



TANZANIA: LEARNING ASSESSMENT

Let's Join Hands for Development

Tanzania

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Contents

Executive Summary	4
Methodology	5
Limitations	5
Key Findings.....	6
Recommendations.....	8
Relevance.....	8
Effectiveness.....	9
Impact	9
Sustainability.....	10
Introduction.....	10
Let’s Join Hands for Development	15
Objective 1: Strengthen Capacity to Uphold VPSHR.....	15
Objective 2: Provide Platforms for Dialogue and Information Sharing	16
About the Learning Assessment	17
Relevance.....	17
Effectiveness.....	17
Impact	17
Sustainability.....	18
Methodology.....	18
Research Locations	18
The Learning Assessment Team	19
Document Review.....	20
Key Informant Interviews	20
Focus Group Discussions.....	20
Community Survey / Household Questionnaire	21
Data Analysis.....	21
Learning Assessment Timeline.....	22
Analysis and Findings.....	22
Relevance.....	22
Effectiveness.....	25
Impact	29
Sustainability.....	32

Recommendations..... 34

 Relevance..... 34

 Effectiveness..... 35

 Impact 35

 Sustainability..... 36

Conclusion 36

ANNEXES..... 37

Annex A: Focus Group Discussion Guide..... 37

Annex B: Household Questionnaire 39

Annex C: Word Frequency Clouds..... 45

Executive Summary

Search for Common Ground (Search) in partnership with Acacia Mining conducted a 20-month project in Northern Tanzania. The project, “Let’s Join Hands for Development” (*Tuunganishe Mikono Kwa Maendeleo Yetu*) was designed and implemented to promote positive long-term relationships between the community, decision-makers and Acacia at local and district levels. This a report of a learning assessment, which took a critical view of the project’s activities to assess their relevance, effectiveness, impact and sustainability with an aim toward improving Search Tanzania’s Sustainable Business Practices (SBP) programming going forward.

With headquarters in Washington, D.C. and Brussels, Search is an international non-profit organization established in 1982 to promote peace between different ethnic groups, guided by the motto “understanding the differences and acting on the commonalities.” With a presence in 35 countries, Search seeks to change the way the world handles conflicts so that enmity and confrontation can be transformed into cooperative solutions.

Acacia Mining (formerly African Barrick Gold) developed and is implementing a sustainable communities (SC) strategy that sets in action its commitment to robust stakeholder engagement, respect for human rights and sustainable community development. Since its implementation of the Maendeleo Fund in 2011, Acacia worked with Search as a partner in addressing its commitment to the communities in which it operates.

Acacia Mining operates three mines in Bulyanhulu, Buzwagi and North Mara, Tanzania. The number of security incidents in Bulyanhulu, Buzwagi and North Mara has declined in recent years. However, misunderstandings and misinformation between communities, local government, and the private sector persist, resulting in tensions. These tensions emerge from underlying grievances and frustrations over land compensation policies, perceived inequalities, underground mining (and its potential environmental and health impacts), alleged corruption, perceived lack of transparency and government mismanagement.

Search’s SBP programs are based on the Common Ground Principles and focus on conflicts arising between communities, local governments, and the private sector. The SBP programs are relevant in resource-rich developing countries where large private investments in the extractive industry affect economic and social development of local populations. Since 2011, Search has worked alongside Acacia Mining to promote sustainable business practices and address conflicts related to gold mining in North Mara and Shinyanga regions of Tanzania.

A survey conducted as part of this evaluation found that 78 percent of respondents in these areas are aware that Acacia funds community development programs, 49 percent of respondents had participated in at least one of Acacia’s community programs. Of those who have participated in Acacia’s community programs, 90 percent stated that they were familiar with Search, with 26 percent of those stating that they knew Search very well. While Acacia has a broad range of programs that were outside of Search’s specialization, Search and *Tuunganishe Mikono Kwa Maendeleo Yetu* are a well-known components of Acacias efforts to leave a positive legacy in the places it operates.

Methodology

A robust research methodology was design in order to effectively address the learning assessment criteria of relevance, effectiveness, impact, and sustainability and fully answer all study questions. Headed by Search's Institutional Learning Team (ILT), the learning assessment team consisted of an East Africa region design, monitoring and evaluation (DM&E) associate, Tanzania SBP program manager, DM&E coordinator, community outreach associates and nine experienced enumerators. The learning assessment began with a comprehensive desk review of all relevant academic and other literature, laws, program documents and past internal research reports. The team conducted a literature review, household surveys, focus group discussions (FGDs), and key informant interviews (KIIs) for eight days in Bulyanhulu, Buzwagi and North Mara.

This report begins with a summary of the learning assessment findings and recommendations. Then a context section that discusses the literature, laws and history relevant to the reader. Then a methodology section that provides a detailed outline of the learning assessment team's research process. The body of the report includes a detailed analysis of data and detailed discussion of the learning assessment findings. The subsequent section discusses recommendations for the SBP program moving forward based on the evaluation questions. The final section of this report offers a concluding summary of the evaluation and concluding thoughts from the learning assessment team.

Limitations

There are several noteworthy limitations to the data collected by the learning assessment team. Due to realities in the field and conflict sensitivity issues, the assessment team relied on village leaders, such as village chairpersons and village executive officers (VEOs) to organize their villages in advance and gather respondents in a single place, typically the village administrative building. This opportunity for village leadership to select the sample of villagers, helps in getting buy-in by local leaders to the process, but exposed the data to potential bias created by the leadership's interpersonal dynamics.

Moreover, also due to fieldwork logistics, the team administered the household questionnaires to respondents in a group setting. Considering that village leadership selected respondents to gather the resulting data from the household questionnaire cannot be considered random. Also, while respondents were instructed not to confer with one another while completing the questionnaire, the group setting could not guarantee that the responses were truly independent. Without a truly random and independent dataset, analysis of the household survey questionnaire could not draw broad generalizations about the populations near the mining site in a scientifically valid manner. Analyses in this report are summary statistics describing the opinions and perceptions of the respondents only. To mitigate against these biases, the team triangulated some of the findings from the community surveys with responses from FGDs and KIIs.

Finally, FGDs were mix-gender, mixed-age and included village leadership. In addition to the time and resource constraints of villagers and the assessment team, focus groups were not demographically isolated due the importance this study placed on broader political issues. However, the likelihood that more demographically isolated focus groups would have yielded slightly different qualitative responses is high. For example, an FGD of only women, may have brought up more concerns of gender-based violence. Or,

for example, young men may have been more forthright about their concerns had elders and village leaders not been present.

With these limitations considered, the analysis of data from the multiple methods used and triangulated yielded interesting findings that helped to answer the assessment questions and provided critical measurement indicators to improve Search's SBP programming.

Key Findings

Relevance

Question 1.1: To what extent did the project appropriately address the issues raised in the 2011 baseline study and previous research conducted by Search and Acacia?

Finding 1.1 – the activities implemented as part of Let's Join Hands for Development appropriately considered the issues raised by the 2011 baseline study. Activities specific to changing dependency on illegal mining for youth, however, were not expansive enough to constitute a proper preventative campaign against youth intrusion and illegal mining, given that participants were only those individuals still in school.

Question 1.2: To what extent did the project appropriately contribute to Acacia's sustainable communities strategy?

Finding 1.2 – Search is a well-known component of Acacia's sustainable communities (SC) strategy, with 26 percent of Acacia program participants stating that they know Search well. Let's Join Hands for Development used Voluntary Principles on Security and Human Rights (VPSHR) training to contribute to Acacia's desire for respectful behavior while helping to create a stable operating environment. Community theater performances contributed to Acacia's desire for minimized social impacts by contributing to greater community awareness of human rights and mining security issues. The collective activities of the program were contributed to supporting Acacia in building a framework for a positive legacy around the three mining sites.

Question 1.3: Were project benchmarks and indicators appropriate for measuring impact? Are there better indicators?

Finding 1.3 – The project data sources were successful in monitoring project inputs and outputs but were not appropriate indicators for demonstrating a measurable impact across the three mining sites. The program staff lacked sufficient access to secondary or external sources of data to triangulate findings, because no such data-sharing agreements existed as a part of the project.

Effectiveness

Question 2.1: To what extent were the project objectives achieved?

Finding 2.1.1 – The project's primary objective of strengthening the capacity of key stakeholders to uphold VPSHR was successful. All stakeholders showed an increased awareness of their human rights and their responsibility to uphold those rights.

Finding 2.1.2 – While the program successfully created more platforms for dialogue between stakeholders. There is more work to be done in achieving greater transparency and more accurate information sharing among stakeholders, especially concerning land compensation.

Question 2.2: What were the major factors influencing the achievement or non-achievement of the project objectives?

Finding 2.2.1 – the sense of common purpose and positive relationships between program partners was a major factor influencing the achievement of the project’s objectives.

Finding 2.2.2 – Failure to provide timely feedback to communities after research activities hindered achievement of the program objective of increased information sharing. Reliance on village leaders as sole points of contact and coordination with their villagers hindered accurate research and may cause substantial problems going forward.

Question 2.3: What are the Search activities that appear to be most effective in changing relationships between the community, decision-makers, and Acacia at the local and district levels?

Finding 2.3 – the VPSHR training aspect served to forge positive, lasting relationships between Acacia, district government, local government, police and communities near the mine sites. The trainings have reoriented the police culture away from reactionary uses of force to preventative approaches accounting for the human rights of the citizens they serve.

Impact

Question 3.1: To what extent did the project achieve the goal of promoting positive long-term relationships between stakeholders?

Finding 3.1 – Stakeholder relations have significantly improved. These improvements are attributable to the project activities as well as other changes made by stakeholders.

Question 3.2: To what extent did the project promote citizens’ participation and inclusion?

Finding 3.2 – The project promoted citizens’ participation and inclusion through a number of activities meant to engage all demographics. However, activities targeting young men (mine intruders) were lacking the expansive scope needed to constitute a preventative campaign.

Questions 3.3: What were the unintended impacts of Search-Acacia partnership activities?

Finding 3.3 – The coordination of research activities, such as community surveys, conducted through the project cycle led to misperceptions that Search is a negotiator not a facilitator.

Question 3.4: How has the political situation shaped and affected perceptions of Acacia and the impact of its sustainable community’s strategy?

Finding 3.4 – Political developments have affected perceptions of Acacia and its SC strategy negatively. However, political incidents and incitements also served to demonstrate the resilience for conflict developed within the community and other stakeholders by the SC strategy, the work of the community relations department and Search.

Sustainability

Question 4.1: How well prepared are the target communities to take part in their own development and reduce dependency?

Finding 4.1 – High unemployment coupled with a lack of access to capital means the communities near the three mine sites are vulnerable to even greater economic hardship when Acacia closes its mines. 89 percent of respondents agreed that Acacia contributed somewhat or a lot to their communities' development. A lack of ownership of development projects implemented by Acacia presents a major challenge to creating lasting economic independence for these communities.

Question 4.2: Which elements of Acacia's current community interventions are most effectively changing the perceived levels of dependency in each community?

Finding 4.2 – The activities that demonstrate the viability of livelihoods other than mining and agriculture have had an observable effect on the degree to which these communities are dependent on Acacia. While more work is needed, the community leadership have gained skills that will lessen the need for external intervention in conflict situations through increased communication and transparency.

