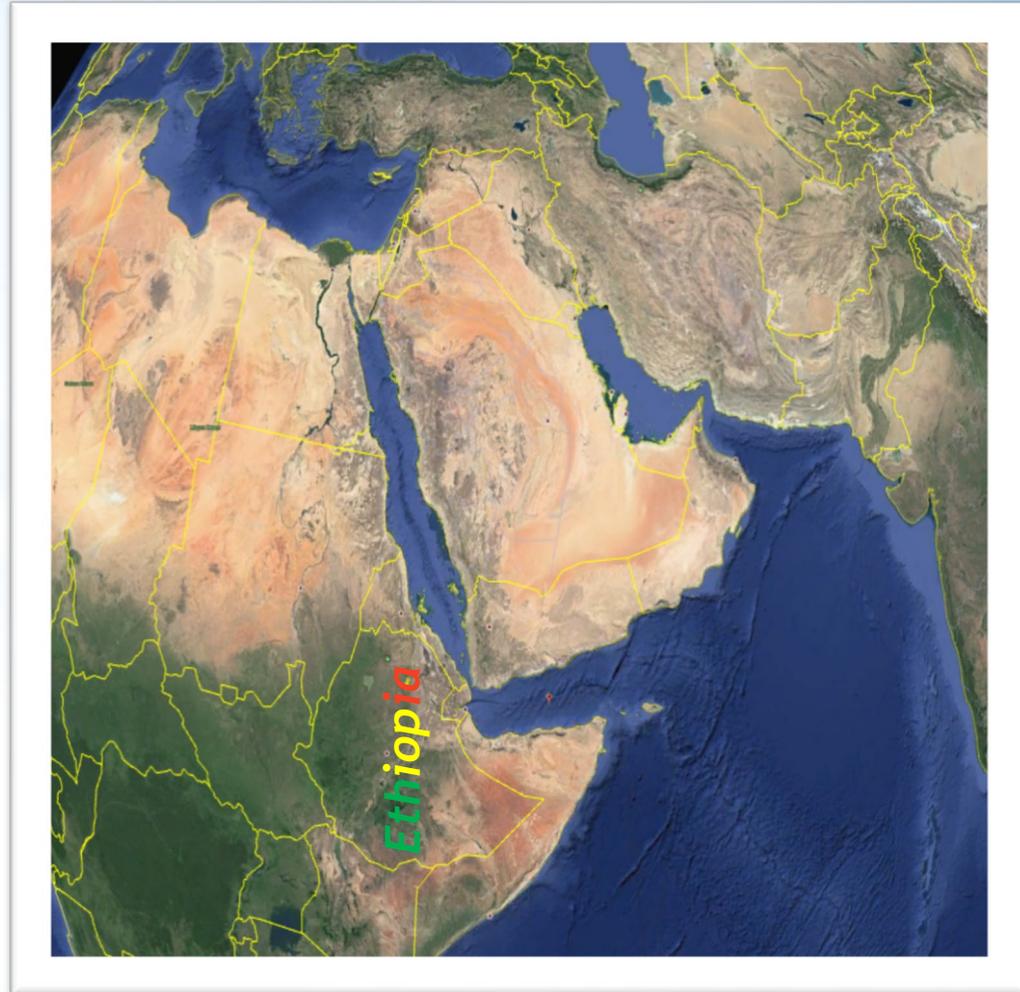
**Cape Town, South Africa  
February, 2019.**

# Content:

1. Back Ground
2. Institutional Framework, Duty & Responsibility
3. Types of Mineral licenses
4. Ethiopian National Mining Cadaster System  
ENMCS
5. Upcoming Functionalities

