Working to get it right

Annual Report 2016
**Message from the Chair**

**DDI: A learning organization**

More than two decades ago, Dennis Rondinelli wrote an important book: *Development Projects as Policy Experiments: An Adaptive Approach to Development Administration*. Rondinelli argued that if we knew how to fix an apparently intractable problem, we would have done it long ago. Development projects, he said, are only as useful as the lessons they teach. Projects should not be so much about building a school as about what a school can accomplish, and about what goes on inside a school—how, for example, to make education more accessible, more effective, more relevant, less costly, more sustainable.

Projects have to be about learning: learning what works and why. And as important, they have to be about learning what does not work. In his struggle to invent an electric lightbulb, Thomas Edison said, “I have not failed. I’ve just found 10,000 ways that don’t work.”

At DDI we have learned some important things. We have learned that artisanal diamond miners will join the formal economy eagerly if they are treated as productive members of society rather than outliers. They will register, comply with safety and environmental standards and send their children to school if there are opportunities and incentives. We have learned that creating an auditable chain of custody from an ethically managed artisanal mining site to a jewelry shop on Main Street is much more difficult than it sounds. But we see a working lightbulb ahead. We have learned that many African governments are as keen to solve the problems we tackle as anyone else, and we have learned how to build partnerships that lead us, them and the mining communities we support in the same direction.

Learning, of course, is a two-way street, and the challenge, as DDI evolves and grows, will be to pass on lessons so they can be adapted, expanded and scaled up in ways that last.

**Ian Smillie**  
*Chair, DDI Board of Directors*

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**Message from the Executive Director**

**Getting it right for artisanal miners**

At DDI we are a small group of people pursuing a very large mission. And in many ways, we are navigating uncharted territory as we go.

Our vision is the transformation of the artisanal and small-scale mining sector, and our focus is formalization through programs that create positive socio-economic outcomes for the miners and their families.

Artisanal mining is largely practiced outside the formal economy, without the benefit of oversight, policies and standards, and most often without improving the conditions of the people who are doing the hardest labour.

The challenges are enormous.

Over the past eight years, DDI has conducted research, produced reports, raised awareness, engaged with miners and mobilized partners. We have implemented projects in Africa and South America, including miner registration, miner cooperatives, standards for artisanal diamond operations, children’s education, adult training, access to clean water, and supply chain monitoring. We have worked with local NGOs, the Kimberley Process Certification Scheme, the Responsible Jewellery Council, as well as governments in donor countries and diamond-producing developing countries.

And although all of these activities have produced some results, we have done enough, failed and succeeded enough, and learned enough to invest our efforts more strategically. We are not just working. We are working to get it right.

One of the highlights of 2016 was the launch of the rebranded Maendeleo Diamond Standards and the sale of the first responsibly-produced diamonds to an international buyer. What is even more important to us is the ever-growing synergy between the MDS program and some of our other initiatives – cooperatives, community development, supply chain traceability mechanisms, regulatory improvements – converging and complementing each other to help achieve our goal of formalization.

**Dorothée Gizenga**  
*Executive Director*
Focus on Formalization

Vision
DDI envisions a world in which artisanal and small-scale miners have access to the opportunities, information and tools they need to work with dignity within flourishing, self-sustaining communities, as valued actors in the formal economy and as contributors to their country’s development.

Mission
The Diamond Development Initiative works to effect systemic change within the artisanal and small-scale mining sector by convening all interested parties in processes and projects that help turn precious stones and minerals into a source of sustainable community development. DDI’s work complements regulatory efforts to favour positive socioeconomic outcomes for miners and their families in developing countries.

Strategy
To effect systemic change and achieve the vision, DDI focuses on formalization: a process that seeks to integrate artisanal and small-scale mining (ASM) into the formal economy in ways that benefit miners and their communities, regional and national economies, and the diamond and jewelry industry.

1. Influencing policy and ASM sector governance
Through its work with the Kimberley Process and in countries where DDI has projects, DDI interacts directly with local, provincial and national governments to:
- Share data and research results
- Recommend new policies or changes to existing ones
- Encourage enforcement of existing legal frameworks
- Enhance relations between miners and government

2. Enabling legalization, miners and miners’ organizations
DDI’s work in legalization includes registration, miners’ license cards, mining permits, titles, cooperative licenses, and delineation of concessions. Legalization initiatives are ongoing in Sierra Leone and DRC where the Maendeleo Diamond Standards program and the Cooperatives program are currently operational.

