



Search for Common Ground Tanzania Sustainable Business Practices Project's External Evaluation

‘Advancing Sustainable Peace and Security in Tanzania’

Implemented by Search for Common Ground
Funded by: Barrick and Acacia

PREPARED BY NVM CONSULTING FOR SEARCH FOR
COMMON GROUND AND ACACIA MINING



NVM
CONSULTING

Researched and written by: Niccola Milnes, NVM Consulting

Focus groups, Key Informant Interviews, surveys conducted by Niccola Milnes (consultant) and Guyo Haro Wario, Victor Reveta, and Sara Mosh

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Cover photo: FGD in Igudija, Tanzania 2019

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ACRONYMS

ASTSP - ADVANCING SUSTAINABLE PEACE AND SECURITY IN TANZANIA

BUL- BULYANHULU

BUZ-BUZWAGI

CDO - COMMUNITY DEVELOPMENT OFFICER

DAS - DISTRICT ADMINISTRATIVE SECRETARY

DCDO - DISTRICT COMMUNITY DEVELOPMENT OFFICER

FGD - FOCUS GROUP DISCUSSION

FT - FEELINGS THERMOMETER

KII - KEY INFORMANT INTERVIEW

MS - MINI SURVEY

NGO - NON GOVERNMENTAL ORGANIZATION

NM - NORTH MARA

ROI - RETURN ON INVESTMENT

RPC - REGIONAL POLICE COMMANDER

SBP- SUSTAINABLE BUSINESS PRACTICES

SCRG - SUSTAINABLE COMMUNITIES REFERENCE GROUPS

SFCG - SEARCH FOR COMMON GROUND

TOC - THEORY OF CHANGE

UPC-UMOJA PEACE CLUB

VEO - VILLAGE EXECUTIVE OFFICER

VPSHR - VOLUNTARY PRINCIPLES ON SECURITY & HUMAN RIGHTS

WEO - WARD EXECUTIVE OFFICER

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EXECUTIVE SUMMARY

Search for Common Ground (Search) in partnership with Acacia is implementing the project titled “*Tuunganishe Mikono Kwa Mandeleo Yetu Endelevu*” – Let’s Join Hands for our Sustainable Development. This is a 24 months project that began in January 2018 and scheduled to end in December 2019 with funding from Acacia Mining. This project is a continuation of a successful partnership between Search and Barrick/Acacia Mining which has existed since 2011 starting with North Mara in Mara region and later on spread to Bulyanhulu and Buzwagi mines in Shinyanga region.

A part of Acacia’s ‘Advancing Sustainable Peace and Security in Tanzania’ (ASTSP) program, the goal of the current project is to foster sustainable, positive and cohesive relationships between community members, decision-makers, Acacia and other stakeholders in mining communities at local and district levels. This is expected to be attained through the realization of the following objectives and intermediate results namely:

Objective 1: To strengthen capacities of key stakeholders to improve safety and security and uphold human rights in and around mining sites.

Objective 2: To strengthen platforms for dialogue and collaborative problem solving around mining issues

Objective 3: To improve social cohesion, trust, and community resilience in areas around mining sites

This report covers findings from an external evaluation conducted which had the following goals:

1. To determine the return on investment in peacebuilding for Acacia and draw lessons learned for investing sustainable business practice;
2. Evaluate the level of achievement of results during the different project phases as per agreed results chain and project logic, and outline how project progress shaped the overall investment Acacia made in peacebuilding; and
3. Determine the level of sustainability of the results of Acacia’s investment in peacebuilding with Search.

The evaluation was based on a review of 18 documents (including project proposals, internal evaluations, and monthly reports), 135 household

surveys, 90 Umoja Peace Club (UPC) survey participants, 37 Key Informant Interviews (KIIs), and 36 Focus Group Discussions (FDGs) participants. Sampling of the respondents was a combination of convenience, and snowball.

Limitations

There were a number of limitations noted in this research. The first was that in certain villages in the North Mara region, it was challenging to find households willing to participate in the research due to the ongoing tensions in some of these areas with Acacia. For example, after three attempts to conduct household surveys in Matongo, the research team had to abandon the plan to do fieldwork in that area, and instead completed the research in an alternative village (Nyamwaga). Similar challenges were also experienced in Nyamwaga, which added time delays to completing the research there. That the research team was not able to conduct fieldwork in the most difficult areas in North Mara likely impacted the overall trends in the data, as research that captures only the views of individuals who were more cooperative will likely add a positivity bias to the data.

This obstacle was anticipated by the research team, and the research design incorporated methods to help overcome this bias, by also measuring perceived social norms. Studies have suggested that measuring perceived social norms tends to help overcome confirmation bias in conflict settings¹.

Another limitation was that that surveys relying on snowball and convenience sampling risk recruiting individuals who are generally more cooperative and thus present a positivity bias, were managed by including questions on peer perceptions, which helps correct for this.

Consent

Informed consent was obtained from all research participants. For UPC members who were under 18, consent was obtained from a parent or guardian. Excluding a few select KIIs, all consent forms and/or instructions were given in Swahili. There were no risks associated with participating in this research, **and participants were not compensated for their participation.**

Overall Findings

Overall Search and Acacia's partnership in the "Tuunganishe Mikono Kwa Mandeleo Yetu Endelevu" program made a clear contribution in conflict transformation around the three mine sites. Data shows that the Search program is positively associated with an increase in feelings of social cohesion, safety around the mine site, trust with the police and Acacia security.

A Return on Investment (ROI) calculation showed that Acacia's investment in peace building through Search from 2014-2018 was positively correlated to a significant and consistent drop in incidents across all three mine sites, and that this correlation is hugely supported by the quantitative and qualitative data that emerged from this research.

Community and UPC perceptions showed that they felt Acacia and the police had a better understanding of their needs than in previous years, and that acts of violence and human rights violations from Acacia and the police had decreased significantly. A strong majority of community members felt empowered to participate in peaceful conflict transformation, and they felt that they had the necessary tools and platforms to do this.

¹Tankard, M. E., & Paluck, E. L. (2016). Norm Perception as a Vehicle for Social Change. *Social Issues and Policy Review*, 10(1), 181-211



Chapulwa Household Interviews. Source: Researcher

The goal of supporting the communities shift towards sustainable alternative livelihoods ranging from horticulture and animal husbandry to catering and soap making to and has also had a notable impact. Nearly half of all households surveyed had participated in one of Acacia's community programs in the past two years, and 80 percent intended to initiate an alternative livelihood in the near future. Interpreting these findings against the performance indicators reveals notable achievements:

- ❖ 65 percent of households surveyed (NM 55%, BUL 84%, BUZ 93%) felt that policewoman and policemen respected and upheld human rights and VPSHR.
- ❖ 62 percent of households surveyed (NM 34%, BUL 76%, BUZ 77%) felt that Acacia security respected and upheld human rights and VPSHR.
- ❖ 67 percent of households surveyed (NM 40%, BUL 79%, BUZ 83%) felt that Acacia staff respected and upheld human rights and VPSHR
- ❖ Social cohesion was rated positively at 3.6 out of 10 by community members (NM 4.79, BUL 2.04, BUZ 1.89 on a scale of 0-10, with 0 being the most positive)
- ❖ 56 percent of households surveyed (NM 66%, BUL 60%, BUZ 49%) felt that they were being included in the decision-making processes within their community.
- ❖ Only 48 percent of households surveyed (NM 29%, BUL 69%, BUZ 45%) felt safe around the mining site.
- ❖ Relationship with the police was rated very positively by community members at 2 out of 10 (NM 3.36, BUL 1.23, BUZ 2.51 on a scale of 0-10, with 0 being the most positive)
- ❖ Relationship with Acacia was rated positively by community members at 3.8 out of 10 (NM 5.47, BUL 2.45, BUZ 2.94 on a scale of 0-10, with 0 being the most positive).
- ❖ Key Informant Interviews (KIIs) reported a continued decline in mine-related incidents which was supported by recorded incidents dropping by over 90% from 2011 to 2018.

Recommendations

1

While significant strides have been made in building up peace, resiliency, and the capacity to pursue alternative livelihoods, the communities are not ready for this programming to stop. Search has played a significant role in helping to address tensions, incidents and conflicts as they arise by liaising with the community, bringing groups together, organizing and facilitating meetings, and continuing their training on the Common Ground Approach, VPSHR, and Leadership and Strategic Communications.

