

2017

MONITORING &
EVALUATION
SYSTEM REPORT



Responsible
Jewellery
Council

1. Scope and Boundaries of the M&E System

The Responsible Jewellery Council (RJC) is unique, as its scope covers the global gold, platinum group metal and diamond jewellery and watch supply chains, from mine to retail. Commercial Members of the RJC who are active in these supply chains are categorised into six different forums:

- Diamond, gold and/or platinum group metals producer;
- Gold and/or platinum group metals trader, refiner or hedger;
- Diamond trader, cutter or polisher;
- Jewellery manufacturer or wholesaler;
- Jewellery retailer;
- Service industry.

The RJC's M&E system focuses on the certification program for the Code of Practices (COP), which is the mandatory standard for RJC Commercial Members, as well as the Chain-of-Custody (CoC) Standard, which is a voluntary standard applicable for members in the gold and platinum group metals only. The monitoring and evaluation activities for each standard are separated into two workstreams, producing two sets of data. The RJC COP certification process is designed to result in improvements to RJC Members' management systems and business practices for ethical, social and environmental performance, providing assurance to stakeholders that responsible practices are being followed.

The RJC CoC standard provides requirements for the creation of a Chain-of-Custody for responsibly-sourced Precious Metals, produced, processed and traded through jewellery supply chains. It specifies requirements for the relevant Member entities to segregate CoC Material from other material in its custody, and to provide relevant information supporting the provenance of CoC Materials when transferred or sold to other parties. CoC Material may be purchased and sold between different businesses certified as conforming to the standard, thereby enabling credible claims to be made about the responsible sourcing of Precious Metals.

Data is collated for the period 1 January to 31 December at the end of each calendar year for evaluation and reporting. Interim analysis of data occurs throughout the year for the RJC management team and governance meetings.

The following membership categories are excluded from the scope of RJC's M&E system as they are not eligible for RJC Certification are Trade Association members – trade associations who are actively involved in the diamond, gold and platinum group metal jewellery supply chains, and RJC Supporters – organisations who are not eligible for commercial or trade association membership but seek to support the RJC's work through financial and/or in-kind support

2. Roles and Responsibilities

The responsibility for the implementation of RJC M&E system is designated to the two key roles. The Standards & Impacts Director is responsible for overseeing the development and implementation of the RJC's Monitoring and Evaluation programme which is managed by the Certification & Impact Manager. The Assurance and Standards Coordinator supports data collection and analysis and contributes to the continual improvement of data management systems and procedures for data collected from all RJC members. The outputs of the M&E system feed into the other RJC workstreams, for example, the RJC's Training Manager utilises M&E data to inform developments in new member and auditor training and communication and the Assurance Manager utilises data on auditor performance arising from the certification process for assurance purposes.

3. Defining the Intended Change

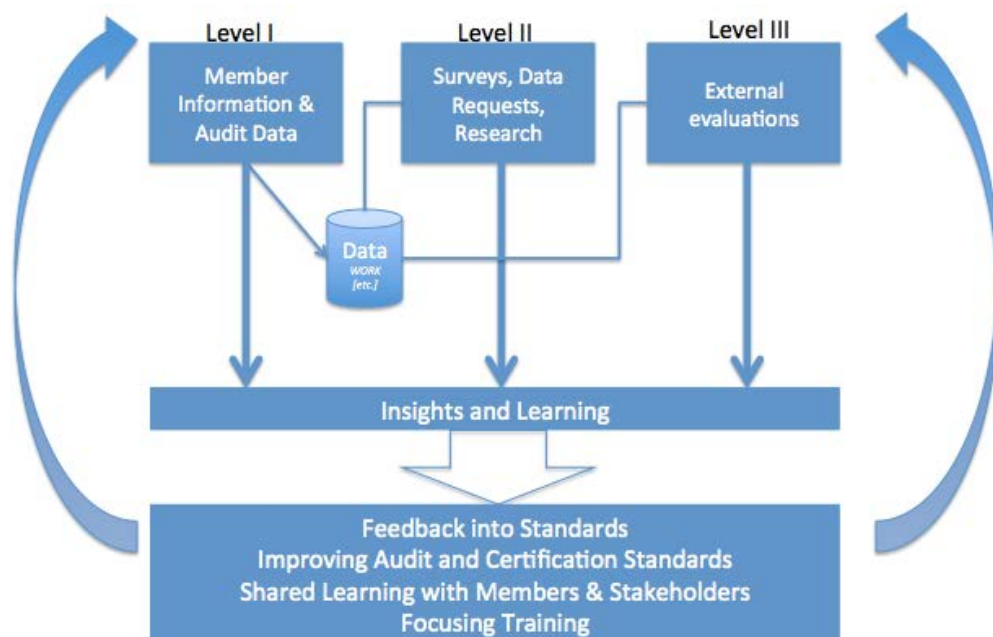
The long-term goals and desired impacts are set out by the RJC Vision and Mission and the RJC's Theory of Change. Our vision is a responsible world-wide supply chain that promotes trust in the global fine jewellery and watch industry. Our mission is to be the recognised standards and certification organisation for supply chain integrity and sustainability in the global fine jewellery and watch industry. Our intended changes are defined in the visual representation of [RJC's Theory of Change](#). Our three key strategies of capacity building, robust standards and certification tools, and support for supply chain initiatives result in direct outputs, outcomes and ultimately the desired impacts, which are:

- The global fine jewellery and watch industry respects human rights, the environment and stakeholder expectations
- Supply chains build commitment to, and reward, responsible practices
- Business customers and consumers have confidence and trust in diamond, gold and platinum group metals products.