Recommendations

Relevance

Recommendation 1.1 – continue to address the issues identified in the 2011 baseline study such as corruption, human rights violations and lack of transparency. Future activities should continue to search for gaps in programing through continuous monitoring and research. Further, research should aim to gather secondary data from independent sources such as local NGOs, human rights monitors, police and Acacia security. Through the accumulation of institutional knowledge and awareness of local contexts through research, the SBP team can ensure their actions are always relevant to the needs of Acacia and target population.

Recommendation 1.2 – Acacia's No Harm 2020 Strategy shifts priorities from tangible development projects, such as water systems, clinics and schools, to increasing the ability of villagers to access markets, engage in entrepreneurship and develop livelihoods that are not dependent on mining. The SBP program should adjust to No Harm 2020 by working closely with Acacia as a trusted intermediary between the company and local communities. Planned activities, such as community theater performances, should include messaging aligned with Acacia's updated strategy.

Recommendation 1.3 – All data collection tools and sources should be changed as infrequently as possible to maintain consistency overtime. Keeping tools consistent allows for better measurement of changes to the population's perceptions, which in turn allows programming to stay relevant. Indicators focusing on communication between stakeholders must be established. By formulating strategies to track and measure communication, the SBP team can identify where communication breakdowns occur and develop solutions strengthen lines of communication that are relevant to the gaps identified.

Effectiveness

Recommendation 2.1 – The SPB program should negotiate a robust data-sharing memorandum of understanding with project partners that explicitly spells out the type and timeliness of data to be shared, as well as appropriate confidentiality measures and pre-approvals, to provide robust secondary data sources (e.g. Acacia Security Incident Data, Acacia Grievance Data, Mining Injury Data, etc.)

Recommendation 2.2 – The SBP program should provide timely and appropriate feedback to the communities in which it conducts research. The program should design and display flyers/posters in public forums and at its events. The program should focus public activities on creating clarity around land compensation and increasing transparency more generally. Research activities should employ data quality assurance strategies to select samples that avoid biasing datasets.

Recommendation 2.3 – The VPSHR trainings should be expanded as much as possible and tailored appropriately. New participants can include traditional militias (Sungusungu) and other entities with direct human rights impacts. Umoja Peace Club (UPC) members should be supported further and given more support, training and opportunities at Search offices (offering internships for UPC members, for instance) and linked to other Acacia education and livelihoods activities.

Impact

Recommendation 3.1 - Strengthen information sharing with the community further through radio programming, Community Theater and other public activities.

Recommendation 3.2 - Strengthen the platforms for dialogue and sharing to promote further inclusion and participation. While village leaders are important partners for creating more transparency and information sharing, they should be relied on as sole disseminators of important facts as little as possible. Instead, Search should work with village leadership to develop a robust communication strategy that involves non-elected leaders, such as religious, women or youth leaders, and other respected members of the community who cover a demographic spectrum. The UPCs are a not-yet-fully capitalized platform for prevention of intrusion. They can be an important platform for all young men and women to receive important messages about peace and the dangers of mine intrusion and illegal mining. But these activities targeting children and young people must reach beyond those who are still in school.

Recommendation 3.3 – Communicate with village leaders and relevant authorities on new Search restrictions around “transportation fees” to clearly outline the reasoning and purpose. Find new and creative ways to achieve research objectives. Instead of holding specific survey events, conduct research during other planned events and activities. For example, enumerators can be employed to administer surveys before, during or after a town hall or community theater event. Such measures will not only be more cost-effective, but they will create better data by which to measure impact and conduct more robust analyses.

Recommendation 3.4 – Continue to adapt and be flexible to potential political storms. As Search’s private sector donors and partners may be subject to negative effects of unforeseen political developments, all staff should maintain a detailed understanding of political realities and possibilities. Moreover, political and security risk-assessments should be included as a part of on-going monitoring activities to empower better

contingency planning. For example, if security developments make a planned community theater performance untenable, this should be well documented and a contingency plan (increased radio programming in that area, for example) should be enacted.

Sustainability

*Recommendation 4.1 – Activities should deliver the message that **illegal mining / intrusion is not sustainable and that trading safety and education for quick money hurts those who are engaging in it and their community** (relates to 3.2). Targeted messages about the toxic effects of mercury on the human body, water and livestock should also be included. These messages should be specifically targeted to young people, in particular young men.*

Recommendation 4.2 – Adjust activities to No Harm strategy focusing on the 2020 close down of Buzwagi and replicate in other mines accordingly. Create activities and start conversations around alternative sources of livelihoods through various media platforms.

Introduction

Resource extraction is an essential industry that contributes to economic and societal development globally. Extractive activities, however, can have both positive and negative social and environmental impacts for the people living near extraction sites. In developing countries, mining may have a more significant social and environmental impact. Low levels of education and socio-economic development coupled with low industrial regulation and local governance create a context that is ripe for environmental degradation, human rights violations and violent conflict.¹ Conversely, for the companies working in extractive industries, such contexts can create a variety of obstacles such as litigation, government intervention and physical insecurity of personnel, which can cause hemorrhaged profits and cause shareholders to lose trust in a company's leadership.² For these reasons over the past two decades, governments and international organizations have made significant progress in establishing human rights frameworks for businesses. Companies have made strides to incorporate human rights standards into their business models.³

Beginning in 2000, the VPSHR were established through dialogue between the United States and United Kingdom governments, international nongovernment organizations (INGOs) and companies in the extractive industry. The VPSHR initiative currently has 10 government, 31 corporate and 13 INGO participants. The VPSHR guide the work of companies engaged in resource extraction through a framework that allows them to address complex security issues while maintaining respect for the human rights of the proximal communities. The VPSHR provide standards for extractive companies to implement risk assessment policies and outline strategies for engaging with state security forces and relationships with private security. Governments that join the VPSHR initiative have increased opportunities for mutual learning with participating governments. Government participants have also found that the VPSHR compliment their own policies on development, human rights and conflict reduction. The NGO participants

¹https://www.chathamhouse.org/sites/files/chathamhouse/public/Research/Energy,%20Environment%20and%20Development/chr_coc1113.pdf

²<https://www.forbes.com/sites/christopherskroupa/2015/09/28/juggling-human-rights-and-business-priorities-striking-a-balance-between-people-planet-and-profit/#1f010daa17c9>

³<http://www.ohchr.org/Documents/Publications/BusinessHRen.pdf>

are best positioned to ensure the implementation of VPSHR results in tangible benefits for local communities and conflict reduction. The NGOs also play an important role as facilitators between the affected populations and the companies as trainers and promoters of best practices.⁴ Search and Barrick Gold Corporation (Acacia's parent company) are both VPSHR participants.

Established in 2011, The UN Guiding Principles on Business and Human Rights (UNGPs) have had a major impact on companies of all sizes and sectors and on the states in which they work. The principles are grounded in the recognition that states are obligated to uphold human rights; that companies are organs of society with specialized functions, and that rights violations must have appropriate remedies.⁵ Since their inception, the UNGP has directed companies to reshape their business models and minimize the risk of potential violations. According to corporate executives, in 2017, companies around the world “no longer have an excuse to ignore human rights” as consumers become more ethically conscious and well-tested corporate strategies are implemented.⁶

Despite the global progress made through the UNGP, the VPSHR and similar initiatives, many problems still face communities in resource-rich countries. Physical displacement, health issues, increased crime and armed conflict remain pervasive issues for people living near extraction sites, especially in the developing world. Tanzania is one such country where the resource-rich land has led to a myriad of human rights abuses and conflict throughout its history.

Tanzania has been described as one of Africa's brightest mining prospects⁷. The country is rich in gold, diamonds, copper, zinc, natural gas, and tanzanite- a mineral only found in Tanzania. In 2012, the economy of the country grew by 7 percent. This growth was attributed to increased gold and diamond mining. Tanzania accounts for 2 percent of the world's gold output.⁸

Gold mining started in Tanzania over 100 years ago during the German colonial period. Since those years, Tanzania's government has taken protective steps such as joining the African Mining Partnership (AMP), a global mining partnership with corporations that promote sustainable development. In the early stages of African Barrick Gold's (now Acacia's) mining activities in Northwest Tanzania, the government at the time was offering foreign investors beneficial fiscal regimes, which increased competitiveness of large-scale mining (LSM) companies in the region. This change affected incomes of individuals and communities looking to mine for themselves on smaller scales, while contributing to tense, often violent, circumstances between the communities and companies.

⁴ <http://www.voluntaryprinciples.org/>

⁵ United Nations Human Rights Office of the High Commissioner, Guiding Principles on Business and Human Rights (New York and Geneva: United Nations, 2011), available from http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

⁶ Karmel, R. (2017, December 4). Companies no longer have an excuse to ignore human rights in their supply chains. *Ethical Corporation*. doi: <http://www.ethicalcorp.com/companies-no-longer-have-excuse-ignore-human-rights-their-supply-chains>

⁷ <https://www.reuters.com/article/us-tanzania-mining/investors-wary-as-tanzania-moves-to-assert-more-control-over-mines-idUSKCN1BZ066>

⁸ <https://www.azomining.com/Article.aspx?ArticleID=87>

Artisanal and small-scale mining (ASM) often refers to informal (or illegal) low-technology mining practiced by individuals, groups or communities in the developing world. However, ASM operations can also be formally registered cooperatives. It plays an important economic role in the lives of people living in precarious socioeconomic conditions in resource-rich areas around the world.⁹ A joint report by the International Institute for Environment and Development and the World Business Council for Sustainable Development estimates that around 13 million people in over 30 countries are directly involved in ASM¹⁰. Further, The Global Report on Small-Scale mining estimates that 100 million people rely on the ASM sector for income.¹¹ In Tanzania, ASM for gold is a very common and profitable source of income for individuals. However, unskilled labor force, lack of access to capital and limited access to markets limit the ability of small-scale miners to fully realize potential profits.



Figure 1: Artisanal miner in North Mara region, Tanzania.
Source: The Guardian

The ASM frequently takes place alongside LSM operations, a source of violent conflict in such areas. A primary grievance of small-scale miners is that large-scale mining companies plunder hectares of land, producing large quantities of waste. The LSM companies argue they are contributing to the economic development of the community, offering compensation to the people affected by mining operations, while safeguarding the environment by following international environmental regulations. Further, lack of capacity for environmentally safe practices among ASM can lead to a tragedy of the commons, by which unregulated small-scale miners inadvertently pollute and destroy local water or agricultural resources with mercury and other hazardous chemicals used for mineral processing.¹²



Figure 2: President John Magufuli. Source: Swahili Times

Often nationalistic or nativist conflicts arise around the right of small-scale miners to mine the land that is being used by companies. However, substantial progress has been made, in part due to corporate social responsibility initiatives, to foster less conflictual LSM-ASM relationships. Symbiotic relationships whereby LSM companies allow ASM communities to continue

⁹ Aubynn, A. (2009), Sustainable solution or a marriage of inconvenience? The coexistence of large scale-mining and artisanal and small scale mining on the Abooso Goldfields concession in Western Ghana, Resources Policy, Volume 34. Issues 1-2, pages 64-70 <http://www.sciencedirect.com/science/article/pii/S0301420708000688>

¹⁰ Hentschel, T., Hruschka, F. (2003), Artisanal and Small-scale Mining: Challenges and Opportunities, International Institute for Environment and Development, Nottingham, UK, retrieved from: <http://pubs.iied.org/pdfs/9268IIED.pdf>