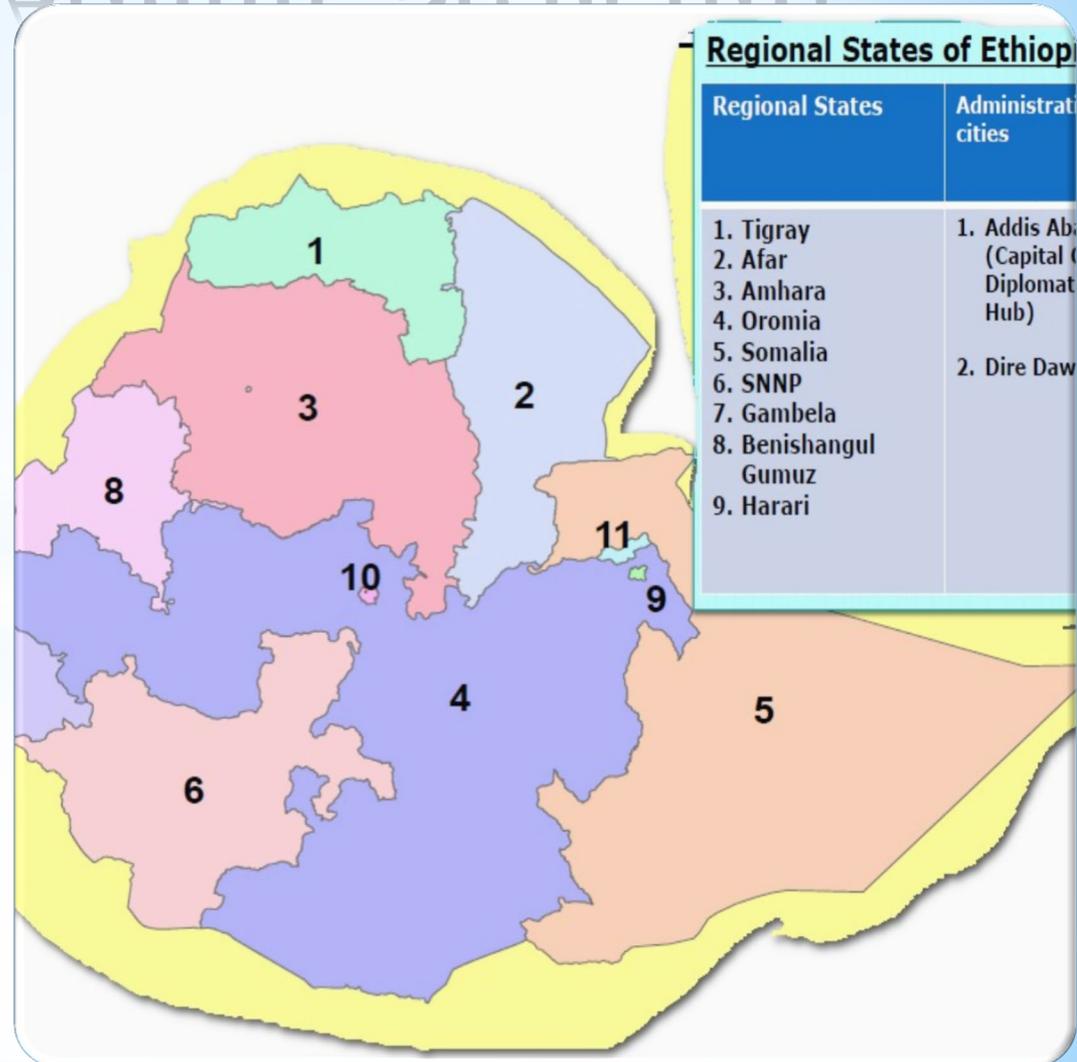
# 1. Back Ground: Ethiopia

- \* Location=East Africa.
- \* Surface area(Sq. Km)=1.14million.
  - ❖ World Rank=27th.
  - ❖ Africa rank=8th.
- \* Gate way to Africa.
- \* At the Cross road between Africa, Middle East, Asia and Europe.
- \* Population>100,000,000.
  - ❖ World Rank=13<sup>th</sup>.
  - ❖ Africa Rank=2<sup>nd</sup>.
- \* Rich resources of Cattle and Minerals.
- \* 18 major agro-ecological zones and 49 agro-ecological sub-zones.
- \* Mineral Exports: Mainly Gold, tantalite, gemstones and dimension stones like marble and granite, etc.



# Background: Admin. Structure...

- \* Government: Federal Democratic Republic with 9 Regional States and 2 city Administrates.
- \* 3 pillars of economic growth: Stability, Investor friendly Policies and Institutional supports with higher infrastructure development growth.