With a huge transition underway as Barrick takes over the three mining sites, Search's role will be more critical now than ever before. Expectations amongst community members are high, and though many are founded on rumors or assumptions, this poses its own risks. Clear communication and cooperation strategies will be essential to help keep rumors and myths at bay, and to maintain the social cohesion that has taken so much work to achieve.

It will be important for Search to continue their activities with no interruption given this sensitive time.

2

The preliminary data showing the impact of the radio program showed tremendous potential. Considering the correlations that emerged between radio listeners and stronger feelings of social cohesion, more positive perceptions of Acacia and the police, and feeling more empowered to engage peacefully in conflict resolution, the radio program has had an impact in achieving the goals of the program. Continuing this

program with more episodes is recommended. For future programming, it is advisable to choose a radio station that has the strongest frequency, to ensure community members in rural areas have access to the program. To gauge true impact from the radio program going forward, it is also advisable to identify control groups from the onset of the airing of the program,

3

The data from this research clearly shows a positive impact from Search's programs, and this impact has been observed in multiple ways by community members, the police, government leaders, and local leaders. However, what clearly emerged is that many community members were not always fully aware of the progress that had been made. For example, though all quantifiable indicators pertaining to safety around the mine sites, such as injuries, fatalities, grievances claims, had improved significantly, community members did not seem to be fully sensitized to this information, and this may have affected why less than half reported feeling safe around the mine sites.

Disseminating and promoting these achievements and findings that illustrate the improved relationships that have emerged from the Voluntary Principles on Security and Human Rights (VPSHR) training, leadership training, and community social cohesion activities, will help entrench these achievements as social norms for the community members. Using the radio and live theatre performances to do this would be recommended.

An area that calls for improvement is the role and impact of Acacia's Community Relations Officers. In all three areas, the community members had a negative view of their function, and often pointed out that they were either not present or accessible. Community relations is a critical component of achieving social cohesion between the community and the mine, and it is essential that they become more present and available in the community. This could also help alleviate some of the frustrations expressed that Acacia was not available enough to the community members. The function of the Community Relations Officers would benefit from more training from Search on the Common Ground Approach, facilitation, conflict transformation, and effective communication, to bring out the best possible outcomes for interacting with the communities.

In general, it was noted by community members, police, government leaders and local leaders that Acacia was not accessible enough or present enough to clarify corporate positions, which Search could not do as a development partner. There is a huge opportunity to create a program and train Acacia staff to become more visible to community members. Continued positive interactions with Acacia would help demystify some of the negative assumptions or suspicions that may still be present.

INTRODUCTION

Search is an international conflict transformation Non Governmental Organization (NGO) that aims to transform the way individuals, groups, governments and companies deal with conflict, away from adversarial approaches and towards collaborative solutions. Headquartered in Washington DC, USA, and Brussels, Belgium, with field offices in 35 countries, Search designs and implements multifaceted, culturally appropriate and conflict-sensitive programs using a diverse range of tools, including media and training, to promote dialogue, increase knowledge and determine a positive shift in behaviors.

In Tanzania, Search has been operational since 2011, working to promote gender equality and good governance, encourage greater objectivity in the media and overcome differences that divide Tanzanians, including those who live around extractive industries, improving relationships between companies, local communities and the government. Search's mission is to transform the way the world deals with conflict away from adversarial approaches, toward collaborative solutions.

Search is one of the signatories to the Voluntary Principles on Security and Human Rights (VPSHRs), a

set of guidelines on human rights designed for extractive sector companies. As part of their commitment to the VPSHRs, Search helps governments, local civil society, and companies develop conflict-sensitive approaches to their activities, leveraging investments in social projects to promote community cohesion and yield positive societal outcomes.

Sustainable Business Practice (SBP) is Search's application of the Common Ground Approach to transform conflict between communities and the





Village near North Mara mine. Source: Researcher

private sector. In countries emerging from conflict or experiencing political and social upheaval, ensuring socio-economic development is felt by all is critical for stability and the private sector plays an important role in achieving this². Long-term investments by the private sector generally require stability to be realized. For example, it often requires several years for the extractive industry to develop mining sites before they can produce. Conversely, communities which have gone through years of violent conflict are often in a hurry to feel the positive impact of the private sector in rebuilding their post-conflict economies and providing jobs³. This disconnect can exacerbate local conflicts and produce deadly violence in the worst-case scenario. Ensuring peace is sustained and prosperity is shared is possible, and Search believes that sustainable businesses require resilient stakeholder relationships.

²Search Proposal to Acacia 2018-2019

³ Ibid

SITUATION ANALYSIS AND CONTEXT

The Program

In 2011, Search entered into an agreement with African Barrick Gold (ABG) to implement a two-year project entitled “Advancing Sustainable Peace and Security in Tanzania”. The primary driver behind this project was the VPSHR training for public security forces at ABG’s four mines: North Mara, Buzwagi, Bulyanhulu and Tulawaka. The multi-stakeholder engagement initiative was expected to promote dialogue and understanding potential or existent sources of conflict that can present, or have presented, problems between security forces, local communities and ABG. Since then, Search through Acacia’s support continued to implement short term projects and in 2017 Search and Acacia signed a new partnership agreement following the new strategic direction of Acacia to embark on a new Sustainable Communities Strategy with the goal of contributing to the development of Sustainable Communities that enjoy thriving local economies, have access to social infrastructure and live in a safe, inclusive and equitable environment.

Acacia believes that this goal can be achieved through enhanced trust, relationships and partnerships, as well as constructive engagements emphasizing shared values with a focus away from building hard

infrastructure. In the latter half of 2017, Acacia unveiled NO HARM 2020 (at its Buzwagi mine), a collection of projects and activities aimed at ensuring that individuals (mainly current and former staff), communities around Buzwagi mine, and businesses are prepared for ‘Life after Buzwagi.’

The goal of the current project is to foster sustainable, positive and cohesive relationships between community members, decision-makers, Acacia and other stakeholders in mining communities at local and district levels. This is expected to be attained through the realization of the following objectives and intermediate results namely:

- Objective 1:** To strengthen capacities of key stakeholders to improve safety and security and uphold human rights in and around mining sites;
- Objective 2:** To strengthen platforms for dialogue and collaborative problem solving around mining issues; and
- Objective 3:** To improve social cohesion, trust, and community resilience in areas around mining sites.

Acacia & Mining in Tanzania

In Tanzania, mining makes up over 50 percent of the country’s exports and a significant part of this is through gold with Tanzania being the fourth largest

producer of Gold in Africa.⁴⁵ Acacia Mining was the largest gold mining operation in Tanzania⁶, producing over \$1 billion per year.

However, Acacia and the Tanzanian Government have struggled to form a harmonious relationship, with the Tanzanian Government issuing a \$130 billion dollar tax bill in 2017, which was later reduced to \$300 million, and banning gold/copper concentrates in 2017. This deteriorating relationship with the Tanzanian Government had considerable impacts on Acacia's ability to implement community development programs.

In fact, the greatest challenge cited in the implementation of their programs was the ever-changing context around the three mine sites. The government tension with Acacia, exacerbated by the March 2017 banning of gold/copper concentrates impacted approximately 50 percent of the combined production at Bulyanhulu and Buzwagi, and forced Acacia to reduce operational activities at Bulyanhulu. This in turn led to a scaling back of their community programs, whose impact was felt by community members and alternative livelihood ventures depending on the mine.

At the same time, since 2018 Acacia has moved from a support based on implementing infrastructure, to prioritizing activities that build capacities and help transition the communities transition and adapt to life after the mines.

⁴ <https://af.reuters.com/article/tanzaniaNews/idAFL5N25W1BF>

⁵ Kareeparambil, Varun. The Mining Industry in Tanzania: An Overview (2018). *Grid 91*.

⁶ In May 2019 Africa Barrick Gold (the 63.9 percent majority shareholder of Acacia) offered to buy the rest of Acacia for \$787 million. The deal was accepted in July 2019 for \$1.2 billion, and became effective September 17, 2019.

METHODOLOGY

Data was collected through KIIs, surveys, FDGs and literature reviews.