¹¹ <http://www.ddiglobal.org/login/resources/g00723.pdf>

¹² Dube, N. Moyo, F. et al. (2016), Institutional Exclusion and the tragedy of the commons: Artisanal mining in Matabeleland South Province, Zimbabwe, The Extractive Industries and Society, El Sevier, retrieved from: https://ac.els-cdn.com/S2214790X16301022/1-s2.0-S2214790X16301022-main.pdf?_tid=2c49a8b2-d33b-11e7-8e2f-0000aacb35d&acdnt=1511763856_451d138213f5d3226a066a5658975faf

operations near or alongside larger operations are now a best practice.¹³ While this type of cooperative solution has been a positive development, many countries still lack national legislation to regulate ASM and allow such cooperative solutions to succeed.¹⁴

In March 2017, Tanzania's National Assembly passed three bills reforming Tanzania's mining policies. The new mining laws increase taxation of mineral exports and bolstered government involvement in mining operations, a move seen by some to be discouraging to foreign investors.¹⁵ The new export laws regulate the export of concentrates and unprocessed minerals. These regulations resulted in the loss of one billion Great Britain Pounds (GBP) of Acacia's market value over the subsequent six months. Further, President John Magufuli's administration took a more proactive approach to governing extractive industries. Most recently in March 2017, the administration imposed an export ban on minerals to address, in part, what it saw as corrupt behavior by the extractive industry.¹⁶ This was coupled with audits of mining companies across a variety of sectors.¹⁷ Acacia was investigated for alleged false trade invoicing, or attempting to hide the amount of gold it was exporting, as well as tax evasion.¹⁸ The company denied the accusations of illegal operations and tax evasion.¹⁹ However, in late October, Acacia's parent company Barrick Gold (63.9% shareholder) reached a tentative settlement with the government to pay 300 million USD in back taxes, a large departure from the 190 billion USD the government initially requested in back taxes. An official remedy and settlement were still ongoing.²⁰

All mining operations can have negative health impacts on miners and nearby communities. Among the various health issues that stem from mining operations, the most common are lung disorders, such as asthma, respiratory conditions caused by toxic agents and dust diseases of the lungs.²¹ However, small-scale and illegal miners frequently use mercury, which is highly toxic and can cause serious illness and death to humans and animals. The ASM and illegal mining are the primary sources of mercury contamination around the world.²² While less environmentally detrimental techniques exist for LSM and some ASM operations, processing gold ore with mercury is still very common in Tanzania. Frequently, children who are involved in ASM or illegal mining are the most adversely affected as they have limited knowledge of the health effects of mercury.²³ A study conducted in a mining area in Geita, Tanzania in 2010 by the institute of Forensic Medicine of the University of Munich found that a sample population of 221 participants had significant levels of mercury in their blood, urine, and hair.²⁴ Mercury is known to be dumped in rivers and streams causing bioaccumulation in fish and livestock which are consumed by people

¹³ <http://documents.worldbank.org/curated/en/148081468163163514/text/686190ESW0P1120ng0Together0HDD0final.txt>

¹⁴ Aubynn, A. (2015), Live and Let's Live - The relationship between artisanal/small-scale and large-scale miners in Ghana: The Abooso Goldfields experience, Fondo Santa Barbara, retrieved from: <http://fondosantabarbara.com/wp-content/uploads/2015/07/Aubynn-chapterASM.pdf>

¹⁵ <https://www.reuters.com/article/us-tanzania-mining/investors-wary-as-tanzania-moves-to-assert-more-control-over-mines-idUSKCN1BZ066>

¹⁶ <https://www.squirepattonboggs.com/en/insights/publications/2017/03/tanzania-bans-the-export-of-unprocessed-mineral-concentrates-and-ores>

¹⁷ <https://af.reuters.com/article/investingNews/idAFKBN1701T1-OZABS>

¹⁸ <http://africanarguments.org/2017/07/17/tanzania-magufulis-mining-reforms-are-a-masterclass-in-political-manoeuvring/>

¹⁹ <https://www.ft.com/content/fe0a33b6-6e06-11e7-bfeb-33fe0c5b7eaa>

²⁰ <https://qz.com/1108710/tanzanias-john-magufuli-gets-barrick-gold-and-acacia-mining-to-do-300-million-tax-deal/>

²¹ <https://www.cdc.gov/niosh/mining/userfiles/works/pdfs/shiim.pdf>

²² <http://www.miningfacts.org/environment/does-mining-use-mercury/>

²³ <https://www.hrw.org/report/2013/08/28/toxic-toil/child-labor-and-mercury-exposure-tanzanias-small-scale-gold-mines>

²⁴ O'Reilly-Bose, S. et al. (2010), Health assessment of artisanal gold miners in Tanzania, Science of the Total Environment, El Sevier, retrieved from: https://ac.els-cdn.com/S0048969709010328/1-s2.0-S0048969709010328-main.pdf?tid=4846bc2a-d35f-11e7-9518-0000aacb35f&acdnat=1511779365_f47f6924434cbe69ac8271dcbfefad25

near and far from the sites.²⁵ These environmental issues not only have immediate health effects, but they also have negative repercussions for human rights, economic development and livelihoods while exacerbating conflicts. In Tanzania, tensions between Acacia and surrounding communities frequently turn violent, despite progress.²⁶

To mitigate the health effects and for broader logistical reasons companies operating in LSM must frequently relocate communities who live near current or future mining sites. Well-developed relocation action plans (RAP) are considered a best practice for the extractive industry.²⁷ With a well-developed RAP, companies attempt to responsibly relocate communities while minimizing the effects of displacement. Commonly the people being displaced and relocated protest that they have not been compensated fairly or that their businesses will not fare as well in the new location²⁸ Therefore, physical displacement of communities around extraction sites frequently gives rise to violent conflict, especially in the developing country context. In Tanzania, Acacia Mining has a relocation action plan that includes compensation coupled with development projects stemming from their SC strategy. Land compensation issues frequently give rise to tensions between communities and Acacia that have the potential for violence. In June 2017, a group of 500 villagers near Acacia’s North Mara mine invaded the site armed with machetes and spears to steal gold ore. At least 66 people were arrested and several security personnel were injured. The villagers’ grievances were that they had not been properly compensated for their land and that the mine was polluting their resources.²⁶

An Oxfam study conducted in Malawi where villagers were interviewed after involuntary relocation from a large-scale mining area provides an example of the impacts of poor impact mitigation planning. The study asserts that people were uncertain about their future, new farming techniques as well as food and water supply points. Communities that were being relocated tended to absorb costs, which were not accounted for in the RAP. This poor planning often leads to less impact mitigation on the part of governments and companies when engaging in resettlement activities. It puts communities at greater risks of impoverishment without proper coping mechanisms, social networks and consistent livelihood sources.²⁹ While Acacia’s relocation strategy in Tanzania is arguably more just and fair than the involuntary relocation of Malawian villagers, the study illustrates a strong point: some social and economic impacts are difficult to foresee and

monetary compensation alone will not mitigate them.



Figure 3: Graphic depiction of Acacia’s most popular community projects. Source: Search

Since establishing the Maendeleo Fund in 2011, Acacia has focused largely on the building of schools, hospitals and water treatment facilities. Given the importance of mitigating the impact of relocation that goes beyond monetary compensation and the need to reduce dependence. However, Acacia has

²⁵ <https://pulitzercenter.org/reporting/french-guiana-mercury-global-threat>

²⁶ <http://perilofafrica.com/tanzania-villagers-invade-acacia-mining-barick-golddemanding-land-compensation/>

²⁷ <https://commdev.org/userfiles/ResettlementHandbook.pdf>

²⁸ <https://www.environment.co.za/mining-2/ethical-relocation-in-the-mining-industry.html>

²⁹ Lillywhite, S., Kemp, D. and Sturman, K., (2015). Mining, resettlement and lost livelihoods: Listening to the Voices of Resettled Communities in Mualadzi, Mozambique. Oxfam: Melbourne. Retrieved from: https://www.oxfam.org.au/wp-content/uploads/2015/04/mining-resettlement-and-lost-livelihoods_eng_web.pdf

begun to shift focus to livelihood development, seeking to create sustainable development for local communities and leave a positive legacy. Acacia's three mining sites are entering an important period as Acacia begins phasing-out mining operations ahead of full closures in 2020 at Buzwagi mine, for instance. The local communities are currently dependent on the mines for their indirect economic impacts, jobs, and mining of waste rubble or associated ASM. Given this dependence on the mine there is a need for strong local leadership to disseminate credible information, preempt and address rumors, and develop strategies for reducing dependence on the mine. Further, Acacia's No Harm 2020 strategy aims to prepare employees, local businesses and the community for mine closure by focusing its efforts on building sustainable livelihoods for the surrounding communities.

Search's role in this context of multi-dimensional conflict has been as a facilitator between Acacia, local government and the communities through promoting dialogue, human rights and information sharing with the aim of promoting sustainable business practices and lasting peace. The following section details Search's activities undertaken during the past 20-month project, "Let's Join Hands for Development."

Let's Join Hands for Development

The goal of Let's Join Hands for Development was to promote long-term relationships between the community, decision-makers and Acacia at the local and district levels in Bulyanhulu, Buzwagi and North Mara. This goal was underpinned by two objectives. The first objective was to strengthen the capacity of key stakeholders to uphold the VPSHR in and around mining sites, resulting in increased understanding of community issues, concerns and needs by key stakeholders and Acacia staff. It also aimed at increased awareness and understanding of the VPSHR among key stakeholders. The second objective was to provide platforms for dialogue and collaboration around mining issues which result in increased dialogue and information sharing between key stakeholders, Acacia and the wider community on mineral issues and shared interests. The target populations of the project were women, youth, local community leaders, Tanzania National Police, Acacia staff, traditional leaders and local government officials. The project officially ended on December 31, 2017.

The project combined proven dialogue platforms and trainings in leadership and strategic communications as well as police trainings on VPSHR. It also included wide-reaching community outreach tools such as participatory theatre, town halls and multi-stakeholder meetings to expand reach and multiply impact.

Objective 1: Strengthen Capacity to Uphold VPSHR

The aim of community perception surveys was to provide monthly monitoring of attitudes and perceptions in the beneficiary communities allowing the SBP team to adapt its programming to the unique needs of each village or area.

Search conducted VPSHR trainings for new security personnel deployed at the mining sites. The trainings aimed to equip police with the knowledge and skills to engage the local community in a professional and conflict-sensitive manner.

Search organized training workshops in leadership and strategic communication for local government officials. The trainings aimed to enhance the capacity of local leaders to understand and respond to

grievances of their constituents as well as preempt and manage tensions with greater transparency and regular communication.

Support for UPCs aimed to increase child protection and reduce child labor in the mining sector as well as school dropout rates. The UPCs were implemented secondary schools near the mining sites.

Objective 2: Provide Platforms for Dialogue and Information Sharing

Community dialogue platforms, such as town halls and multi-stakeholder meetings, sought to link communities around the mine sites with government officials and Acacia representatives.

Participatory theater performances brought Tanzanian theater troupes to local communities to perform skits on pressing issues around community coexistence near mining sites. The platform’s aim was to increase awareness of the communities around key issues and create spaces for open dialogue and debate after performances.



Figure 4: Snapshot of activities implemented under the project. Source: Search.

About the Learning Assessment

The goal of this assessment was to improve Search's SBP programming with private partners in the extractive industry through critical evaluation. The evaluation criteria centered on the Organization for Economic Cooperation and Development Assistance Committee (OECD-DAC) criteria for Evaluation in Humanitarian Action. Specifically, this learning assessment examined the *relevance, effectiveness, impact, and sustainability* of the project activities.