3. Professionalizing miners
Professionalization involves increasing the knowledge and skills of miners in relation to diamonds and mining, including:
- Access to information (basic, technical, legal), resources and tools
- Introduction of standards (MDS)
- Health and safety improvements – including first aid training and safety equipment
- Training on mining techniques
- Training on diamond valuation

4. Improving incomes of miners
A component of DDI’s Maendeleo Diamond Standards program is to develop access to international markets, which involves the marketing and commercialization of responsibly produced diamonds. Fair pricing and direct access to buyers by miners, rather than just through the middle-men, will improve incomes for the people who are actually digging diamonds.

5. Supporting socio-economic development of mining communities
Because formalization is a long term process and the impact may not be immediately felt in development, DDI has stepped up in certain areas to help meet some short-term needs and provide benefits to miners, their families and their communities. DDI’s projects in support of community development include a range of activities, such as mobile schooling and the provision of clean water through the construction of wells.
Kimberley Process Certification Scheme

As a member of the Kimberley Process with Independent Observer status, DDI pursues its objective of integrating development into KP implementation in countries with alluvial artisanal production. DDI is active in several KP functions:

- DDI is a member of the Working Group on Alluvial Artisanal Production (WGAAP), promoting the integration of development solutions alongside KP regulatory requirements, and assisting with the formalization of artisanal diamond mining.

- DDI also serves as a member of the Working Group on Monitoring (WGM). The WG organizes peer-review visits and conducts the assessment of annual reports, in order to ensure full compliance to the KPCS by member countries.

- DDI is a member of the Technical Team that guides and follows the KP Regional Approach for the Mano River Union countries - Côte d’Ivoire, Guinea, Liberia and Sierra Leone.

- DDI coordinates the KP Technical Assistance program, facilitating an exchange of knowledge and training between KP member countries to improve KPCS implementation in each jurisdiction.
### The Maendeleo Diamond Standards Program

In April 2016, DDI announced that the Development Diamond Standards had been renamed the Maendeleo Diamond Standards. Maendeleo is a Swahili word meaning “development” and “progress.”

Maendeleo Diamonds are artisanally mined in conflict-free zones and produced safely in consenting and engaged communities through violence-free operations with respect for human and worker rights, using practices that promote environmental responsibility.

The MDS certification system is a unique effort to support artisanal diamond miners and their communities and to ensure their inclusion in the broader process of promoting responsible supply chains.

In general terms, the MDS program has six stages: 1) voluntary registration; 2) training; 3) implementation of standards; 4) monitoring and mentoring; 5) third-party verification; and 6) certification. In 2016, DDI implemented the MDS program at 14 artisanal diamond sites in the Kono district of Sierra Leone. Thirteen sites completed the requirements for certification.

While responsible production of diamonds itself contributes to improved working and living conditions, the sale of Maendeleo Diamonds at a non-exploitative, sustainable market price will help ensure better income for miners. With that in mind, DDI has been attempting to facilitate the sale of Maendeleo Diamonds to international buyers.

After two unsuccessful sales attempts, DDI exported a parcel of diamonds in December 2016. Lessons learned from these experiences are helping DDI review the processes required to facilitate sustainable sales by miners.

In addition, DDI has re-examined how to ensure that miners benefit from improved socio-economic and environmental conditions as intended by the MDS program.

With a solid proof of concept that demonstrates strong uptake from the mining community in Kono District, DDI continues to identify and integrate improvements that will make MDS enduring over time.

“The MDS program has already helped our mining site. The workers are better organized now and they have logbooks and protective clothing. I have never seen this before.” – Tamba Kono, miner

#### MDS by the Numbers

- 1 Maendeleo Diamond Standards System with 8 standards
- 14 participating sites assessed, including 4 sites operated by youth
- 350 miners received MDS training
- 209 miners registered in database
- 28 trainers-in-training learned First Aid and SMARTER Mining techniques
- 7 government officials observed training and participated in site visits
- 78 visits for monitoring and mentoring
- 28 independent audit visits
- 13 sites certified
- 1,000+ carats of diamonds responsibly produced
- 3 pilot sales events
- 1 completed export
Miners’ Cooperatives

In 2014-2015, DDI registered 108,169 artisanal miners in the DRC through its third registration program, the first step in the formalization process of the artisanal mining sector in the country.