Evaluation Objective and Key Questions Explored

The purpose of the external evaluation was to conduct a comprehensive evaluation of Search's intervention on "ASPST from 2011 until 2019.

The main objectives behind this evaluation were:

1. Support Search in better leveraging their existing programming in support of their work
2. Assessing the impact this programming has had on community stakeholders in terms of reducing violence around the mine
3. Assessing the impact this programming has had in promoting sustainable alternative livelihoods

To meet the objectives of this evaluation, Search identified a number of questions for the evaluation to explore. These included:

Objective 1:

Return on investment: Did peace-building work?

What were the key interventions, and to what extent did they reduce the effects of violence around the mine site?

If we look at what was prevented in terms of violence, how much did this reduce the need for other responses by Acacia to manage risk?

What are the financial returns based on investment?

Objective 2:

Achievement of results: What worked, what didn't, and why?

What parts of the project were most successfully implemented, and which parts were more challenging? Why?

How did the partnership between Acacia and Search shift over time, and how did it support or hinder the goal of this work?

To what extent did the intervention contribute to the goal of promoting positive long-term relationships between stakeholders, and empower these actors for informed, participatory and inclusive decision making processes?

Objective 3:

Level of Sustainability: What is enduring beyond this engagement?

How well prepared are the target communities to invest in their own development and reduce dependency on the mine?

Is the project intervention ensuring that collaborative relationships between communities, decision-makers, and Acacia at the local and district levels are solidified as social norms and expectations?

Has the project supported key institutional shifts in these communities that enabled respect for human rights and empowerment and inclusive decision making processes?

Geographic Locations

The research targeted communities around the three mining sites (North Mara, Bulyanhulu, and Buzwagi). Villages were selected based on proximity to the mine site. The villages in the North Mara mining area where research was conducted were Nyakunguru, Kewanja, Matongo, Nyamongo, and Nyamwaga. Villages in the Bulyanhulu mining area where research was conducted were Lwabakanga, Bulyanhulu, Bugarama, and Igudija. Villages in Buzwagi mining area where research was conducted were Mwendakulima, Mwime, Chapulwa, and Ntobo.

Evaluation Methodology

The evaluation was conducted in three phases. The first phase consisted of an extensive desk review of existing Search evaluations and project documentation, as well as relevant sectoral documents such as Tanzania's 2018 Mining Act. In

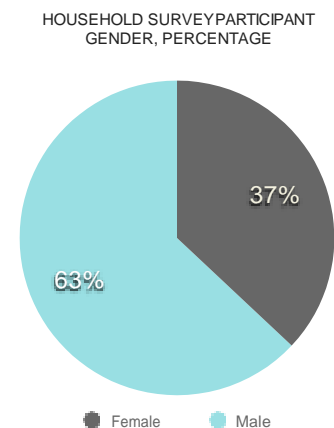
total 18 documents were reviewed. A full summary of the documentation reviewed is included in Appendix.

Through the desk review, an evaluation framework was produced which sought to map information in these documents (especially the logistical framework, Theory of Change (ToC), and work plans) against the evaluation questions. The way in which the evaluation questions were addressed within the analytical framework is outlined in Appendix I.

The second phase consisted of field-based research in Tanzania at the North Mara, Bulyanhulu, and Buzwagi mining areas. qualitative data collection. Research was conducted between August 20 and August 31, 2019. A mixed methods approach of qualitative and quantitative research was used, incorporating FDGs, KIIs, surveys, and Feelings Thermometer (FT) on the six groups representing the primary stakeholders of this program. These groups were namely **community members, UPC members, Tanzanian police, acacia security, Acacia programme staff, Search programme staff, government officials, and local leaders.** In total 135 participants (85 male/50 female) were reached through a household survey, 82 UPC participants (43 male/39 female) were reached through surveys at their schools. In addition, 37 KIIs and 36 FGD

(consisting of 144 people) were also conducted. A breakdown of participant bio data is outlined in the Appendix.

The KIIs and FGDs asked questions relating to the most relevant issues



discussed in the Search Learning Assessments, reviews, and proposals. Specifically, these tools were used to collect evidence of change, what worked, and what didn't. Outcome Harvesting was then applied to work backwards and assess how the program contributed to that change.

Surveys were also used to ask questions relating specifically to perceptions of the program and its outcomes, to help triangulate the findings from the Outcome Harvesting. Finally, the FT was administered at the end of each mini survey to measure how participants felt towards various sub-groups, and how they perceive these sub-groups to feel towards them.

The primary sampling method was snowball sampling, though when necessary convenience sampling was also used, such as for the community surveys.

Limitations

There were a number of limitations noted in this research. The first was that in certain villages in the North Mara region, it was challenging to find households willing to participate in the research due to the ongoing tensions in some of these areas with Acacia. For example, after three attempts to conduct household surveys in Matongo, the research team had to abandon the plan to do research in that area, and instead completed the research in an alternative village (Nyamwaga). Similar challenges were also experienced in Nyamwaga, which added time delays to completing the research there. The research team was not able to conduct research in the more challenging areas in North Mara such as Matongo likely impacted the overall trends in the data, as research that captures only the views of individuals

who were more cooperative will likely add a positivity bias to the data.

This obstacle was anticipated by the research team, and the research design incorporated methods to help overcome this bias, by also measuring perceived social norms. Studies have suggested that measuring perceived social norms tends to help overcome confirmation bias in conflict settings⁷.

An unanticipated limitation to the research was the difficulty in finding female community members available to participate, especially during the morning hours. A common refrain in the villages was that in the morning females were busy farming, getting water, and going to the market. Though we adjusted our research schedules slightly to capture late afternoon hours, we were not able to reach gender parity in the household surveys, and thus the findings have a slight gender bias. However, the FGD for community members were able to achieve gender parity in the participants, and triangulating findings from the surveys against the FGD findings helped in correcting the gender bias. As it was necessary to rely on snowball and convenience sampling to achieve this, this sampling methodology risked recruiting individuals who are generally more cooperative and thus present a positivity bias. This limitation was managed by including questions on peer perceptions, which helped correct for this.

A final limitation was in calculating the Return on Investment (ROI). The ROI was calculated by comparing the change in security related incidents against the funding received by Search to conduct their programs. As there was not sufficient information to calculate what the financial cost was to Acacia for each incident, it was not possible to allocate a weighting to each type of incidence in the ROI

⁷Tankard, M. E., & Paluck, E. L. (2016). Norm Perception as a Vehicle for Social Change. *Social Issues and Policy Review*, 10(1), 181-211

calculation. To overcome this, each incident, regardless of the type, was treated as one unit, and to calculate the ROI, all incidents were combined each year to calculate the total number of incidents, and how they changed from year to year.

Ethics

The evaluation was guided by the following ethical considerations:

Respect: we ensured that to the highest possible degree, confidentiality and informed consent were upheld. Names and identifying information about all research participants including Search and Acacia staff were kept confidential.

Beneficence and non-maleficence: any evidence generated will be conveyed back to the participants so that they may triangulate findings and contextualize their participation and gain from the knowledge disseminated.

Reliability and independence: the researchers took reasonable measures to ensure that all findings and conclusions are correct and credible.

Consent

Informed consent was obtained from all research participants. For UPC members who were under 18, consent was obtained from a parent or guardian. Excluding a few select KIIs, all consent forms and/or instructions were given in Swahili. There were no risks associated with participating in this research, and participants were not compensated for their participation.

Data Analysis

The FDGs, KIIs and mini-surveys used perceptions-based approach to research to measure both attitudes and perceptions. The surveys were close-ended and measured attitudes and perceptions via quantitative measurements, while the FDGs and KIIs measured attitudes and perceptions via semi-



structured questions and these results were qualitative in nature.

All KII and FGD notes were coded manually by the researcher for qualitative data analysis to identify common themes expressed in the responses of the participants. The researcher also quantified the instances of respondents' mentions of issues for certain sections of the questionnaires and surveys, and created infographics for use in this report. For these metrics, the unit of analysis was the number of mentions of a specified topic across all the interviews, questionnaires, and surveys.