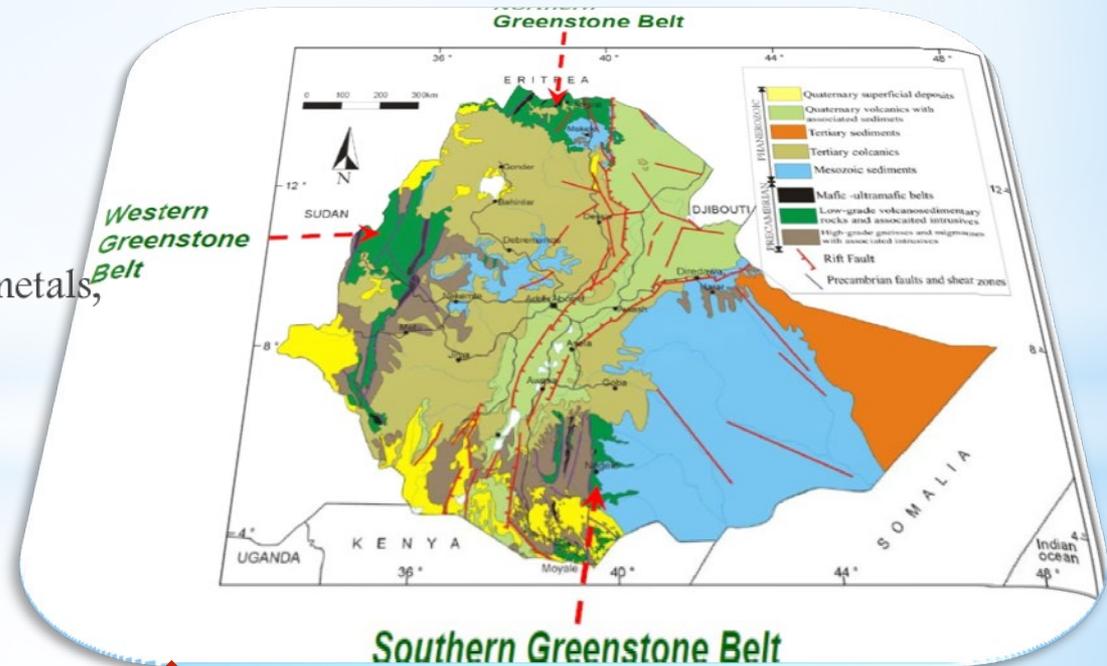
# Back Ground: Mineral Potential...

## ❖ Northern Green Stone belt:

- ✓ Primary Gold & Base metals,
- ✓ Placer Gold Occurrences.

## ❖ Western Green Stone Belt:

- ✓ Primary Gold & Base metals,
- ✓ Platinum deposit,
- ✓ Iron deposits ‘
- ✓ Placer gold deposits.



## ❖ Southern Greenstone Belt:

- ✓ Gold Deposites and occurrences.
- ✓ Nickel.
- ✓ Tantalum.
- ✓ Chromite.

## 2. Institutional Framework, Duty & Responsibility

### 2 Federal and 11 Regional/ City Administration Institutions

#### Ministry of Mines and Petroleum

- Issue reconnaissance, exploration, retention and mining license other than those to be issued by the states,

#### Geological Survey of Ethiopia

- Autonomous and accountable to the MOMP
- Responsible to carry out basic geological mapping, mineral exploration & other related geological activities and provide Services (data dissemination, drilling & lab analysis)

#### Bureaus of Mines, Energy/Water Resources of the National Regional States & City Administrations

- Issue artisanal mining licenses for nationals
- Issue for domestic investors:
  - ❖ reconnaissance, Exploration and retention licensees with respect to construction and industrial minerals,
  - ❖ small scale mining licenses for industrial minerals,
  - ❖ Small and large scale mining licenses for construction minerals,
  - ❖ Special small scale mining license

# 3. Types of Mineral licenses

## Types of licenses (7 types) for Hard Minerals

License Type	Duration	Remark	
Reconnaissance	18 Months	Non-renewable & non-exclusive	
Exploration	• Up to 10 years (3 years initial, 2 renewals of 1 year each & 5 extensions of 1 year each)	Exclusive Mineral Right	
Retention	Up to 6 years & exclusive (3 years initial & one time renewal for 3 years)	<ul style="list-style-type: none"> <li>• Upon discovery of mineral deposits of economic significance</li> <li>• Existence of adverse market conditions, or</li> <li>• Unavailability of Processing technology</li> </ul>	
M i n i n g	Large Scale	20 years initial & exclusive (renewal of 10 years)	Upon demonstration of continued economic viability of mining the deposit
	Small Scale	10 years initial & exclusive (renewal of 5 years)	
	Special Small Scale	<ul style="list-style-type: none"> <li>• May not exceed 10 years</li> <li>• Renewal for 5 years</li> </ul>	To upgrade Artisanal mining operation using machinery & labor Does not require feasibility study
	Artisanal	Maximum of 2 years & Exclusive not renewable	Reserved for nationals & revocable if the deposit required advanced exploration and