In line with the OECD-DAC, the examination of relevance of activities concerned itself with whether the project was aligned with local needs and donor priorities as well as whether activities were appropriately designed to address these needs. Activities' effectiveness was considered to be to the extent to which an activity achieved its purpose in a timely manner. Impact looked at the wider macro (sector wide) or micro (community/household) effects of the program including intended and unintended consequences of specific activities. Finally, while assessing the program's sustainability we looked at whether activities of a short-term nature were considering long-term and interconnected problems during implementation.

The Learning Assessment team created specific research questions aligned with the OECD-DAC criteria:

Relevance

Question 1.1: To what extent did the project appropriately address the issues raised in the 2011 baseline study and previous research conducted by Search and Acacia?

Question 1.2: To what extent did the project appropriately contribute to Acacia's SC strategy?

Question 1.3: Were project benchmarks and indicators appropriate for measuring impact? Are there better indicators?

Effectiveness

Question 2.1: To what extent were the project objectives achieved?

Question 2.2: What were the major factors influencing the achievement or non-achievement of the project objectives?

Question 2.3: What are the Search activities that appear to be most effective in changing relationships between the community, decision-makers, and Acacia at the local and district levels?

Impact

Question 3.1: To what extent did the project achieve the goal of promoting positive long-term relationships between stakeholders?

Question 3.2: To what extent did the project promote citizens' participation and inclusion?

Questions 3.3: What were the unintended impacts of Search-Acacia partnership activities?

Question 3.4: How has the political situation shaped and affected perceptions of Acacia and the impact of its SC strategy?

Sustainability

Question 4.1: How well prepared are the target communities to take part in their own development and reduce dependency?

Question 4.2: Which elements of Acacia's current community interventions are most effectively changing the perceived levels of dependency in each community?

Methodology

To address the learning assessment criteria of relevance, effectiveness, impact and sustainability and the respective questions, the team conducted a literature review, household surveys, focus group discussions (FGDs), and key informant interviews (KIIs) for eight days in Bulyanhulu, Buzwagi and North Mara.

Research Locations

The learning assessment team conducted data collection in 11 villages around the Bulyanhulu, Buzwagi and North Mara mining sites in Shinyanga and Mara. The villages were selected because they were locations where Search primarily implemented its SBP activities.

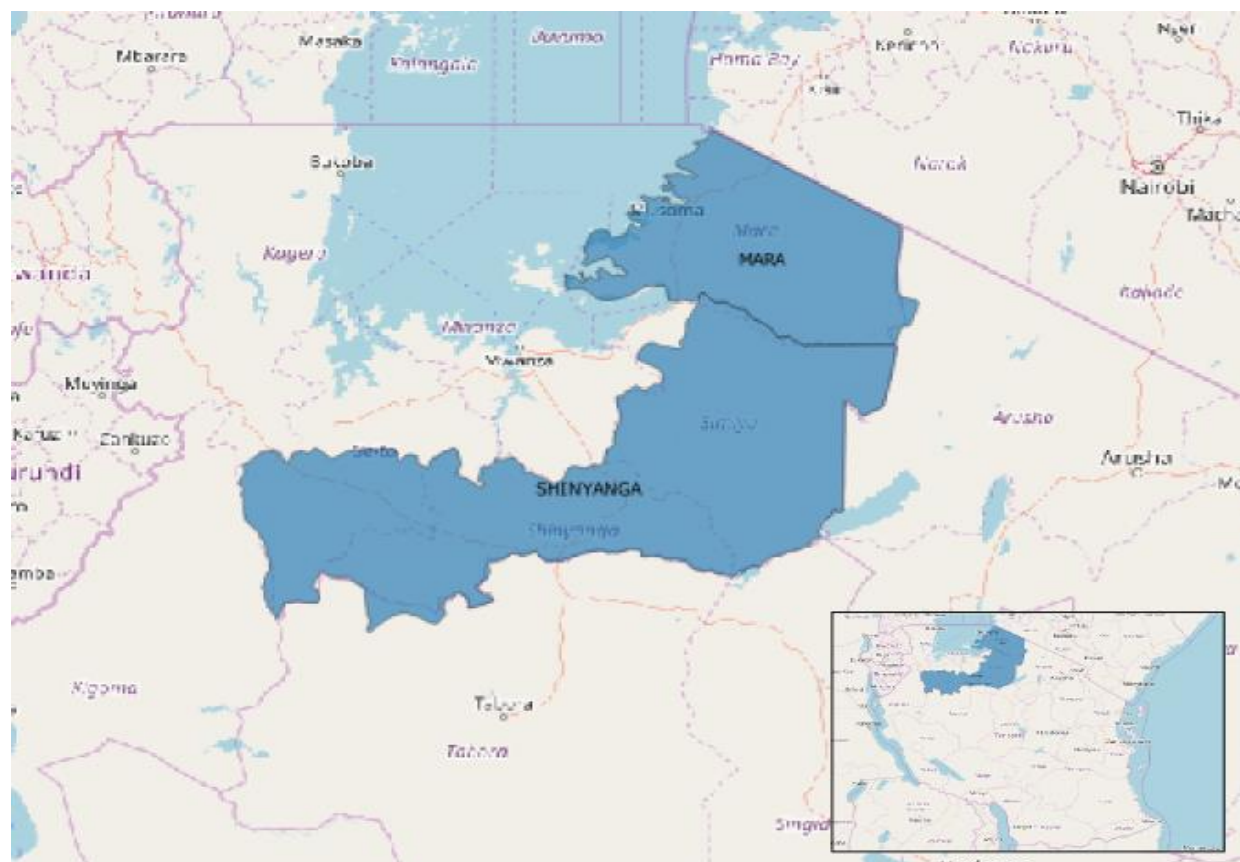


Figure 5: Map of Tanzania showing two regions of North Mara and Shinyanga where the study was focused. Source: Search

The Learning Assessment Team

The study team was led by Search’s ILT which developed terms of reference (ToR) for the learning assessment, research design and tools used. The ILT Regional DM&E Associate for Central, East and Southern Africa in tandem with Search’s ILT Intern in Tanzania were responsible for data analysis and report writing. Search Tanzania’s DM&E Coordinator arranged sample selection, field logistics, enumerator training and data collection. Search Tanzania’s SBP team assisted in field data collection and research coordination. Search contracted nine enumerators with experience in data collection in extractive industry settings to carry out the bulk of data collection and data entry. Prior to initiating work in the field, enumerators underwent a four-day training covering data collection and entry strategies plus research ethics. The learning assessment team was mixed-gender with approximately equal portions of females and males conducting focus groups and administering surveys. This made it easy for the team to access all respondents because in some communities female respondents were not comfortable getting interviewed by a men.

Document Review

The document review was a comprehensive examination of past Search research, academic literature, news articles as well as programmatic documents such as proposals, past research and training material. The learning assessment team reviewed and analyzed these materials to inform the learning assessment process and contribute insights to the final report.

Key Informant Interviews

The respondents to KIIs were purposively sampled and semi-structured interviews were conducted to get information from these individuals who had integral knowledge of the program activities in specific areas of interest to the assessment team. These included UPC members, Acacia staff, local NGO staff, government officials and community leaders. The team conducted KIIs with 19 respondents across the three mining sites and in the surrounding communities.

Table 1: Key Information Interview Respondents' Profile

Key Informant Interviews			
# Interviewed	Role	Location	Gender
2	UPC member	Bulyanhulu & North Mara	50% F, 50% M
1	Local NGO staff	Bulyanhulu	100% F
2	Acacia security	Bulyanhulu & North Mara	100% M
6	Acacia SC staff	Bulyanhulu, Buzwagi & North Mara	50% F, 50% M
2	Acacia Management	Bulyanhulu & North Mara	100% M
3	District/central government	Bulyanhulu, Buzwagi & North Mara	100% M
1	Local/ward government	Buzwagi	100% M
1	Traditional village leader	North Mara	100% M
1	Tanzania National Police	North Mara	100% M

Focus Group Discussions

The FGDs were organized with community members from 11 villages near the Bulyanhulu, Buzwagi and North Mara mining sites in Bugarama, Chapulwa, Matongo, Kewanja, Genkuru, Mwime, Busulwangili, Igwamanoni, Buyange, Mwendakulima and Kakola. These structured discussions were with demographically mixed groups of six to seven people and sought to gain insights from villagers. Each focus group contained approximately one woman, one man, one male youth, one female youth, a village leader, and a police officer (or some other type of authority/leader).

Table 2: Focus Group Discussing Respondents' Profile

Focus Group Discussions	
# Participants	Role
11	Males (age 28 +)
23	Females (age 28 +)
11	Male youth (under age 28)
11	Female youth (under age 28)
3	Police officers

The discussions were facilitated by enumerators in Swahili. (A copy of the FGD guide can be found in Annex A of this report.)

Community Survey / Household Questionnaire

The learning assessment team surveyed 384 heads of households. The questions focused on their households and views on security and development in their communities. This was done in 11 villages across the three mining sites where FDGs and KIIs were also conducted. Sampling was coordinated by village leaders and the program staff, and the surveys were administered by enumerators to respondents on paper. Paper responses were gathered and input into an online data entry platform after each session to aggregate all responses.

Table 3: Survey Respondents' Profile

Household Questionnaire								
Age Group	16 – 21	22 – 27	28 – 33	34 – 39	40 – 45	46+	N/A	Total # (%)
Female	6	17	15	17	12	19	2	88 (22.9)
Male	12	55	37	46	48	95	3	296 (77.1)
Total # (%)	18 (4.7)	72 (18.8)	52 (13.5)	63 (16.4)	60 (15.6)	114 (29.7)	5 (1.3)	384 (100)

Data Analysis

To analyze the content of VPSHR training, the learning assessment team used a word frequency cloud generator (Tag Crowd) to conduct basic semantic analysis. Frequency clouds offered a simple way to examine the content of a large body of text around VPSHR trainings by removing operative words, articles, propositions and irrelevant words. The tool then counted the frequency of each word in the text and visualized it based on said frequency.

Qualitative data generated from KIIs and FDGs underwent a coding process using a qualitative data analysis software (RQDA) to restructure data based on specific themes and the evaluation questions. Further, qualitative data were disaggregated by demographic to examine trends in responses between focus groups by age, gender or role.

Enumerators converted quantitative data resulting from the household questionnaire from paper format via an online data entry portal (Google Forms). Aggregated data were exported and analyzed using Microsoft Excel.

Learning Assessment Timeline

This learning assessment was conducted over a period of several months with its design beginning in late October 2017. Enumerators were trained for four days, including tool pretesting. Then, three separate teams were deployed to the villages near Bulyanhulu, Buzwagi and North Mara for nine days of data collection. Data were analyzed and validated over the following month with the final report being completed in late December.