Outcome Harvesting

An outcome harvesting approach was used to analyze the KII and FGD responses, where evidence of what has changed (the outcomes) was noted first, and then the researcher prompted with more questions to work backwards to determine whether and how an intervention has contributed to these perceived changes. Outcome Harvesting was helpful in this evaluation approach where attribution was complex, and using this method provided stronger data as it forced the research to avoid using leading questions.

Attitudes and Perceptions

Conducting research in sensitive settings such as North Mara, Bulyanhulu, and Buzwagi can be difficult, and risks research participants providing data that may not necessarily reflect their own views, but for various reasons may have been desirable to express. Specifically, participants may not feel safe enough to respond honestly to questions relating to conflict and mining intrusion. To help correct this possible bias, both individual attitudes and social perceptions were measured in the surveys.

Measuring personal perceptions captures how one feels about a certain issue and produces data of their attitudes. Measuring peer perceptions captures how

one thinks their peers feel about certain issues, and produces data about the perceived situation in an area. Perceptions are desirable to measure in programs striving for behavior change, as it has been well documented that an individual's behavior is much more likely to be influenced by their perception rather than their own personal attitude. In turn, when doing research on sensitive issues such as conflict, studies have also shown that respondents are more likely to answer honestly when asked questions about the perceived social norm (i.e. perceptions or how they think their peers would answer) as opposed to their own attitudes (how they feel) (Tankard & Paluck 2016). Finally, when striving for behavior change, it is much easier to influence perceived social norms (i.e. perceptions) than it is personal attitudes (Tankard & Paluck 2016). As this research evaluated both attitudes and perceptions, we were not only able to determine the true impact of the program and triangulate these findings against the quantitative data of program impact (e.g. reduction in violent incidents), but we were also able to provide valuable feedback and recommendations for future programming based on this analysis.

Feelings Thermometer

A form of perceptions research, the Feelings Thermometer (FT) is useful when multiple groups are involved in the evolution of a program. For the FT, the participant was provided with a list of different group categories and a scale. The scale was a line (15 cm), and the participant was then asked to indicate on the scale how warm or cold they felt towards these groups by placing each group on the line using a dot. Using this method allowed the researchers to evaluate positive and negative emotions towards in group and out group members. It also allowed the researchers to infer trust from the measurements on the FT (the more favorable a respondent felt towards specific groups, the more likely they trust them and the messages

communicated from them). The FT has been widely used to assess intergroup negativity during conflicts, as well as to assess the impact of conflict resolution programs over time.⁸⁹¹⁰

⁸ Bruneau, E., Kteily, N, & Laustsen, L. (2017). The unique effects of blatant dehumanization on attitudes and behavior towards Muslim refugees during the European "Refugee Crisis" across four countries. *European Journal of Social Psychology*.

⁹ Boca, S., Garro, M., Giammusso, I., Abbate, S., "The effect of perspective taking on the mediation process" *Psychology research and behavior management* vol. 11 411-416. 27 Sep. 2018.

¹⁰ Turner, R. N., & West, K. (2012). Behavioural consequences of imagining intergroup contact with stigmatized outgroups. *Group Processes & Intergroup Relations*, 15(2), 193–202.



Shinyanga Police Training. Source: Researcher.

“ The police training has been so powerful. It instilled professionalism with the police and Acacia Security, and our interactions with the police are now anchored in peace. ”

Bugarama Secondary School FGD, 2019

“ We used to believe in giving commandments and obedience, but the training taught us to consider and prioritize human rights . ”

Police officers Shinyanga Town FGD, 2019

FINDINGS

This section discusses the main findings from the evaluation

Achievements Against the Theory of Change

The project is guided by its ToC which assumes that “IF we provide key actors in decision making roles (local leaders, traditional leaders, police leadership) with training on leadership, communication, and human rights AND this is reinforced with opportunities for constructive engagement between citizens, local leaders, traditional leaders, and Acacia THEN communities will have long term, sustainable, positive relationships that empower them for informed participatory and inclusive decision making and improve mutual respect for Human Rights”.

Overall Impact

The ToC is realized through implementation of diverse interrelated and coordinated activities meant to contribute towards the project goal which focuses on fostering sustainable, positive, and cohesive relationships between community members, government, decision-makers, Acacia and other

stakeholders in mining communities at local and district levels. The evaluation assessed the achievement of this goal by analyzing progress towards several core objectives and intermediate results. A summary of these achievements are outlined in table I.

Overall Search & Acacia’s partnership in the “*Tuunganishe Mikono Kwa Mandeleo Yetu Endelevu*” program has made a clear contribution in peace-building around the mine sites. Data showed that the program was positively associated with an increase in feelings of social cohesion, safety around the mine sight, trust with the police and Acacia security, and perceptions that Acacia and the police have a better understanding of their needs than in previous years.

The ROI calculation showed that Acacia’s investment in peace building via Search to conduct their programming from 2014-2018 is positively correlated with a significant and consistent drop in incidents across all three mine sites, and that this correlation is hugely supported by the quantitative and qualitative data that emerged from this research.

PERFORMANCE

This section discusses and responds to the individual evaluation questions.

Return on Investment: Did Peacebuilding Work?

Evaluation Question: *What were the key interventions, and to what extent did they reduce the effects of violence around the mine site?*

As outlined in Search project documents, the key interventions implemented for the “Advancing

Sustainable Peace and Security in Tanzania” were the police training, the social cohesion activities, the UPC training, the dialogue platforms, the strategic communication and leadership training, and the *Zaidi ya Mgodhi* radio program. These interventions were dynamic, with the impact of one helping enhance the activities and impact of another (see image I). For example, the human rights training with the police and leadership training with the village leaders improved

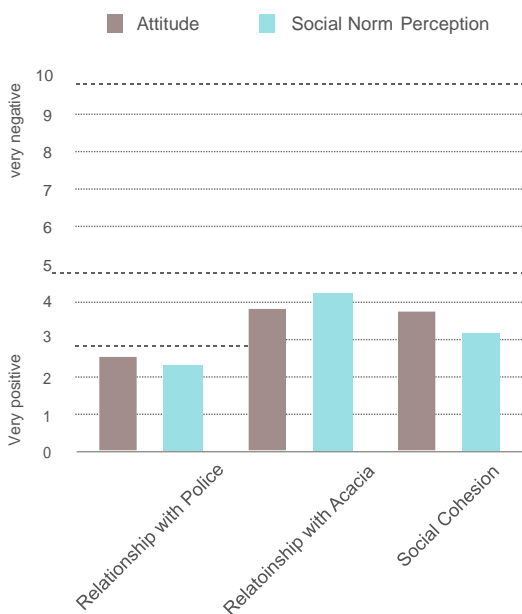


Table II: Household attitudes of relationships with Police and Acacia, and Social Cohesion

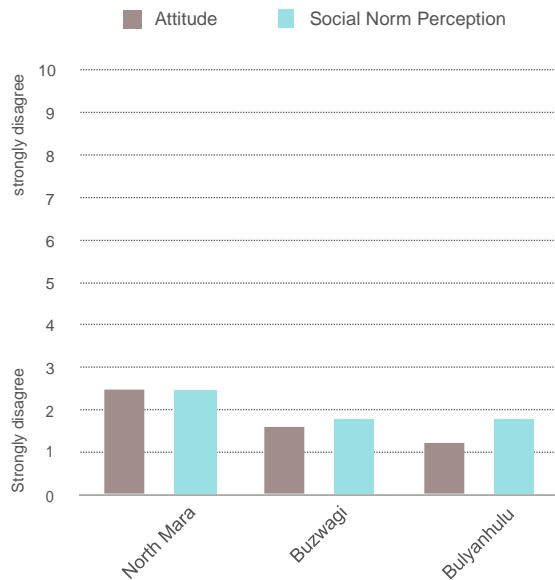


Table III: Agreement with the statement: *Acts of violence from the police have decreased over the past two years*

the interactions of the groups with their respective communities, which in turn contributed to social cohesion. This contribution to social cohesion positively affected the outcomes of the social cohesion activities such as the live theatre performances, and the dialogue platform activities such as town hall meetings, as the communities were more receptive to information aimed at peace building. The reverse of this process was also true, with the social cohesion activities and dialogue platform activities helping to build trust and mutual cooperation between the communities and Acacia, and this in turn helped to improve cooperation with police.