For miners to function in a formal economy, they need the relevant skills, knowledge, and access to inputs and resources. Facilitating this type of development is difficult with individual miners and is best done with miners who are brought together. During the registration program, three pilot cooperatives were created. In 2016, seven more cooperatives were added.

The Cooperative program brings together registered miners to advance formalization through two main goals. The first aims to enhance the functional capacity of the cooperatives; the second targets the miners themselves. In 2016, DDI’s efforts were dedicated largely to enhancing cooperative functionality, preparing the way for building the knowledge and skills of the miners as the program progresses.

Some of the challenges faced in 2016 include a slow and expensive legalization process; difficulties in communication due to long distances, bad roads and poor internet access; and insecurity related to political activities.

Going forward, DDI will continue assisting the current cooperatives to the point of autonomy and will also work with the appropriate provincial and national agencies to enhance their role in supporting the artisanal and small-scale mining sector and the miners themselves.

**a-Goals for cooperatives**

- Adherence to a national requirement of no miner operating by themselves
- Effective and democratic operations
- Self-sustainability, financial credibility and credit-worthiness
- Capacity to mediate between government and miners
- Instruments of community development

**b-Goals for miners in cooperatives**

- Improve knowledge on regulatory requirements and improve compliance
- Professionalization of operations through the application of responsible production standards and better mining techniques
- Improve knowledge on diamond valuation

Institutional Development of Miners’ Cooperatives

**Legalization**
- Obtain provincial legal status
- Obtain national legal status
- Legalize title in a designated AM zone

**Cooperative Governance**
- Develop policies, structure, elect officials
- Train in governance and conflict resolution
- Develop business plan

**Financial Autonomy**
- Establish operational budget
- Develop profit-sharing agreement
- Implement mobile payment system
Mobile Schooling in DRC: Sending Schools to Kids

Since September 2015, DDI has been running a mobile school program in mining communities in the DRC. The objective of the program is to provide remedial education to children in mining communities, as an alternative to working in the mines and a means towards integration into the formal school system.

The two-year curriculum provides children the opportunity to acquire essential literacy and numeracy skills and grade-level general knowledge with the goal of passing the national exam.

The number of children served through the mobile school program tripled in 2016 with the addition of two new schools, and an extra class in each of the two existing schools. A program was undertaken to give extra support to children who were struggling at the end of the first academic year, to enable them to join their classmates in second year work. This effort was closely monitored and proved successful. DDI engaged the services of an independent evaluator to visit the schools and assess the children’s progress, with encouraging results.

DDI has encountered some challenges in the implementation of the mobile school program, with the first concern being the security of the children and staff in a region faced with political instability. Other difficulties include managing a program from a distance in an area with sporadic communications, despite excellent field partners; integrating children of different ages and educational backgrounds into a single class; ensuring continuity in a context where parents and families are often very mobile; and ultimately dealing with the reality that the demand for education in the mining communities far exceeds what DDI is able to provide through this remedial program.

To enhance the sustainability of the program and to address the need for broader provision of elementary and secondary education, DDI has started searching for government and/or civil society organizations with an educational mandate to take over the schools and eventually expand the services to meet the demand for education for all children in mining villages.

In 2016

A total of 121 students in 4 communities in DRC were enrolled in 6 classes in 4 mobile schools

2 schools - one sponsored by Diamond Empowerment Fund and one by Brilliant Earth – entered their 2nd year of programming, each adding an additional class in 2016. Each school serves 40 students, with 2 teachers, 1 local partner and 1 parent-teacher committee

2 new schools – sponsored by Signet Jewellers – were opened in early 2016. 41 students completed their full first year and started their 2nd year.

GemKids

In partnership with GIA (Gemological Institute of America), DDI offered students in the DRC a program called GemKids, designed to teach children in countries with significant artisanal mining about gemmology and geology.