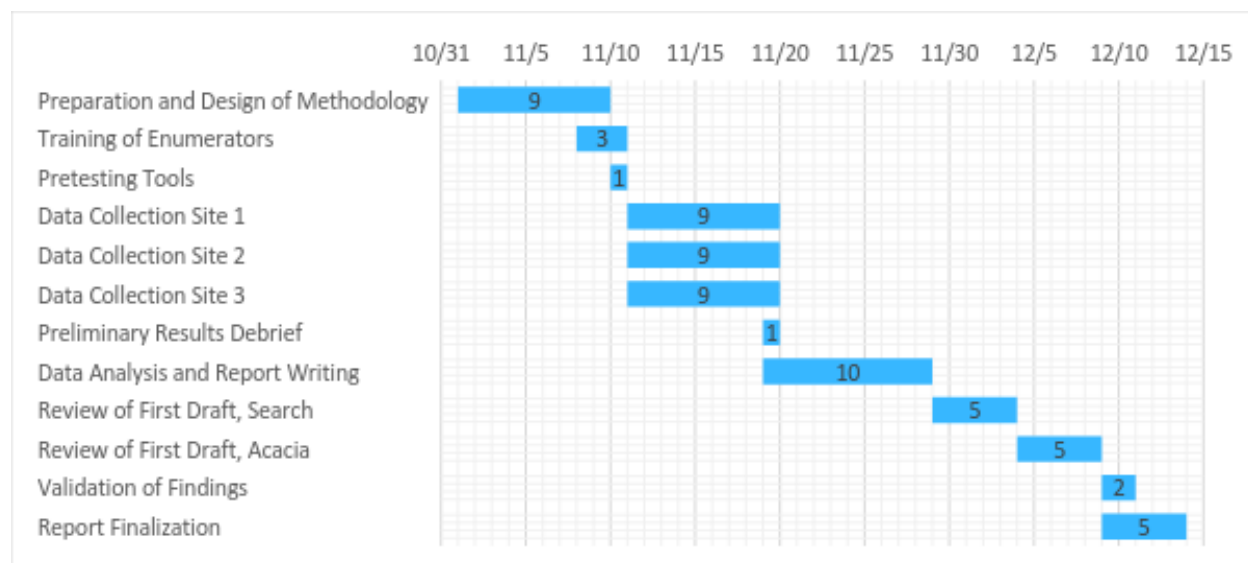


Figure 6: Learning assessment timeline

Analysis and Findings

This section provides the learning assessment team’s analysis of data resulting from KIIs, FGDs and the household questionnaire. The analyses below attempt to answer the evaluation questions relating to the relevance, effectiveness, impact and sustainability of Let’s Join Hands for Development. The analyses provide supporting evidence for the learning assessment team’s findings.

Relevance

Question 1.1: To what extent did the project appropriately address the issues raised in the 2011 baseline study and previous research conducted by Search and Acacia?

The baseline study conducted by Search in 2011 was the first research conducted on the issues affecting the communities around the Bulyanhulu, Buzwagi and North Mara mining sites. The study identified a number of issues that were to inform programming going forward. Chief among these issues was the alleged rampant violations of human rights by police and security forces in and around the mines leading to numerous fatalities and heightened tension with the surrounding communities. Study participants also reported other forms of police misconduct, corruption and lack of due process. Further, village authorities were perceived as lacking transparency and effective communication skills. The VEOs and Village Chairpersons were generally seen by community members as corrupt and self-serving. Youth were

identified as being particularly marginalized because of high unemployment and few educational opportunities. Young males in particular would drop out of school and take up illegal mining as a way to generate a quick income.

This learning assessment revealed that **the program activities were indeed appropriate for the issues identified in the 2011 baseline study.**

The primary issue of a general lack of knowledge or respect for human rights was addressed through the implementation of the VPSHR trainings. The training was provided to police officers before they deploy near the mining sites. Officers were required to pass a test with a score of 80 percent or higher. Semantic analysis of these trainings reveals the content was appropriately addressing the 2011 baseline issues. The learning assessment team conducted semantic analysis by examining word frequency. Frequency clouds offered a simple way to examine the content of a large body of text by removing operative words, articles,



Figure 7: Module 1 semantic analysis report

prepositions and irrelevant words. In this way, the learning assessment team evaluated the appropriateness of each VPSHR training by examining word frequency to see whether the training content matched the intended educational outcome. Using this method, it was revealed that each VPSHR training module was aligned with its intended outcome. For example, from the first VPSHR training module focused on human rights, the most frequently occurring words in the training material were “human,” “rights,” “law,” “police,” and “protect.” For the module on preventing bribery and corruption, commonly occurring words were “corruption,” “police,” “law,” “enforcement” and “report.” Words that appeared to be larger and darker in Figures 7 and 8 occur most frequently in the training text.



Figure 8: Module 2 semantics analysis report

These word frequency charts provide a brief summary of the messages Search delivered to the police during training and help to demonstrate the appropriateness of the training content. A word cloud for each module can be found in Annex C of this report.

To address the perceived lack of transparency of local leadership and Acacia, town hall meetings and other platforms for dialogue between stakeholders were implemented to include village leaders and provide a more direct link to Acacia with intention of creating a better flow of information from Acacia through village leadership to their communities.

In terms of addressing youth unemployment and illegal mining, Search created UPC in schools around the mining sites. The clubs provided training on conflict resolution and human rights to students. Further, the clubs intended to establish peer groups for vulnerable students to mitigate the peer pressure associated with mine trespass and intrusion. Club guardians served as role models for these youth. The KIIs with UPC

members revealed some successes in creating peer networks that encouraged some children to return to school. Because the focal points of these clubs were in schools, however, the UPCs were misaligned with those youth who had already left school or who are generally disinterested in extra-curricular activities.

Finding 1.1 – the activities implemented as part of the project appropriately considered the issues raised by the 2011 baseline study. Activities specific to changing dependency on illegal mining for youth, however, were not expansive enough to constitute a proper preventative campaign against youth intrusion and illegal mining, given that participants were only those individuals still in school.

Question 1.2: To what extent did the project appropriately contributed to Acacia’s Sustainable Communities strategy?

Acacia’s SC strategy asserts that respectful behavior, fair benefit distribution and minimized social impacts will improve the community’s access to resources, create a stable operating environment and leave a positive legacy.

According to interviews with Acacia personnel, the VPSHR training, community theater performance and town hall meetings have been critical platforms through which Search has contributed to respectful behavior by security personnel, the minimization of social impacts, the fair distribution of benefits the creation of a stable operating environment.

Nearly 78 percent of respondents to the household questionnaire stated they were aware that Acacia funds programs aimed at benefiting their communities. Of those who were aware of this fact, 87 percent stated that they were at least slightly familiar with Search.

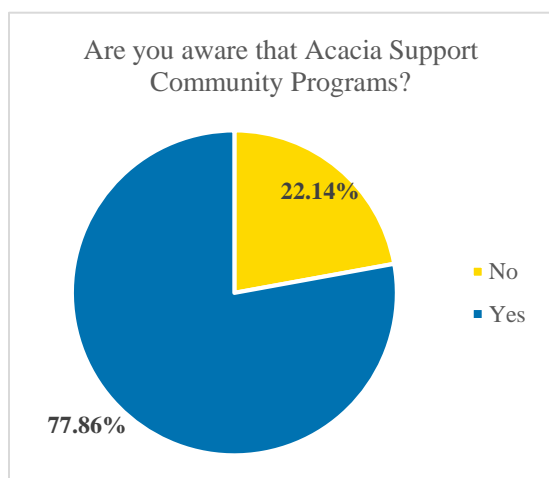


Figure 9: Responses on awareness to Acacia community programs

Also, according to the household questionnaire, 49 percent of respondents had participated in at least one of Acacia’s community programs. Of those who have participated in Acacia’s community programs, 90 percent stated that they were familiar with Search, with 26 percent of those stating that they knew Search very well. While Acacia had a broad range of programs that were outside of Search’s specialization, these figures demonstrated that Search was a well-known component of Acacias efforts to leave a positive legacy.

Finding 1.2 – Search is a well-known component of Acacia’s community relations strategy. Let’s Join Hands for Development used VPSHR training to contribute to

Acacia’s desire for respectful behavior while helping to create a stable operating environment. Community theater performances contributed to Acacia’s desire for minimized social impacts by contributing to greater community awareness of human rights and mining security issues. The collective activities of the program were designed with the intent to assist Acacia in building a framework for a positive legacy around the three mining sites.

Question 1.3: Were project benchmarks and indicators appropriate for measuring impact?

As outlined in its original proposal, the project used activity reports, monthly reports, coordination meetings and community perception surveys as its primary sources of data. Activity reports were implemented to provide qualitative and quantitative data on project inputs, activities and outputs for each event or activity. Monthly reports were implemented as summaries of activities to reflect on the past months activities. Reflective coordination meetings provided Search staff a platform to engage and coordinate with Acacia staff on a bi-monthly basis. The meetings provided opportunities to reflect on lessons learned and make adjustments to activities as needed. Community perception surveys were implemented as a monthly research activity to measure the communities' perceptions of issues such as security and development across the areas of program implementation.

While the aforementioned reports and data sources were successful in collecting important data to inform programming and report success stories, a detailed log frame outlining an expected results chain (inputs, activities, outputs and impact), specific indicators and benchmarks were not included in the initial program design.

Additionally, an analysis of data collected by the community perception surveys made it clear that these surveys were frequently amended. Not all questions were asked at every data collection interval. In KIIs with implementing staff, it was mentioned these surveys were frequently amended due to political sensitivities. This inconsistent data collection created challenges later in conducting analysis or trying to examine trends in community perceptions or impact.

Finally, measuring impact requires triangulation, validating findings by examining multiple sources and types of data. From the outset, the program staff, specifically the DM&E coordinators, only had access to data they generate themselves. They lacked access to Acacia security data, hospital data or other sources of information that may assist with triangulation of findings.

Finding 1.3 – The project data sources were successful in monitoring project inputs and outputs but were not appropriate indicators for demonstrating a measurable impact across the three mining sites. The program staff lacked sufficient access to secondary or external sources of data to triangulate findings, because no such data-sharing agreements existed as a part of the project.

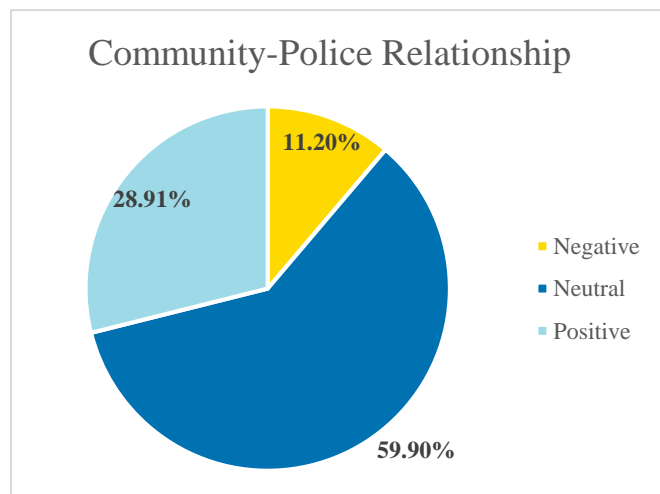
Effectiveness

Question 2.1: To what extent were the project objectives achieved?

Let's Join Hands for Development had two objectives. The first was to strengthen the capacity of key stakeholders to uphold the VPSHR. The second objective was to provide platforms for dialogue and collaboration around mining issues resulting in increased dialogue and information sharing between key stakeholders.

Concerning the first objective of strengthening the capacity of key stakeholders to uphold VPSHR, this learning assessment found that the objective was achieved with a great degree of success. Information

gathered during KIIs and FGDs showed that the police had a greater respect for VPSHR and employed the principals in their day-to-day work around the mines.



Data collected during the community survey demonstrated that the communities near the mines had mostly neutral or positive views of their relationships with police, a departure from the more negative views identified in the 2011 baseline study or expressed in early community perception surveys. Further, when asked what they would do if they were a victim of a crime, FGD participants predominantly stated that they would report to the police (or village leaders then police), demonstrating trust in the basic functions of police and the justice system.