Similarly, helping to provide information to the community on alternative livelihoods and human rights via the radio program and UPC activities helped



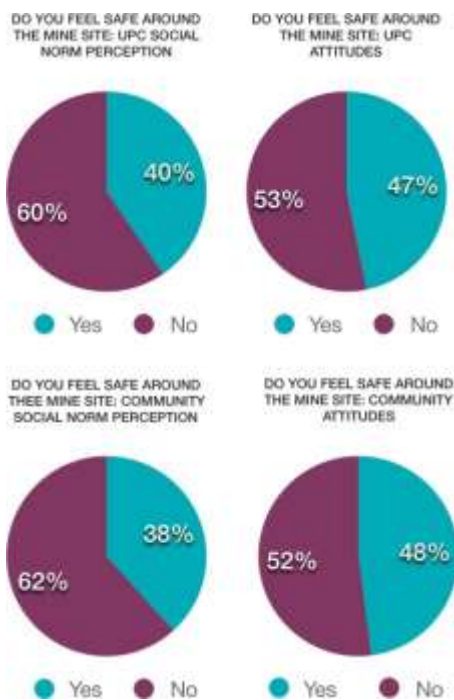
Image I: The interactive and dynamic nature of Search's activities

reduce dependency on the mine and provided alternatives to individuals who might have otherwise considered intrusion to obtain financial gain. A reduction in intrusion leads to a reduction in the number of encounters between intruders and police/ Acacia, and the possibility of escalating tensions. This in turn helped strengthen social cohesion.

Keeping this interactive and dynamic relationship between these activities in mind, there were certainly specific activities that had a more direct impact on reducing violence than others.

Throughout the research process, a clear trend that emerged was the positive impact of the VPSHR police training conducted by Search, and the strong evidence of a reduction in violence that correlates with this training. Across all sub-groups interviewed during this research, including community members, students, government leaders, local leaders, police, Acacia security, and Acacia staff, the VPSHR training was cited as a critical factor in the improved relationship between the communities and the police.

Observations of a dramatic reduction in excessive use of force and lethal use of force were consistently noted, as were descriptions of improved attitudes and cooperation between the police and community



Graph i: Feelings of safety around the mining sites



Bugarama FGD. Source: Researcher.

members. This is demonstrated in the positive rating community members in all three areas gave on their relationship with the police (2.5 out of a scale of 0 to 10, with 0 being the most positive) and the fact that they expected their peers to rate this relationship even higher (2.3 out of a scale of 0 to 10, with 0 being the most positive) which tells us that this perception of positivity towards the police is a social norm. Triangulating this perception against the positive rating

65% of community members surveyed believed that police officers respected and upheld human rights and VPSHR

community members and UPC members gave the police in the FT, and the fact that they also expected their peers to rate police favorably, helps validate this finding (see Table V).

This perceived reduction in violence described by community members, police, Acacia Security, Search, government leaders, and local leaders is concretely

illustrated in the sharp decline of reported injuries and deaths due to excessive police force from 2017 to 2019, and the overlap of this drop with the VPSHR training activities strongly suggests a correlation.

Both the community members and UPC members strongly agreed with the statement *acts of violence from the police and Acacia security have decreased over the past two years (table III)*, and they expected their peers to also agree with this, suggesting this view is a firmly established norm.

When asked whether they feel safe around the mining site, 52 percent of community respondents said 'no', and they expected 62 percent of their peers to answer 'no' (refer to graph I). Interestingly, the UPC responses almost directly mirrored those of the community, with 53 percent answering 'no' and 60 percent expecting their peers to answer 'no'. While this demonstrates that the community was split on this issue, it was important to consider what was driving the feelings of 'unsafe'. From an analysis of the FGDs and KIIs, it was clear that all respondents felt safer than they did two years ago. In terms of safety from police and Acacia Security, a strong majority reported feeling very safe around the mine. For those who felt unsafe, there were two primary reasons driving this. The first was the perceived damage to their homes from the blasting that they believe is occurring at the mine site.

The second was the perceived environmental damage from the mining process e.g. water contamination.

“
Not only has the training taught us to
reclaim our rights, it also made us change
agents to others.”

Bulyanhulu Secondary School FGD, 2019

The UPC were another key intervention that helped reduce violence around the mine site, due to their impact in educating about human rights, children’s rights, the benefits of education, and ultimately strengthening social cohesion by helping reduce intrusion through identifying out of school youth and enrolling them in school. The impact of the UPC cannot be analyzed without also acknowledging Acacia’s donation of educational infrastructure around the three mine communities. In fact, the donation of classrooms, libraries, desks, chairs, and scholarships was frequently cited by the communities during the FGDs as the most impactful activity implemented by Acacia, and the ability to increase enrollment with the addition of classrooms was a common observation. The donation of classrooms in both primary and secondary schools can be tied to the observable reduction in violence, as it led directly to increased enrollment and a reduction in the number of out of school youth, who are considered to be one of the primary participants of mine intrusion.

In addition, by training UPC members on the VPSHR and Conflict Transformation through the Common Ground Approaches, and providing them with the tools and confidence to then train their peers and family members, a ripple effect was created which allowed the impacts of the program to reach beyond

their primary participants, helping strengthen overall social cohesion. Anecdotes of this impact came out strongly in the FGD with UPC members, who described using their training to alleviate community or household conflicts.

The social cohesion and multi-stakeholder activities, such as the town hall meetings facilitated by Search, and the participatory theatre performances, were also important interventions that were mentioned by nearly 50 percent of household FGD as an impactful activity.

Evaluation Question: *If we look at what was prevented in terms of violence, how much did this reduce the need for other responses by Acacia to manage risk?*

To answer this question, qualitative data from the KIIs with Acacia Security, Acacia Community Development, and Acacia Grievances teams were analyzed, with the findings then triangulated against the research findings from community members and Search staff.

The most notable attribution to the reduction in violence is the need for fewer police officers deployed at the mines. For example Geita, though a mine similar in size to Buzwagi deploys 200 police officers, Buzwagi only needs to deploy 6. In Bulyanhulu, only 7 police officers are deployed, and in North Mara, only 30. The explanation for this much lower number is due to the reduction in violence, and the improved overall relationship between the police and the communities where they are deployed. It also speaks to the considerable impact that the VPSHR police training and the community dialogues facilitated by Search (such as Town Hall meetings) has had on creating community cohesion around the mining sites.

When evaluating data on mine intruders in North Mara, Bulyanhulu, and Buzwagi, a clear trend emerges showing a significant drop in intruders and

subsequent confrontations with Acacia Security and the Tanzanian Police as well. This drop, especially in North Mara, had profound effects in the number of occurrences in which Acacia had to halt part of its mining operation in order to manage their response to the intruders. For example, by 2019 production stoppages dropped to 8 percent of what they were in 2014. Thus it is clear that the reduction in violence around the mine site and the subsequent increase in community cohesion that resulted from this, had a direct impact on Acacia's need to respond to security risks within their property, and the financial risks associated with production stoppages.

Evaluation Question: *What is the financial return based on this investment?*

To answer this question, quantitative data was collected to compare the rate of incidents of trespassing, fatalities to intruders, and lodging of grievances against the overall funding Acacia provided to Search each year. The ROI calculation was only able to consider events from 2014 onwards, as sufficient data was not available on incidents occurring at all three mine sites prior to this.

The utility of an ROI calculation is dependent on the availability of information pertinent to the intervention being evaluated. For this program, the information that was made available included the number of incidents relating to intruders fatalities, trespassing, and grievances, but not the cost of these incidents to Acacia. For example, though the frequency of intruder fatalities is known each year, there was not enough information to know if/how much Acacia paid to the families' of each deceased individual each year. As a result, each case of intruder fatality has to be treated equally as one unit. Similarly, though the frequency of grievances lodged by community members is known, the financial impact of these cases to Acacia, such as associated settlement fees, is not known. Thus, each grievance case has to be treated equally as one unit. Because there was not sufficient information to calculate what the financial cost was to Acacia for each incident, it was not possible to allocate a weighting to each type of incidence in the ROI calculation. To overcome this, each incident, regardless of the type, was treated as one unit, and to calculate the ROI, all incidents were combined each

RETURN ON INVESTMENT CALCULATION

	Total funding to Search to implement program	Total trespassers to mine sites*	Change in trespassers *	Total Intruder Fatalities in all three mine*	Change in Intruder Fatalities*	Total grievances lodged in all three mine sites*	Change in Grievances Lodged*	Total Combined Incidents in all three mine sites*	Total change in combined incidents*	Total ROI
2014	\$422,963.00	85,884		17		79		85,980		
2015	\$862,776.00	6,408	79,476	9	8	236	-157	6,653	79,327	\$10.88
2016	\$427,299.00	1,512	4,896	6	3	267	-31	1,785	4,868	\$87.78
2017	\$583,206.00	1,560	-48	2	4	38	229	1,600	185	\$3,152.46
2018	\$728,334.00	948	612	3	-1	48	-10	999	601	\$1,211.87

Table IV; Return on Investment Calculation

* indicates total figures. Thee unit of measurement is each incident reported

year to calculate the total number of incidents, and how they changed from year to year.