The program gets students involved in the science and art of gemstones by exploring how they are formed in nature and then commercially processed, their value to different civilizations throughout history, as well as relevant current and future ethical issues.

In July, DDI offered training in the curriculum to a group of teachers in Kinshasa, DRC, 17 of whom were retained to give the course to students in their schools.

A total of 125 students from 6 schools in Kinshasa participated in the GemKids program during the fall semester. The course included theoretical notions, supported by workbooks, and practical sessions in which students gathered in groups around the GemKids learning kits.

The course offers young people and their teachers the opportunity for visual and manual contact with minerals that are unfamiliar to them, despite their rich presence under the Congolese soil.

The training is also meant to introduce the young people to mineral-related career options beyond artisanal mining, and positively influence the future management of the natural resources of their country.
## Statement of Revenues and Expenses and Changes in Net Assets

(Expressed in U.S. dollars)

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<thead>
<tr>
<th>Year Ended December 31</th>
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<th>2015</th>
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<td><strong>NET ASSETS AT END OF YEAR</strong></td>
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## Auditors’ Report

Approved by the Board of Directors:

Ian Smillie  
Chair, DDI Board of Directors  

John Lowden  
Director  

A complete version of the Audited Statements by van Berkom Professional Corporation Chartered Accountants is available from DDI.
Donors and Supporters

DDI acknowledges the following for their generous contribution towards the formalization of artisanal and small-scale mining:

Governments and other agencies
German International Co-operation (GIZ)
Government of Angola
Promines (World Bank)

Diamond and jewelry industry
Anglo American Group Foundation
Antwerp World Diamond Centre (AWDC)
Brilliant Earth
Cap Source
Capital Athron
De Beers Group of Companies
Diamond Empowerment Fund Inc.
Gemological Institute of America, Inc. (GIA)
International Diamond Manufacturers Association (IDMA)
Rubel & Ménasché
Signet Jewelers
The Tiffany & Co. Foundation
World Federation of Diamond Bourses

Friends of DDI
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Bigger Diamonds 4 Less
Burscarf
Fairfax & Roberts
Goldschmiede Nikl
Harry Kotlar
H.E. Murdock Co
Julie Peel Jewellery
Windiam

Special thanks
Amanda Gordon, Yoga fundraiser
BMO Bank of Montreal
My Lungs are Pink
Ted Jackson Fundraiser contributors
World University Service of Canada

DDI Offers a Literacy Program to Women’s Cooperative in Sud Kivu

Women working in artisanal diamond mines face particular challenges. They may be victims of sexual harassment, they are often relegated to lower income “auxiliary” work, and they are easily exploited in regions where they are less educated than their male colleagues.

DDI’s first cooperative for women only was formed in the spring of 2016 in the Kibe region of the Democratic Republic of Congo and it quickly became clear that the level of literacy of the women involved in the cooperative was a major impediment to learning and to taking control, not only of their association, but of their individual and collective lives. They asked for help to learn to read.

In response, DDI established an entry-level literacy program for a group of 20 women in October 2016. After three months, there were 36 women taking the course and many more asking to get in. Despite the challenges, it is overwhelmingly clear that literacy classes for women meet an important need. The women have requested it, they are attending faithfully, working diligently, and asking for more.
Corporate Highlights

Program Director Ainsley Butler became Co-Chair of the Standards Committee of the Responsible Jewellery Council (RJC)

Executive Director Dorothée Gizenga received three honours: Diamond Empowerment Fund’s Sustainable Development Award; Certificate of recognition at the KP Plenary in Dubai; and appointment to the Order of Ontario

DDI Canada Board member Ted Jackson celebrated his birthday with a fundraising dinner for DDI

DDI’s Vice-Chair Stéphane Fischler was re-elected President of the Antwerp World Diamond Centre (AWDC) and elected Vice-President of the World Diamond Council

“If you ... want to truly improve the humanitarian and environmental aspects of the diamond industry, the Diamond Development Initiative is an excellent group to contribute to.” – Rob Bates, JCK Online, January 28, 2016