Figure 10: Responses to community-police relations

Finding 2.1.1 – The project’s primary objective of strengthening the capacity of key stakeholders to uphold VPSHR was successful. All stakeholders showed an increased awareness of their human rights and their responsibility to uphold those rights.

The second objective of the project was multi-faceted with each component having been achieved with varying degrees of success. The program successfully implemented community theater performances and held town hall meetings, which were popular and generally well attended by the communities. These platforms provided more opportunities for Acacia to connect with broader portions of the communities and deliver critical messaging to villagers, according to KIIs with Acacia staff. Further, 60 percent of respondents to the household survey felt their communities had sufficient platforms for them to voice their concerns over issues that negatively affect their communities. Finally, during FGDs, village leaders felt that they had more opportunities for dialogue with Acacia than in the past. These results pointed to the conclusion that **Search’s efforts to increase platforms for dialogue effectively aided the communities to voice their concerns and be heard.**

However, an apparent disconnect between stakeholders in terms of information sharing still existed. This disconnect was exemplified by the continued confusion and miscommunication around Acacia’s land compensation policies. Acacia had extensively outlined such policies to village leadership and through broader communication, including through Search’s participatory theater performances. The FGD participants, with few exceptions, resoundingly said they understood and felt comfortable navigating Acacia’s land compensation policies. Yet, confusion and conflict persisted, with opportunities for dialogue being dominated by arguments over land compensation. Acacia asserted that it pays those being relocated more than what is legally required. While villagers asserted Acacia was paying less than what the land was worth. Further, information gathered during KIIs, made it apparent that the community tended to focus on these land compensation issues only. Meetings intended to discuss security issues, human rights, or the development of schools, for example, were frequently refocused on land compensation issues by village leaders. Village leaders frequently expressed frustrations with what they perceived as broken promises on

the part of Acacia, which they claimed eroded their constituents' trust in them. In turn, community members expressed their frustration resulting from what they felt was an inability of village leadership to properly transmit information from Acacia and relay it to them. Reassuringly for village leaders, however, many FGD participants stated that they still trusted the village leaders for accurate information regarding mining issues.

Largely, frustration over land compensation were attributed to feelings of unfairness among villagers and not necessarily their ignorance of the policies. These communities also placed high value on land, with 79 percent of household survey respondents stating that land was more important than livestock or gold in their communities. Breakdowns in information sharing serve to deepen mistrust among stakeholders. Search and Acacia programming failed to fully democratize information around these issues by relying too heavily on village leaders to communicate with their constituents.

“Yes, I am confident [navigating policies], but the scheme increases conflict because they [Acacia] are unwilling to have a roundtable discussion with villagers to assess together the value of land, so they pay very low compensation”.

- FGD participant on land compensation

Additionally, when asked whether they felt that government contracts around mining and minerals were sufficiently transparent, most FGD participants asserted that there was insufficient transparency around these issues.

Finding 2.1.2 – While the program successfully created more platforms for dialogue between stakeholders. There is more work to be done in achieving greater transparency and more accurate information sharing among stakeholders, especially concerning land compensation.

Question 2.2: What were the major factors influencing the achievement or non-achievement of the project objectives?

Where the program achieved its goals and objectives successfully, all project partners were integral in orchestrating those successes. In strengthening capacities to uphold VPSHR, for example, local police forces showed tremendous willingness to learn and change. The regional governments created special policing zones to require VPSHR training for officers and established more strict criteria for use of force. Acacia implemented less reactionary command and controls structures within its security forces. This type of multi-front coordination is what led to achievement of the project VPSHR objectives.

Another factor for success was the dedication of Acacia's SC staff who provided integral support to the program while operating under strict resource constraints and timelines.

Finally, Search SBP team's ability to forge lasting, positive relationships with local community leaders, the police and Acacia staff created an atmosphere of comradely and a culture of common purpose that was important to overcoming challenges the project faced.

Finding 2.2.1 – the sense of common purpose and positive relationships between program partners was a major factor influencing the achievement of the project's objectives.

A major factor that hindered the achievement of project objectives was the failure of Search staff to provide timely feedback to communities on information and data gathered stemming from research activities. During data collection for this learning assessment, participants frequently asked what Search and Acacia would be doing with this information and stated further that they never heard anything back after participating in surveys. This is problematic for several reasons. First, this lack of feedback created a perception that Search was there to negotiate with Acacia on their behalf as opposed to Search being an impartial facilitator of dialogue and information sharing. Secondly, the lack of feedback generally violated full realization of the ethical research standards of where participants to a study are made aware of its outcomes. Finally, when research participants were not provided timely feedback, it perpetuated a perception that they were mere survey takers there to answer questions for the benefit of Search and Acacia and not their own.

Another major factor that hindered the achievement of the program objectives was the reliance on village leaders as sole points of contact to the village communities. In research activities and coordinating events, program staff and Acacia generally relied on VEOs and village chairpersons to mobilize their communities or generate samples for data collection. While the leaders of these villages are integral partners and respected members of their community, this level of reliance is problematic in terms of research because allowing the leaders of the village to create the sample is undoubtedly biasing the results of surveys or focus groups. Secondly, when village leadership changes, there may be lapses in communication or coordination at very important junctures in the program. Finally, relying on village leaders may eventually erode Search’s position of impartiality in places where leadership may be dominated by a political party or by creating the perception that it prefers this type of hierarchical coordination to others.

Finding 2.2.2 – Failure to provide timely feedback to communities after research activities hindered achievement of the program objective of increased information sharing. Reliance on village leaders as sole points of contact and coordination with their villagers hindered accurate research and may cause substantial problems going forward.

Question 2.3: What are the Search activities that appear to be most effective in changing relationships between the community, decision-makers, and Acacia at the local and district levels?

While each activity of the project served to create lasting relationships with a variety of stakeholders, police, Acacia security, local government officials and villagers in FGDs and KIIs cited the VPSHR trainings and participatory theater as being extremely successful. The VPSHR training aspect served to forge positive, lasting relationships between stakeholders by contributing to a shift away from reactionary violence to proactive prevention. It improved relations between Acacia, the district government, the local government, the police and the communities near the mine by changing the conversation around use of force and providing tangible improvements such as lower levels of violence. Further, FGD participants in several villages stated that the community theater performances helped them to understand human rights and their rights, especially in relation to the mines.

FGD and KII participants stated **community theater performances** helped them to understand their **human rights**.

Finding 2.3 – the VPSHR training aspect served to forge positive, lasting relationships between Acacia, the district government, the local government, the police and the communities near the mine. The trainings have reoriented the police culture away from reactionary uses of force to preventative approaches accounting for the human rights of the citizens they serve.

Impact

Question 3.1: To what extent did the project achieve the goal of promoting positive long-term relationships between stakeholders?

Let’s Join Hands for Development contributed to creating lasting long-term relationships between stakeholders in a variety of ways. Community theater performances, town hall meetings, UPCs and VPSHR trainings each contributed to achieving this goal.

“Things have improved a hell of a lot!”
-Acacia Security Manager

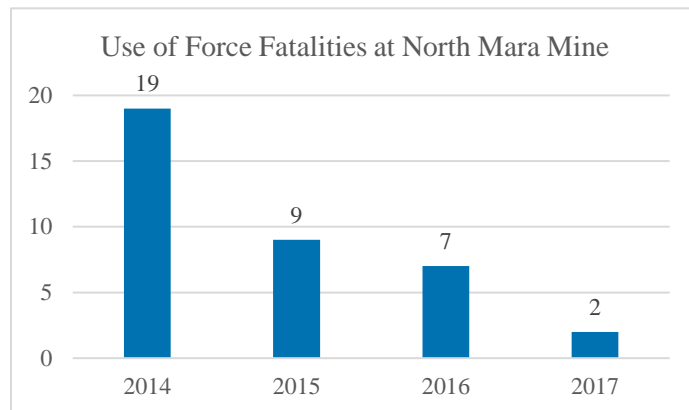


Figure 11: Tally of fatalities due to police use of force.

As mentioned previously, the VPSHR trainings shifted the culture of the local police forces by creating greater respect for human rights and specifically for the rights of those trespassing or intruding on the mine sites. Figure 11 illustrates annual fatalities due to use of force at the North Mara mining site decreasing by an average of 230 percent per year since 2014, for an overall decrease of 950 percent from 2014 to 2017. This precipitous decline in use of force fatalities was attributed to improved command and control structures on the part of Acacia private security coupled

with a heightened respect and awareness for human rights among Tanzania National Police forces from VPSHR training. According to KIIs, this trend was consistent across all security incident types for all three mining sites.

During FGDs, community members stated that the community theater performances helped them understand their human rights, which they say improved relationships with police, village leadership and district government by providing them a common understanding through which they can voice their concerns.

Aside from a reduction in violence contributing to improved stakeholder relations, Search programming fostered positive relationships between youth and their communities through UPCs. A KII with a young man and UPC participant revealed how his participation in the club taught him that working for non-profit organizations and addressing issues of development and social justice can be a viable alternative livelihood for youth in the area as well. These increases in knowledge and changes in culture are likely to last. Even when Acacia closed its mines, community members will still have the knowledge of their human rights.

When police officers are transferred to new districts or promoted to new posts, they will carry the impact of the VPSHR training with them.

Finding 3.1 – Stakeholder relations have significantly improved. These improvements are attributable to the project activities as well as other changes made by stakeholders.

Question 3.2: To what extent did the project promote citizens' participation and inclusion?

Qualitative data gathered during FGDs made clear the belief that village leaders felt that they had been included and given more opportunities to discuss financial and technical assistance for small-scale miners and the creation of jobs for their communities as well as other benefits. Most village leaders, however, declared they had not been involved in the actual decision-making process, only discussions.



Figure 12: Responses to who does mine intrusions

The UPCs were an effective way to teach students new skills and demonstrate alternatives to illegal mining or mine intrusion. In FGDs, nearly every participant cited young, unemployed men as being the primary perpetrators of mine intrusion. So, as these clubs were generally only accessible to students, the project activities failed to reach these young men who had generally dropped out of school to pursue illegal mining. During KIIs, UPC members stated that they were successful in rallying some young men to give up mine

intrusion and return to school. Nonetheless, the project missed an opportunity to target these youths specifically for preventative education or include them in tailored activities.

Despite some important missed opportunities, Search Tanzania attracted a broad base of participation spanning all demographics to its community events and town halls.

Finding 3.2 – The project promoted citizens' participation and inclusion through a number of activities meant to engage all demographics. However, activities targeting young men (mine intruders) were lacking the expansive scope needed to constitute a preventative campaign.

Questions 3.3: What were the unintended impacts of Search-Acacia partnership activities?

There was one major unintended negative consequences of the program activities. As mentioned previously, the planning of research activities did not account for providing feedback to participants. This lack of feedback created the perception that the program staff were there to record demands as negotiators as opposed to conducting research that would aimed to understand the issues the community faces to further facilitate dialogue and solution development between the communities.

Finding 3.3 – The coordination of research activities conducted through the project cycle led to misperceptions that Search is a negotiator not a facilitator.

Question 3.4: How has the political situation shaped and affected perceptions of Acacia and the impact of its sustainable communities strategy?