# 4. Ethiopian National Mining Cadaster System (ENMCS)

- \* ENMCS is now live enabling both existing mineral license holders and applicants to conduct their business online.
- \* Some of the functionalities of the ENMCS includes:
  - ❖ Be able to view existing mineral licenses
  - ❖ Be able to register and apply for a license
  - ❖ Be able to interactively define the area of interest for application
  - ❖ Be able to upload work programs and annual reports for evaluation and approval
  - ❖ Mobile and email notification on upcoming obligations
  - ❖ Interactively monitoring your license status online

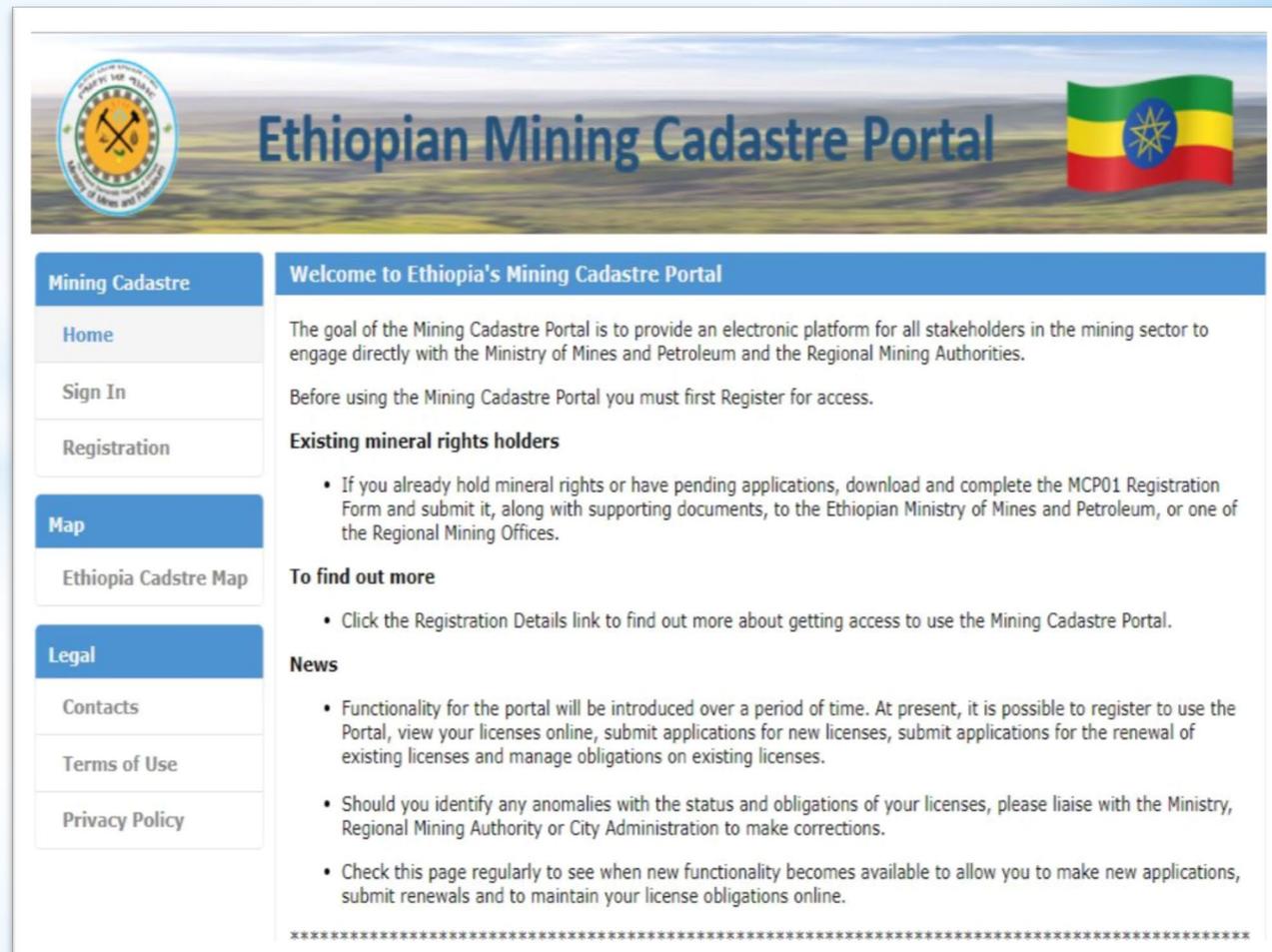
# Online Mining Cadastre Portal

<https://ethiopian.portal.miningcadastre.com>

Used by License Holders to view their licenses and obligations

Submit Applications and Renewals

Obligation Management



The screenshot shows the homepage of the Ethiopian Mining Cadastre Portal. At the top, there is a banner with the portal's logo on the left, the title "Ethiopian Mining Cadastre Portal" in the center, and the Ethiopian flag on the right. Below the banner is a navigation menu with links for "Mining Cadastre", "Home", "Sign In", "Registration", "Map", "Ethiopia Cadstre Map", "Legal", "Contacts", "Terms of Use", and "Privacy Policy". The main content area features a "Welcome to Ethiopia's Mining Cadastre Portal" message, followed by a paragraph explaining the portal's goal and a requirement to register. It also includes sections for "Existing mineral rights holders" with a bullet point about the MCP01 Registration Form, "To find out more" with a link to registration details, and "News" with three bullet points regarding portal functionality, license anomalies, and updates.

**Ethiopian Mining Cadastre Portal**

**Mining Cadastre**

- Home
- Sign In
- Registration

**Map**

- Ethiopia Cadstre Map

**Legal**

- Contacts
- Terms of Use
- Privacy Policy

**Welcome to Ethiopia's Mining Cadastre Portal**

The goal of the Mining Cadastre Portal is to provide an electronic platform for all stakeholders in the mining sector to engage directly with the Ministry of Mines and Petroleum and the Regional Mining Authorities.

Before using the Mining Cadastre Portal you must first Register for access.