Rory More O’Ferrall retired from his role as Honorary Vice-Chair of the Board of Directors of DDI.
Board of Directors
Ian Smillie (Chairman)
Rory More O’Ferrall (Honorary Vice Chairman)
Stéphane Fischler (Vice Chairman)
Matthew Runci (Secretary)
John Lowden (Treasurer)
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Martin Rapaport – President, Rapaport Group of Companies, Israel
Bernard Taylor – Former Director, Partnership Africa Canada, Canada
Salil Tripathi – Director of Policy, Institute for Human Rights and Business, UK
Steve Ursino – International Management Consultant, UN/UNDP
Greg Valerio – Jeweller and Activist, Valerio Jewellery, UK
Ronnie VanderLinden – President, Diamond Manufacturers & Importers Association of America (DMIA), USA
Alyson Warhurst – Founder and Chief Executive Officer, Verisk Maplecroft, UK
Dr. John Watson – Professor of Social Sciences, University of Ottawa, Canada
Alexander Yeatsley – Director, Martello Risk Ltd, UK
Edward Zwick – Film Producer and director (Glory, Last Samurai, Blood Diamond), USA

Interns/Volunteers
Caitlin Sievert, Faridath Yessoufou, Eva Wolzok, Victor Muana, Morgane Roussel-Hemery, Claire Hafner, Edmond Mohamed, Samuel Karama

Advisory Group
Senior Advisors
Andrew Bone – Executive Director, Responsible Jewellery Council, UK
Simon Gilbert – Director, Sustainable Responsible Solutions Ltd., UK
Jon Hobbs – Director, Extractives Sector, WWF International, UK
Ray Simmons – President, Foundation for Environmental Security and Sustainability, USA

Advisors
Saleem Ali – Chair in Sustainable Resource Development, University of Queensland, Australia
Ernie Blom – President, World Federation of Diamond Bourses, South Africa
Abu Brima – Executive Director, Network Movement for Justice & Development, Sierra Leone
Abbey Chikane – Executive Chairman, SSI Holdings, South Africa
Peggy Jo Donahue – Owner, Donahue and Associates, USA
Amir Dossal – President & CEO, Global Partnerships Forum, USA
Chaim Even-Zohar – Tacy Ltd., Author, Journalist, Consultant, Israel
Jeffrey Fischer – President, Fischer Diamonds Inc., USA
Nigel Fisher – COO, Allied BioScience Canada, Canada
Ronny Friedman – President, William Friedman Diamonds, USA

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Dorothée Gizenga, Executive Director
Marg Buchanan, Communications Manager
Ainsley Butler, Program Director
Kingsly Mforteh, Project officer
Susan Thiongo, Finance and Accounting Manager
Sharon Singh, Finance and Administration Officer

In-Country Consultants
Sierra Leone
Joseph Sylvanus Mboka, Program manager
Steven Bockarie Sannoh, MDS Project officer
Sahr Jimisa, Administration and finance officer

DRC
Carine Nkita, DDI National coordinator
Aildoar Mwamba, Database and technical consultant
Félicien Mbkayi Cimanga, Mobile School Advocacy consultant
Jean-Baptiste Otshudi
Disashi, Legal consultant

Program Partners
Sierra Leone
BRAC International
CEMMATS
Sierra Leone Red Cross

DRC
CRONG Kasai Occidental
CRONG Maniema
CRONG Orientale
CRONG South Kivu
GAERN
“De Beers is committed to supporting credible industry-wide initiatives that reinforce stakeholder and consumer confidence. De Beers has supported DDI since its inception, and commends the organization on the hard work and efforts it has delivered so far.”

– Feriel Zerouki, Head of Government and Industry Relations, DeBeers

“The Anglo American Group Foundation is excited by DDI’s ability to catalyse systemic change in the artisanal mining sector, benefiting miners, their communities and, ultimately, diamond consumers worldwide.”

– Jonathan Samuel, Group Head of Social Performance for Anglo American

“The Antwerp World Diamond Centre firmly believes in the work of DDI, and has been a partner of DDI for several years. The organization is doing exceptional work in formalizing the artisanal diamond industry, and in inserting ethics and good business practices in the diamond value chain.”

– Stéphane Fischler, President, AWDC

Contact DDI

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www.ddiglobal.org
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