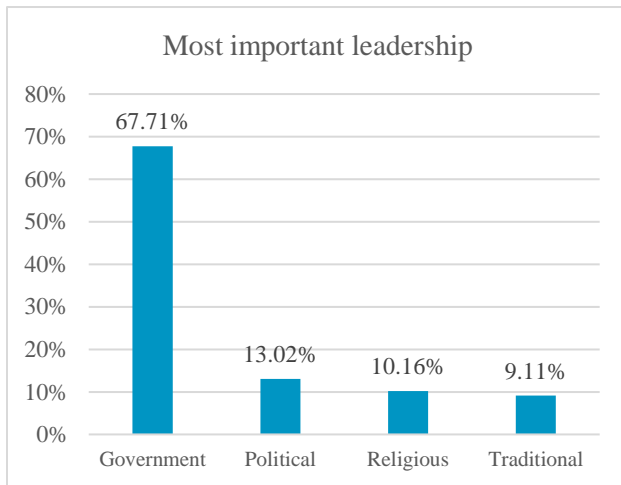


Figure 13: Responses on leadership

Political developments that occurred during the project cycle influenced perceptions of Acacia’s SC strategy, in positive and negative ways. The new administration of Tanzania held a hardline stance against companies operating in the extractive industry. Allegations of corruption and tax evasion undoubtedly influenced citizens’ perceptions of Acacia as a company and undermined its goal of leaving a positive legacy. Political discourse in Tanzania negatively affected perceptions of Acacia with statements from some political leaders declaring that Acacia is engaged in theft of resources and so on.

Respondents to the household survey placed immense importance on government or political leadership over religious or traditional leadership, demonstrating the extent to which government and political changes can affect the perceptions of the beneficiaries with which Acacia works.

Some political developments, however, have highlighted the extent to which the project’s activities have helped to create positive alternatives to violence. In the summer of 2017, an estimated 500 individuals entered the North Mara mining site in protest to take back the resources they see as their own, an act encouraged by a local member of parliament. In the past, such provocation may have incited some level of violence and perhaps fatalities. However, Acacia security and police displayed immense restraint. While several officers were reportedly injured and 66 people arrested, the incident was averted with no fatalities and minimal force. A police official, during a KII, attributed this in part to the VPSHR trainings his officers received from Search.



Figure 14: Scene at invasion of North Mara mine June 19, 2017. Source: Azania Post

Finding 3.4 – Political developments have affected perceptions of Acacia and its SC strategy negatively. However, political incidents and incitements also served to demonstrate the resilience for conflict developed within the community and other stakeholders by the SC strategy, the work of the SC department and Search.

Sustainability

Question 4.1: How well prepared are the target communities to take part in their own development and reduce dependency?

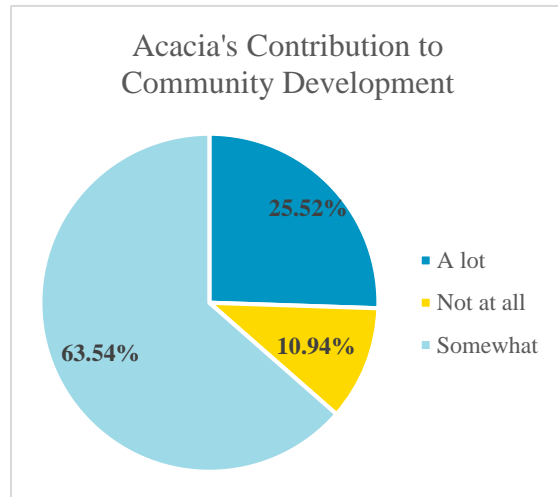


Figure 15: Responses to Acacia's contribution to communities

Respondents to the community survey acknowledge the role that Acacia played in their community development. At least 58 percent of respondents stated that their communities benefitted from Acacia's mining operations. When asked to what extent, 89 percent of respondents agreed that Acacia contributed somewhat or a lot to their communities' development. So, while many respondents did not see Acacia's mines as benefiting their communities directly, they overwhelmingly saw Acacia as a source of development. The FGD and KII participants shared mixed feelings about Acacia's eventual departure. Some stated that the community will be able to mine more for itself, while others expressed fear of what the loss of economic impact, development projects and tax revenue might mean for the communities.

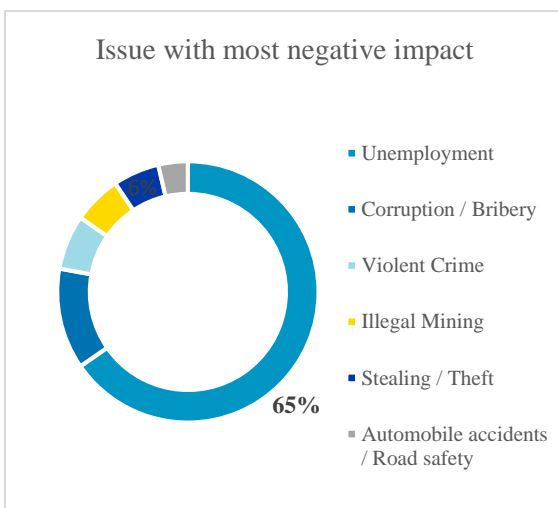


Figure 16: Responses to issue with most negative impact

Despite the communities' mixed feelings about Acacia's role in their development, data collected during this learning assessment made it clear that these communities were not fully prepared to take ownership of their own development and, at current levels, would be in a worse economic situation after the mines close. Various factors led to this conclusion including unemployment, underemployment, low levels of education and dependence on theft of gold as well as a lack of access to capital and markets for legitimate businesses.

Unemployment was a major concern. When asked what issue most negatively affected their community, survey respondents overwhelmingly cited unemployment. Of the 65 percent of respondents who cited unemployment having the largest negative impact on their community,

65 percent said not enough was being done to address it. This result demonstrated that unemployment (or the perceptions thereof) was high in these communities and villagers lacked hope that the problem will be addressed. KIIs with government authorities corroborated that unemployment was a very significant issue in these communities.

During FGDs, community members identified agriculture as a viable source of income and 80 percent of survey respondents listed their occupation as farmer. Qualitative data reveal that barriers to entry for

farming were often too high as there was no access to capital for individuals looking for alternatives to illegal or small-scale mining. Further, lack of capital and capacity building prevented current farming operations from improving yields through innovation and improved tooling.

Those engaged in illegal or small-scale mining did not realize large enough profits to reinvest in legitimate entrepreneurship opportunities as real profits typically went to gold brokers acting as intermediaries between miners and national or international markets. This system created a self-perpetuating cycle as follows: young men are unemployed, so they result to mine intrusion or illegal mining with the promise of quick money; they get quick money but lack the capacity to invest it in legitimate enterprises or education; they remain unemployed. The cycle continues.

Aside from high unemployment, underemployment was also an issue of concern. About 62 percent of survey respondents stated that their household income was less than 50,000 Tanzanian Shillings (TZS) (about USD\$ 23) per month. An additional 19 percent of respondents stated that their household income was below 100,000 TZS/\$46 per month. Information gained through KIIs, showed that many farmers (80% of respondents) were engaged in subsistence farming or farming of low-value crops. The primary reason given for this was that many farmers lacked access to national and international markets that would make growing cash crops, such as sugar, a viable option. Further, much of the livestock raised in the area was not considered of high enough quality to be sold to broader markets. This lack of access to markets was further compounded by legitimate consumer fears of mercury contamination of crops and livestock from the area due to proximity to the large gold mines and unregulated small-scale mining.

Lack of ownership of completed development projects demonstrated a high-degree of dependency on Acacia's development efforts. Villagers acknowledged their responsibility to the schools, water systems and clinics built by Acacia; but in practice, the expectation was for Acacia to continue their upkeep. In FGDs, participants agreed that their responsibility as a community was to protect these projects. Acacia staff, however, asserted that villagers still lacked a sense of ownership. They referred to a school as "Acacia's school," for example. Also, when issues inevitably arise with hardware, such as a pump breaking, villagers called Acacia and demanded that they come fix the problem. The learning assessment team found no evidence that capacity building for this type of maintenance has been included in Acacia's SC programs thus far, which may be fostering this type of dependence.

Finding 4.1 – High unemployment coupled with a lack of access to capital means the communities near the three mine sites were vulnerable to even greater economic hardship when Acacia closes its mines. Lack of ownership of development projects implemented by Acacia presented a major challenge to creating lasting economic independence for these communities.

Question 4.2: Which elements of Acacia's current community interventions are most effectively changing the perceived levels of dependency in each community?

Acacia's SC department implemented an array of development projects and forged partnerships with local NGOs which will help to alleviate dependency. The department trained local small-scale miners in safe use of chemicals for amalgamating gold and minerals, to promote safe and healthy mining practices. This type of capacity building will be essential for small-scale miners in the areas to avoid further environmental contamination and its negative consequences. A highly profitable model bakery was established near North Mara to demonstrate one viable alternative to mining and agriculture. The UPCs inspired club members to

work for NGOs and to become researchers or journalists. These activities helped demonstrate to the local population that there were viable alternatives to, mine intrusion and mining in general.

Through its partnership with Search, Acacia developed a heightened respect for human rights among national police forces and the local communities. While more work to increase transparency and communication capacities of local leadership is still needed, Search's activities have developed skills among leaders that they will likely use long after Acacia's departure. These social development aspects have helped communities develop a sense of non-violent conflict resolution, meaning less dependence on external mechanism for resolving disputes.

Finding 4.2 – The activities that demonstrated the viability of livelihoods other than mining and agriculture have had an observable effect on the degree to which these communities are dependent on Acacia. While more work is needed, the community leadership have gained skills that will lessen the need for external intervention in conflict situations through increased communication and transparency.

Recommendations

This section provides recommendations to the SBP program and Acacia staff in relation to the above findings. These recommendations aim to offer strategies to improve SBP program relevance, effectiveness, impact and sustainability for future iterations.

Relevance

Recommendation 1.1 – continue to address the issues identified in the 2011 baseline study such as corruption, human rights violations and lack of transparency. Future activities should continue to search for gaps in programming through continuous monitoring and research. Further, research should aim to gather secondary data from independent sources such as local NGOs, human rights monitors, police and Acacia security. Through the accumulation of institutional knowledge and awareness of local contexts through research, the SBP team can ensure their actions are always relevant to the needs of the donor and target population.

Recommendation 1.2 – Acacia's No Harm 2020 Strategy shifts its priorities from tangible development projects, such as water systems, clinics and schools, to increasing the ability of villagers to access markets, engage in entrepreneurship and develop livelihoods that are not dependent on mining. The SBP program should adjust to No Harm 2020 by working closely with Acacia as a trusted intermediary between the company and local communities. Planned activities, such as community theater performances, should include messaging aligned with Acacia's updated strategy.

Recommendation 1.3 – All data collection tools and sources should be changed as infrequently as possible to maintain consistency overtime. Keeping tools consistent allows for better measurement of changes to the population's perceptions, which in turn allows programming to stay relevant. Indicators focusing on communication between stakeholders must be established. By formulating strategies to track and measure communication, the SBP team can identify where communication breakdowns occur and develop solutions strengthen lines of communication that are relevant to the gaps identified.

Effectiveness

Recommendation 2.1 – Search Tanzania should negotiate a robust data-sharing memorandum of understanding with project partners that explicitly spells out the type and timeliness of data to be shared, as well as appropriate confidentiality measures and pre-approvals, to provide robust secondary data sources (e.g. Acacia Security Incident Data, Acacia Grievance Data, Mining Injury Data, etc.).