**Existing mineral rights holders**

- If you already hold mineral rights or have pending applications, download and complete the MCP01 Registration Form and submit it, along with supporting documents, to the Ethiopian Ministry of Mines and Petroleum, or one of the Regional Mining Offices.

**To find out more**

- Click the Registration Details link to find out more about getting access to use the Mining Cadastre Portal.

**News**

- Functionality for the portal will be introduced over a period of time. At present, it is possible to register to use the Portal, view your licenses online, submit applications for new licenses, submit applications for the renewal of existing licenses and manage obligations on existing licenses.
- Should you identify any anomalies with the status and obligations of your licenses, please liaise with the Ministry, Regional Mining Authority or City Administration to make corrections.
- Check this page regularly to see when new functionality becomes available to allow you to make new applications, submit renewals and to maintain your license obligations online.

\*\*\*\*\*

# A better business environment

- \* Allow businesses of any size to apply online for licenses any time, from anywhere
- \* Record applications immediately in the database, enforcing first-come-first-served and reducing redundancy
- \* Ensure that the application processes is consistent and enforced, levelling the playing fields and encouraging investment
- \* Supports license holders in transacting with both the Ministry and the Regions.



## Ethiopian Mining Cadastre Portal



**License Portfolio**

- All Licenses
- Applications
- Active Licenses
- Inactive Licenses

**Map**

- Ethiopia Cadastre Map

**Legal**

- Contacts
- Terms of Use
- Privacy Policy

Profile ▼

**License Summary**

<b>Code</b>	MOM\EL-Portal\00071\2019
<b>Type</b>	Exploration License (Portal - Do Not Use)
<b>Status</b>	Active
<b>Responsible Office</b>	Ministry of Mines, Petroleum and Natural Gas
<b>Owner</b>	Portal User (100%)
<b>Application Date</b>	05/06/2019
<b>Granted Date</b>	18/08/2019
<b>Expiry Date</b>	17/08/2022
<b>Commodities</b>	Graphite
<b>Location</b>	Ethiopia, Amhara, N. Gonder, Quara
<b>Official Area</b>	1.5500 km <sup>2</sup> ▼
	<a href="#">Coordinates</a>