Through the grouping all incidents we were able to calculate the ROI and demonstrate a clear return based on the available information. However it must be noted that there are significant limitations to this calculation which must be taken into account when considering the ROI shown above.

The impact of a fatality on Acacia and the surrounding community is very different from the impact from a case involving trespassing. There would almost certainly be higher costs associated with this kind of incident, and thus a higher return resulting from a change in frequency of an occurrence. Similarly, grievances lodged against Acacia, and the investment required from Acacia to address them would likely have considerable variation. The value associated with a reduction in certain grievances such as a cracked wall in a house would be very different than the value of a grievance related to an intruder receiving a debilitating injury that affects his/her ability to provide for his/her family. Had the missing information been included, a more robust and insightful calculation would have been possible.

Despite these limitations, what the data shows us from the ROI calculation based on the available information is a clear positive return. Every year, the total number of incidents decreased across all three mines. This tells us that the investment was having its intended effect. By providing training on human rights, leadership, alternative livelihoods, and educating communities about the dangers of intrusion, the incidents of intrusion and fatalities dropped. Improved social cohesion, trust and perceptions also correlates with a reduction in grievances lodged.

The available data shows that this impact was the strongest in 2015, as evidenced by the considerable

drop in the number of reported incidents of intrusion, fatalities, and grievances lodged. This reduction was so significant that the total funding for that year averaged to a \$10.88 investment per indecent reduction. While the cost associated with a reduction in incidents does increase in 2017 and 2018, this is for two reasons. The first is that funding from Acacia to Search increased for both of these years, meanwhile the rate of incidents was dropping overall. Thus proportionally, the ROI would be higher, but this should not imply less value for money. What is not being captured in this higher cost is what it would cost Search to help maintain the peace. In other words, the cost associated with helping keep the numbers as low as they are. This impact is likely significant when considering the overall positive change in community perceptions towards Acacia and the police, as well as the increase in alternative livelihoods and the impact this has in reducing intrusion. To be able to calculate this, more information would have been required, such as the savings to Acacia in other ways. This would include the savings from less stoppage at the mines due to intruders, the savings from fewer lawsuits, and the savings from less damage to property overall.

This ROI calculation also includes an assumption of attribution that with more information could be much more refined. For example, FGD and KII's with Acacia security, the police, and community members suggested that at least some of the drop in intrusion rates were due to the increased security at the mine sites. Being able to include the investment made by Acacia in security upgrades and change in personnel would have helped allocate for any false attribution in this regard, however this information was not available. Overall, what we can conclude from the ROI calculation is that Acacia's investment to Search to conduct their programming from 2014-2018 is positively correlated with a significant and consistent

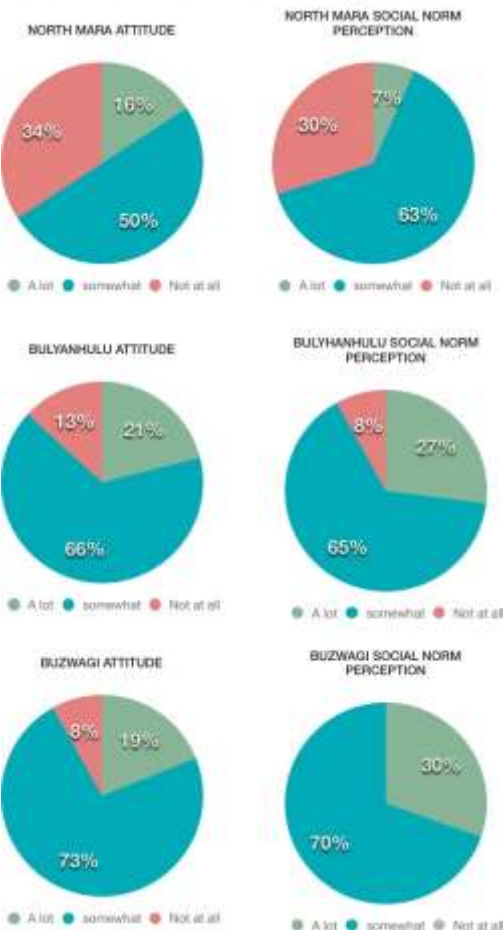
drop in incidents across all three mine sites, and that this correlation is hugely supported by the quantitative and qualitative data that emerged from this research.

Achievement of Results: What Worked, What Didn't Work, and Why?

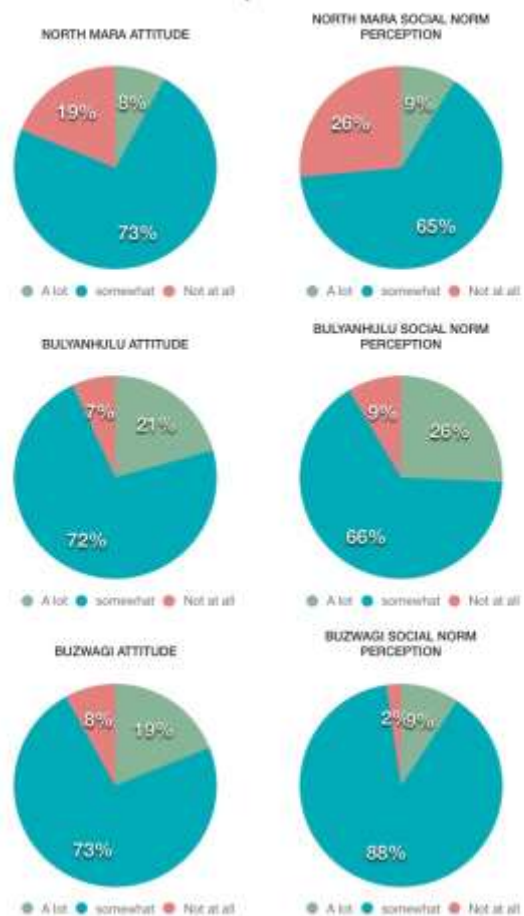
Evaluation Question: *What parts of the project were most successfully implemented, and which parts were more challenging? Why?*

This question was answered by analyzing community, Search, and Acacia's perceptions of the most impactful programs against outcome-level data and documents detailing program outputs. Specifically, this analysis focused on where the community felt that they benefited from the mining operations, where they felt Acacia had contributed positively to their development, and how this informed their perceptions of which parts of the project were the most successfully implemented.

To what extent does your community benefit from Acacia's mine operation?



To what extent does Acacia's mining operation contribute to your community's development?



Graph II: Community Perceptions of Acacia's impact on their development

Overall, there were two major categories of interventions that contributed towards peace building: 1. Those that related to the donation of infrastructure and capital e.g. hospitals, roads, and schools, alternative livelihoods education and support. These were primarily driven and managed by Acacia and, 2. Those that related to training, conflict resolution, and capacity building, e.g. the police training, education about the alternative livelihoods programs made available by Acacia, and leadership training. These activities were primarily driven and managed by Search.

The success of how these projects were implemented relied on a different set of assumptions. For projects related to the donation of capital and infrastructure, successful implementation assumed that communities would take ownership and care for the projects after donation. For the projects related to training, conflict resolution, and capacity building, successful implementation assumed that the work would be

understood, internalized, impact behavior, and spread via peer to peer learning.

Both categories of interventions were cited by the community as being impactful, which is clearly reflected in their survey responses. Only 20 percent of community members felt that their communities had not benefited from Acacia’s mine operation, with only 10 percent feeling that Acacia had not contributed to their community’s development (a breakdown of these responses is outlined in table IV).