Recommendation 2.2 – Search should provide timely and appropriate feedback to the communities in which it conducts research. The SBP team should design and display flyers/posters in public forums and at its events. Search should focus public activities on creating clarity around land compensation and increasing transparency more generally. Research activities should employ data quality assurance strategies to select samples that avoid biasing datasets.

Recommendation 2.3 – The VPSHR trainings should be expanded as much as possible and tailored appropriately. The UPC members should be supported further and given more support, training and opportunities at Search offices (offering internships for UPC members, for instance) and linked to other Acacia educations and livelihoods programs.

Impact

Recommendation 3.1 - Strengthen information sharing with the community further through radio programming, community theater and other public activities.

Recommendation 3.2 - Strengthen the platforms for dialogue and sharing to promote further inclusion and participation. While village leaders are important partners for creating more transparency and information sharing, they should be relied on as sole disseminators of important facts as little as possible. Instead, Search should work with village leadership to develop a robust communication strategy that involves non-elected leaders, such as religious, women or youth leaders, and other respected members of the community who cover a demographic spectrum. The UPC are a not-yet-fully capitalized platform for prevention of intrusion. They can be an important platform for all young men and women to receive important messages about peace and the dangers of mine intrusion and illegal mining, but these youth-targeting activities must reach beyond those who are still in school.

Recommendation 3.3 – Communicate with village leaders and relevant authorities on new Search restrictions around “transportation fees” to clearly outline the reasoning and purpose. Find new and creative ways to achieve research objectives. Instead of holding specific survey events, conduct research during other planned events and activities. For example, enumerators can be employed to administer surveys before, during or after a town hall or community theater event. Such measures will not only be more cost-effective, but they will create better data by which to measure impact and conduct more robust analyses.

Recommendation 3.4 – Continue to adapt and be flexible to potential political storms. As Search’s private sector donors and partners may be subject to negative effects of unforeseen political developments, all staff should maintain a detailed understanding of political realities and possibilities. Moreover, political and security risk-assessment should be included as a part of on-going monitoring activities to empower better contingency planning. For example, if security developments make a planned community theater

performance untenable, this should be well documented and a contingency plan (increased radio programming in that area, for example) should be enacted.

Sustainability

Recommendation 4.1 – Activities should deliver the message that illegal mining / intrusion is not sustainable and that trading safety and education for quick money hurts those who are engaging in it and their community (relates to 3.2). Targeted messages about the toxic effects of mercury on the human body, water and livestock should also be included. These messages should be specifically targeted to young men.

Recommendation 4.2 – Adjust activities to Do No Harm strategy focusing on the 2020 close down of Buzwagi and replicate in other mines accordingly. Create activities and start conversations around alternative sources of livelihoods through various media platforms.

Conclusion

Let's Join Hands for Development achieved its primary objective of increasing the capacity of key stakeholders to uphold the VPSHR. The activities it undertook to achieve this goal were relevant to the needs of the donor and population, they were effectively implemented, they had a demonstrable impact on the human rights situation near the mines and the knowledge gained by the communities and national policy are likely to be sustained well in the future.

The second objective of the project was to create platforms for dialogue and increase communication and transparency between key stakeholders. Platforms for dialogue implemented by Search, such as community theater performances, were hugely popular and successfully provided a voice for the communities near the Bulyanhulu, Buzwagi and North Mara mines. While the project successfully created new communication channels between stakeholders, confusion between the communities around key issues such as land compensation demonstrated that there was more work needed to create effective, transparent lines of communication between Acacia and the villagers. Despite challenges, the activities related to this second objective were implemented with due concern for the needs of the donor and local populations, they positively impacted the community by creating innovative platforms for dialogue, and the new channels of communication and relationships between stakeholders will be sustained going forward.

The communities near the Bulyanhulu, Buzwagi and North Mara mines faced many economic challenges that cannot be overcome by water pumps, schools and clinics alone. In many ways, brick-and-mortar development projects have helped foster dependency of the communities on Acacia. The development of these communities requires additional access to capital, linkages to national and international markets and increased capacity for entrepreneurship. Search's activities such as the UPC's are a good model for encouraging current students to pursue careers in a variety of fields and to promote avoidance of illegal mining. However, this message must be amplified for all young men to hear to provide hope for alternative livelihoods.

Acacia's No Harm 2020 strategy, which aims to address the issue of empowering these communities through developing livelihoods other than mining and farming, is very promising. Search and Acacia must continue this effort of livelihood development while not losing sight of continuing the gains it has made in increasing respect for human rights and promoting alternatives to violent conflict.

ANNEXES

Annex A: Focus Group Discussion Guide

These questions were translated into Swahili. All FGDs were conducted in Swahili with notes being taken by several enumerators and personnel. These questions were also used as a general guide for KIIs. In both cases, the learning assessment team to care to follow up on interesting or important points brought up by participants.

1. Do you feel it is safe living close to the mines? Why or why not? [Look for specific security issues that result from living near the mine]
2. What role does Acacia's Sustainable Communities Department play in your community? In what way?
3. In your opinion, what is the community's responsibility towards projects implemented by ACACIA?
4. What is the relationship like between your community, ACACIA, local leaders, and elected officials? Has it evolved over the past year?
5. What are the opportunities in your community for dialogue and collaboration on issues related to mining?
6. Who do you trust to provide useful, reliable information on mining-related issues? (Facilitator should probe for responses relevant to local leaders and elected officials/the government)
7. Are you confident in how to navigate the land compensation schemes? Do the schemes affect conflict in your village? In what way?
8. If you experience a crime, what would you do? Why? (Facilitator should probe for answers related to police and Acacia staff)
9. **[For village leaders or police only]** Do you feel that you have been included in the decision-making around and benefited from Acacia's community programs?
10. In your community, who is most involved in mining intrusion? Why?
11. What are the alternative livelihood sources to mining in your village/community? How can people get involved?
12. What are the obstacles to people obtaining alternative livelihoods?

13. Do you believe the government is transparent about contracts and licenses related to the extractive industry? Do opportunities for dialogue (forums) and information sharing have an effect on how you feel about the government?

Annex B: Household Questionnaire

Acacia Assessment: Community Survey (Tathmini ya Acacia: Dodoso la wakuu wa kaya).

[Read to respondent]: This survey is being conducted by Search for Common Ground Tanzania and Acacia Mining (Barrick Gold) to understand the impacts of their corporate social responsibility programs on your community and other communities in which it operates. Additionally, this research seeks to understand the security and economic issues facing the communities around Acacia's three mines in Bulyanhulu, Buzwagi and North Mara.

This survey should take no more than 15 minutes to complete. All of your responses will be kept confidential and will be used for statistical analysis only.

Do you have any questions or concerns before we proceed?

(Je una swali lolote au jambo ambalo ungependa kujua kabla ya kuendelea na mahojiano?)

* Required

1. Respondent Provided Informed Consent? *

Check all that apply.

- Yes
 No

Demographics

Thank you for agreeing to participate. I would first like to ask a few questions about you. Please provide the answer that best describes you.

2. What is your village of residence? *

Mark only one oval.

- Buyange
 Igwamanoni
 Bugarama
 Kakola
 Buswangili
 Mwime
 Mikulima
 Chapulwa
 Genkuru
 Kenwanja
 Matongo
 Other: _____

3. What is your village of origin? (If different) *

Mark only one oval.

- Buyange
- Igwamanoni
- Bugarama
- Kakola
- Buswangili
- Mwime
- Mikulima
- Chapulwa
- Genkuru
- Kewanja
- Matongo
- Other: _____

4. Sex *

Mark only one oval.

- Male
- Female

5. Age *

Mark only one oval.

- 10 - 15
- 16-21
- 22-27
- 28-33
- 34-39
- 40-45
- 46+
- Prefer not to answer

6. What is your highest level of education? *

Mark only one oval.

- Primary
- Secondary
- College
- Vocational Training
- None
- Prefer not to answer

7. How long have you lived in your village? *

Mark only one oval.

- Less than 1 year
- 1 - 5 years
- 5 - 10 years
- 11 - 15 years
- 15 - 20 years
- Over 20 years
- Prefer not to answer

8. What is your occupation? (Select all that apply) *

Check all that apply.

- Small-scale miner
- Farmer
- Public sector employee
- Private sector employee
- Unemployed
- Other: _____

Culture and Geography

Thank you. Next, I will ask a few general questions about the community in which you live. Please provide answers that you think best describe your community today.

9. Which of the following is the greatest valuable in your community? *

Mark only one oval.

- Cattle
- Gold
- Land
- Other: _____

10. Who is the most important leader in your community? *

Mark only one oval.

- Traditional leader
- Government leader
- Religious leader
- Political leader
- I prefer not to answer

Socioeconomics

Thank you. Next, I would like to ask a few questions about jobs and economic development in your community.

11. Which of the following best describes your household income? *

Mark only one oval.

- less than 50,000 per month
- 50,000 - 100,000 per month
- 100,000 - 200,000 per month
- 200,000 - 300,000 per month
- 300,000 or more per month

12. Do you think that your community benefits from Aaaola's mine operation? *

Mark only one oval.

- Yes
- No
- I don't know

13. To what extent does Aaaola's mining operation contribute to your community's development? *

Mark only one oval.

- A lot
- Somewhat
- Not at all

Security and Police

Thank you. Next, I would like to ask a few more questions about safety and police in your community.

14. Do you feel safe in your community? *

Mark only one oval.

- Yes
- No

15. Which of the following issues do you feel has the biggest negative impact on your community? *

Mark only one oval.

- Violent Crime
- Corruption / Bribery
- Stealing / Theft
- Unemployment
- Automobile accidents / Road safety
- Illegal Mining

16. Do you feel that enough is being done by authorities to properly address this issue? *

Mark only one oval.

- Yes
- No

17. Which of the following issues do you feel has the SECOND-biggest negative impact on your community? *

Mark only one oval.

- Stealing / Theft
- Corruption / Bribery
- Illegal Mining
- Unemployment
- Violent Crime
- Automobile accidents / Road safety

18. Do you feel that enough is being done by authorities to properly address this SECOND issue? *

Mark only one oval.

- Yes
- No

19. Does your community have platforms for you to voice your concerns regarding these issues? *

Mark only one oval.

- Yes
- No
- I don't know

20. How do you see the relationship between the police and your community? *

Mark only one oval.

- Positive
- Neutral
- Negative

21. How would you describe your fellow community members' views toward the police in your community? *

Mark only one oval.

- Positive
- Neutral
- Negative

SFCG and Acacia CSR Partnership

Thank you. Next, I would like to ask you several questions about Search for Common Ground and Acacia.

22. Which of the following best describes your knowledge about Acaola and its mines? *

Mark only one oval.

- I don't know anything about Acaola
- I know very little about Acaola
- I know about as much as the average community member
- I know more than the average community member

23. Which of the following best describes your knowledge of Search for Common Ground? *

Mark only one oval.

- I have never heard of SFCG
- I have heard very little about SFCG
- I know SFCG
- I know SFCG very well

24. Are you aware that Acaola supports programs that seek to benefit the community? *

Mark only one oval.

- Yes
- No

25. Have you participated in any community programs supported by Acaola? *

Mark only one oval.

- Yes
- No
- I don't know

26. If yes, what best describes your experience:

Mark only one oval.

- Positive
- Neutral
- Negative

Annex C: Word Frequency Clouds



Module 1: Human Rights



Module 3: Arresting and Detaining Suspects



Module 2: Use of Force and Firearms



Module 4: Avoiding and Detecting Bribery and Corruption



Module 5: Treatment of Women, Children and Vulnerable Groups