The implementation of RJC Standards can directly or indirectly result in outcomes that can be both positive and negative. Unintended outcomes arising from RJC’s activities could include poor practices being displaced to sub-contractors and other non-certified entities in the supply chain, potential barriers to a company’s certification including uneconomic compliance costs in some markets or sectors, disincentives to certification for small to medium enterprises, due to perception or reality of challenges of achieving certification.

Our impact takes time to achieve and measure. To understand the effectiveness of our strategies and the impact of our work, both intended and unintended, we have implemented the following:

- Performance monitoring system – a systematic data collection process to enable analysis of data collected from all members throughout their membership and certification journey. Trends in data over time is tracked and analysed to help us understand whether our activities are resulting in desired short-term outcomes outlined in our Theory of Change.
- Periodic evaluations – an in-depth analysis into particular parts of the supply chain and specific issues covered by our standards to try and draw conclusions about our contribution to the longer-term impacts defined in our Theory of Change.



4. Performance Monitoring

We use three levels of data collection to measure our progress in achieving our desired impacts and to identify changes required to our system in better facilitate achievement. Performance monitoring represents the first of 3 levels of data collection, which is data collected regularly from all members at defined intervals during the member’s certification journey from membership applications, certification and re-certification audit reports and resignation requests. A list of all the indicators tracked by RJC is listed in our indicator protocol, as well link between each indicator and the 3 desired outcomes identified in our Theory of Change. Our aggregate analysis of performance data (as well as analysis by sector, size, country, etc.) takes place at a minimum on an annual basis in preparation for annual reviews and reporting, including

the external [Annual Progress Reports](#), and the more in-depth reporting and analysis in the internal performance monitoring report.

5. In-depth evaluation

More in-depth data collection and analysis is categorised as level 2 and 3. Level 2 data collection is characterised by a sampling approach of selected certified entities enabling the RJC to focus on issues and trends emerging from the Level 1 data collection in more depth. Level 3 data goes beyond level 2, and tries to determine the level of attribution of changes observed in the practice or performance of certified members to RJC's interventions, by comparing certified and non-certified companies. As the RJC covers such a broad supply chain spanning and multiple materials, the in-depth evaluation conducted so far have focused on three key priority areas which are linked to issues of material importance to the jewellery supply chain:

- The diamond cutting and polishing sector in India is key to the jewellery supply chain, as 9 out of 10 of the world's diamonds are cut and polished there. In recognition of this important sector, RJC commissioned Dalberg Global Development Advisors to conduct an independent impact evaluation in 2014 to look at the uptake and impact of the RJC Certification scheme in this sector: [Full report](#). A follow up study was conducted in 2015 to provide further insights to the RJC management team on the local market conditions.
- Small-to-medium enterprises (SMEs), with annual turnover of US\$50 million or less, make up around 60% of RJC's membership. A study commissioned by the RJC, and conducted by the Graduate Institute Geneva (2015), explored the uptake, access and impact of certification for SMEs in the Jewellery Supply Chain: [Full report](#)
- Artisanal and small-scale mining organisations are a critical part of the jewellery supply chain, both in terms of livelihood and development opportunities, as well as the need to manage key risks. An independent evaluation of the impact of RJC certification on Minera Yanaquihua in Peru is currently being undertaken by Avance (in conjunction with Solidaridad). The preliminary results were published in the [2015 Impacts Report](#), and the final evaluation will be completed in 2017 and the findings shared publicly. This evaluation has been running in tandem with another independent evaluation of Minera Yanaquihua by the Centre for Social Responsibility in Mining (CSR/M) at The University of Queensland. In 2015, researchers visited the mine and surrounding communities to collect primary data (documents and observations) and conduct face-to-face interviews and meetings with stakeholders internal and external to the member to evaluate the impact of RJC certification. The full report is available [online](#).
- RJC participated in a collaborative project funded by ISEAL in 2016, to develop a robust and cost-effective research design and methodology for conducting an evaluation to evaluate the business benefits of RJC certification for members. In the second half of 2017, RJC aims to pilot the methodology, focusing the evaluation on the jewellery wholesalers and manufacturing forum, where we have the greatest concentration of members and where RJC membership is primarily driven by customers and suppliers.

6. Improving the Effectiveness of the M&E System

RJC's M&E data is utilised regularly by RJC, including, but not limited to:

- Reporting to the Executive Committee on indicators of uptake in key regions and sectors for discussion on management strategies;
- Reporting to the Standards Committee on M&E activities for discussion of progress and ideas for further focus or new priorities;
- Analysis of non-conformance data to identify priorities for new training development and delivery programs and identification of Members that would benefit from further capacity building support;
- Case studies, surveys and research are feeding into work underway to better articulate the business case for RJC certification, including reports, website profiles, and public events.

7. Opportunities for engagement

The contact point for submission of any comments, questions or complaints about the M&E System is Bethan Herbert, Certification and Impacts Manager – email: consultation@responsiblejewellery.com, telephone: +44 (0)20 7321 0992. The RJC liaises primarily with the multi-stakeholder RJC Standards Committee regarding the design and implementation of the M&E program as per the committee responsibilities and duties defined on the [RJC website](#). Input is sought at different points in the development and implementation of the program, including:

- Review the overall M&E system, including defining indicators to be measured and impact areas to be evaluated through outcome and impact evaluations;
- Identifying collaborative opportunities where stakeholders may be able to contribute data;
- Sharing results and seeking feedback on the findings of evaluations and impact assessments.

Meeting minutes for each RJC Standards Committee is available on the [RJC website](#).