For Search, the most successful interventions would be those that contributed the most to behavior change, and thus peace-building. They are discussed in turn below.

VPSHR Training

Interviews with Search staff and Acacia staff revealed that the VPSHR training with the police was the most successfully implemented, as it’s impact is the most supported by outcome level indicators, such as the

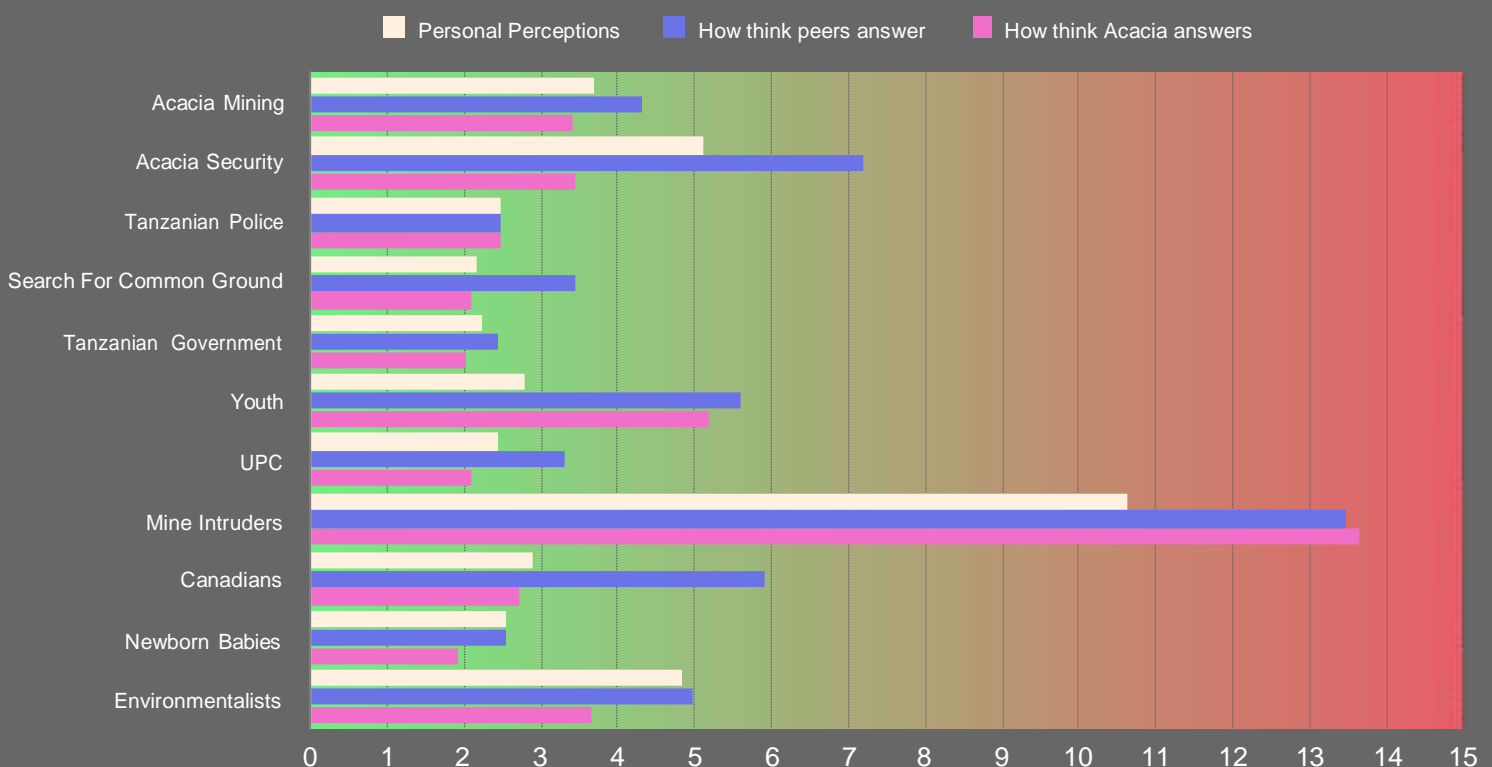


Table V Household Survey Feelings Thermometer responses (Personal/Peer/Acacia)

eradication of fatalities due to excessive force by the police from 2017 onwards, as well as the significant reduction in grievances claims relating to security issues at all three mining sites. This impact has been observed by community members surrounding all three mine sites, with 75 percent of community members saying that the local police respected and upheld human rights and VPSHR, and 65 percent believing that their peers would also agree with this statement. The fact that community members rated the police so highly on the feelings thermometer, and that they expected their peers to also rate them highly, speaks to this impact. Illustrating the success of this program is the fact that Search was asked by the Shinyanga Regional Police Commander (RPC) to conduct this training for police units serving in other areas.

The sustainability of this program also adds to its success, as the police members in all three areas described teaching their peers about the principles learned in the training, as well as applying their VPSHR training to conflicts outside of their profession, such as domestic and personal community conflicts.

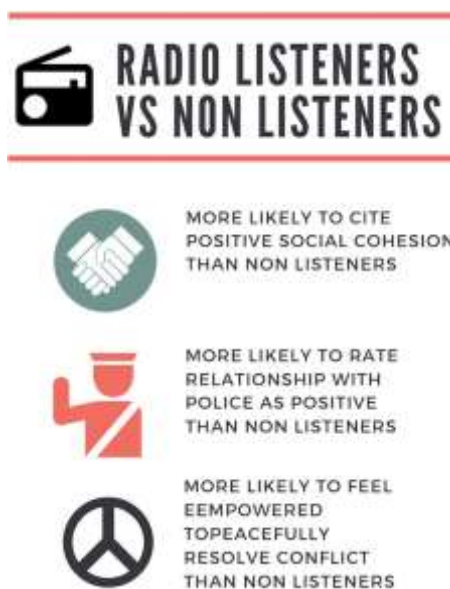
Radio Program

Though the *Zaidi ya Mgodzi* radio program only began in 2018 and has not yet completed all of the eight episodes scheduled for each mining area, there were notable positive correlations between radio listeners and improved perceptions of Acacia, access to alternative livelihoods, access to platforms for dialogue, and confidence in conflict resolution when comparing these views to non-program listeners.

However, when analyzing these findings it is important to consider other factors that may contribute to these perceptions. For example, individuals more likely to listen to a radio program sponsored by Search and Acacia may also be generally more open-minded to both sides of these issues than those who are not as

likely to listen to the program. With these limitations aside, the correlations were striking enough to be worthy of discussion, and point to enormous potential for scaling up this program.

Overall, in the community household surveys, 64 percent of respondents indicated that they listened to the *Zaidi ya Mgodzi* radio program, with 62 percent expecting their peers to also indicate that they listen to the same program. This perception suggests that a strong majority of community members surveyed discuss the *Zaidi ya Mgodzi* program with their peers.



When comparing the perceptions of program listeners to non-program listeners, though both groups showed positive attitudes towards Acacia and the police, program listeners were more likely to cite positive social cohesion around the mine site (3.3 on a scale of 0 to 10, with 0 being the most positive) compared to non-listeners (5.4 on a scale of 0 to 10). They also rated their relationship with the police slightly higher

(2.5 on a scale of 0 to 10 with 0 being the most positive) than the non-listeners (3 on a scale of 0 to 10), and were more likely to agree that the actions of violence from the police and Acacia security had decreased (2 on a scale of 0 to 10, with 0 being the most positive) compared to non-listeners (2.9 on a scale of 0 to 10).

Relating to conflict resolution, 56 percent of program listeners felt empowered to peacefully resolve conflicts using non-violent means such as dialogue, while only 47 percent of non-listeners felt the same. 50 percent of program listeners reported to having used collaborative mechanisms to resolve mining issues in the past, compared to only 19 percent of non-listeners. 69 percent of program listeners, compared with 50 percent of non-program listeners felt that they had the necessary skills to contribute peacefully to resolving conflicts in their communities, and that they had access to platforms for dialogue with other members on issues relating to mining. 64 percent of listeners compared with 41 percent of non-listeners felt empowered to peacefully resolve conflicts in their communities.