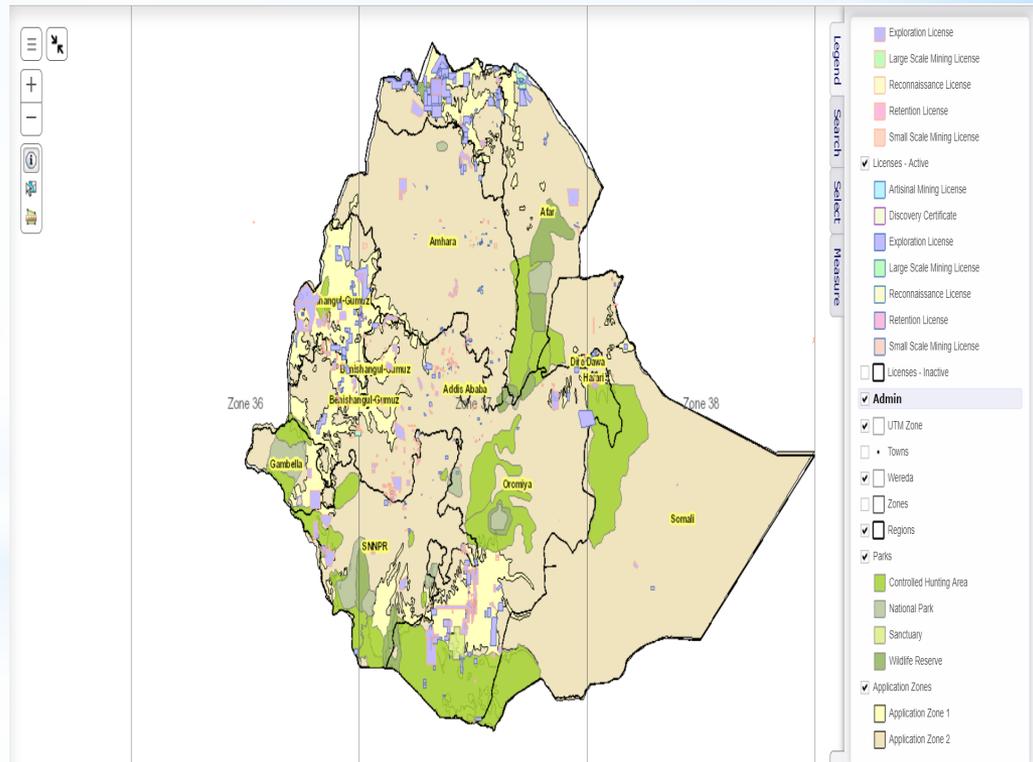
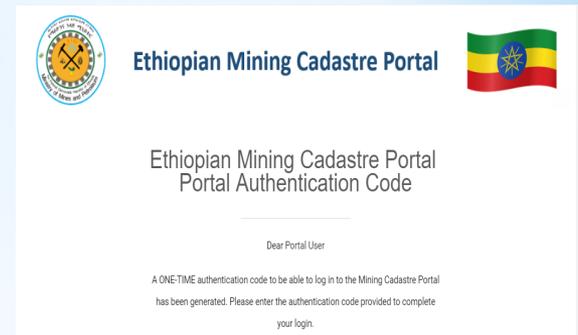


**Payments - Outstanding**

Due Date	Description	Amount	Comment	Status
18/08/2021	Payment: Land Rent	Ethiopian Birr 80.00	Amhara	
18/08/2020	Payment: Land Rent	Ethiopian Birr 80.00	Amhara	
18/08/2019	Payment: Land Rent	Ethiopian Birr 80.00	Amhara	

# Customers online, not in a line

- \* Online functionality easily scaled, meaning that many customers can be served at the same time
- \* All interactions recorded, and notifications sent automatically (e.g. granting decisions; reminders for payments and reporting)
- \* Publish up-to-date online information, such as a cadastre map that shows license locations and statuses, to demonstrate government's commitment to transparency and due process
- \* Empower licensing officers to focus on decision-making and monitoring rather than spend their time on data capture



# 5. Upcoming Functionalities

- ❖ Online payment using credit card. This will facilitate for foreign investors to pay license application and other fees online. Application payments are due to paid within 3 days after making an application
- ❖ Mobile based payment for investors who already have a commercial bank of Ethiopia account. Investors can seamlessly make payments for various mineral rights obligations including application using their mobile phones.

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*Thank You*

Sulfur Volcanic Landscape, Dallol, Danakil Desert, Ethiopia