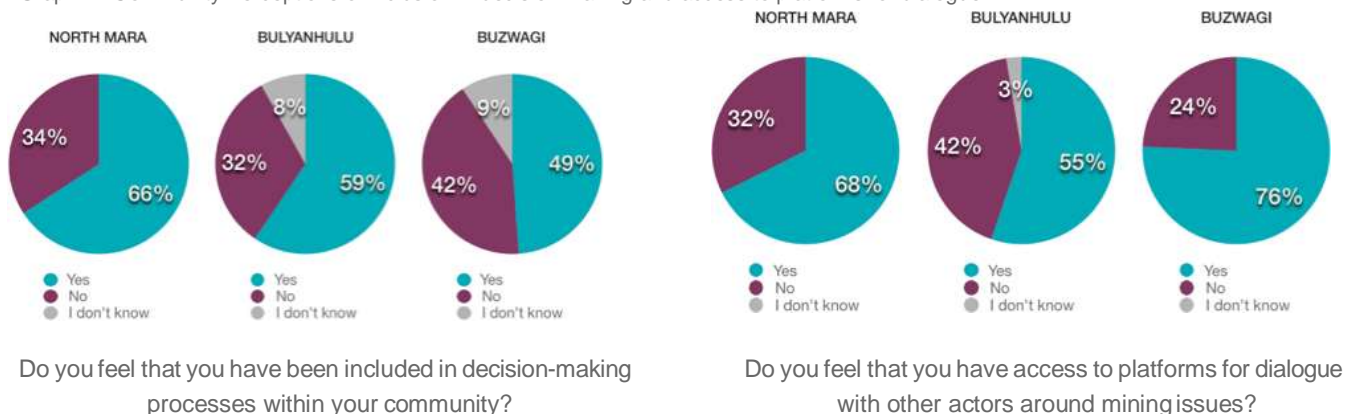
Relating to alternative livelihoods, while both listeners (57%) and non-listeners (51%) said they had been informed about alternative non-mining livelihood opportunities, only 27 percent of non-listeners said

they had participated in one of Acacia’s community programs in the past 2 years, compared with 50 percent of program listeners. This indicated that though not all listeners engaged in the livelihood programs, there was strong awareness of the Acacia livelihoods programs through the radio.

One of the greatest distinctions between listeners and non-listeners was their perception of Acacia’s efforts towards their safety and development. While 74 percent of program listeners agreed that Acacia staff had an increased understanding of the most relevant issues, interests, needs concerning your community, only 45 percent of non-listeners agreed with this. 65 percent of listeners felt that Acacia security respected and upheld human rights and VPSHR principles, compared with 48 percent of non-listeners. 58 percent of listeners felt included in the decision - making process within their communities, while 40 percent of non-listeners felt the same.

When discussing the radio program during FGD, community member in all three areas commented frequently about the poor quality of the frequency that the programs were run on (Sachita FM in North Mara and Radio Kahama in Bulyanhulu and Buzwagi). This was also a complaint reiterated by Village Executive Officers (VEOs), District Community Development

Graph III: Community Perceptions of inclusion in decision making and access to platforms for dialogue



Officers (DCDOs), District Administrative Secretaries (DAS), and Ward Executive Officers (WEOs). The majority of community members surveyed indicated that their preferred radio network was Radio Free Africa, and that the *Zaidi yaMgodi* program would reach more listeners if it was moved to that station.

These results show an encouraging correlation between exposure to the radio program and social cohesion at the three mine sites. There is strong potential for the radio program to have continued impact, however the challenges that have been faced as it rolls out will need to be addressed. This includes capacity building with the radio journalists, who would benefit from the VPSHR and strategic communications training offered by Search, to ensure that sensitive issues discussed don't risk exacerbating existing tensions. In addition, it would be beneficial for Acacia to appear on the radio program more frequently, as a common refrain from all community members, VEOs, DCDOs, DAS, WEOs was that there is not enough access to Acacia to discuss issues related to mining.

The greatest challenge cited was the ever changing context around the three mine sites. The tension between the government and Acacia was exacerbated by the March 2017 ban of gold/copper concentrates, which impacted approximately 50 percent of the combined production at Bulyanhulu and Buzwagi, and forced Acacia to reduce operational activities at Bulyanhulu. This in turn led to a scaling back of their community programs, whose impact was felt by community members and alternative livelihood ventures depending on the mine.

Evaluation Question: *How did the partnership between Acacia and Search shift over time, and how did it support or hinder the goal of this work?*

To answer this question, qualitative data from the KIIs with Search staff and Acacia staff was analyzed, and triangulated against program outcomes. Considering that Acacia is a publicly traded company, any information could be considered material and that would undoubtedly impact the kind of information they would be able to share with Search.

It is clear when analyzing the KII responses that the relationship between Search and Acacia has improved significantly over the past three years, and this has been evidenced by anecdotes of closer cooperation and information sharing on site and in the field.

In many ways Search and Acacia have a unique dynamic, in that Acacia has its own Sustainable Communities Department, but has engaged Search to facilitate community outreach, dialogue, and conflict resolution. A dynamic like this will always be at its strongest when both sides view each other as partners, build trust, and share information. In the context of this program, much of this dynamic will be determined at the field level, and this is why it is significant that both Acacia and Search described an improved relationship and strengthened data sharing, which in turn improved the project outcomes.

The scheduling of the monthly coordination meetings between Search and Acacia's Sustainable Communities Department were often referenced as a positive turning point, as prior to this information sharing was slow and less efficient due to the requirement that communication and reporting flow through the regional headquarters in Dar es Salaam.

Like the community members, Search KIIs showed a strong agreement that at the field level, Acacia had significantly improved in their understanding of the most relevant community issues, interests, and needs over the past two years.

Evaluation Question: *To what extent did the intervention contribute to the goal of promoting positive long-term relationships between stakeholders and empower these actors for informed participatory and inclusive decision-making processes?*

To answer this question, quantitative data from the community and UPC surveys was analyzed and triangulated against qualitative data from the FGD with community members and UPC members, and the KIIs with local leaders. This analysis focused on whether community stakeholders felt that they had access to platforms for dialogue, whether they felt included in decision making, whether they felt empowered to peacefully resolve conflicts in their communities, and what opportunities they felt existed in their communities for dialogue and collaboration on issues relating to mining. This analysis also took into consideration whether community stakeholders felt they had the necessary tools, skills, and space to contribute peacefully to resolve conflicts, and who they actually trust to provide useful and reliable information on mining related issues.

While the community and UPC respondents during the survey indicated an overall feeling of access to platforms for dialogue with other actors around mining issues, the FGDs and KIIs helped clarify why many members still felt like they did not have this access. The most common complaint associated with a 'no' answer was the perceived inaccessibility of Acacia to the community. Specifically, the absence of the community relations officers was noted by both community members and their government and local leaders, with several mid-level government officials saying that they felt left out of the decision-making process except to pre-approve plans. However, this finding should be contextualized against observations by both Search and Acacia that often when they invite government leaders to activities promoting dialogue, they don't show up.

When asked if they feel included in decision-making processes within their communities, the research participants indicated that overall they feel included (see table V), but FGDs and KIIs also revealed that there is still ample opportunity to improve on these outcomes. Acacia has made steps to create a more inclusive and diverse platform for dialogue by creating the Sustainable Communities Reference Groups (SCRG) in 2019. The first of their kind, the SCRG are composed of different community interest groups, such as youth, women, people with disabilities, entrepreneurs, elders, village leaders, and regional government. It is anticipated that the communities will feel better represented with this new process, and that this will in turn strengthen the relevance and impact of Acacia's community development programs.

Though the SCRG are in the early days, informal anecdotes from the first series of meetings reported lively and cooperative discussions. Over time these meetings should help strengthen a sense of inclusivity amongst the community members, who currently cite ward and village level meetings as the primary platform to participate in decision-making processes. Included in this category were the town hall meetings facilitated by Search to facilitate dialogues on issues relating to the mine. A common refrain regarding these meetings was a desire for Acacia to participate more actively. Thus, the SCRG should help alleviate some of this frustration.

While police officers, VEOs, and DCDOs referenced the monthly security meetings with Acacia and Search as their platforms for decision-making, a few FGD and KIIs also revealed that they felt these meetings lacked sufficient representation from the communities.

When asked who they trust to provide information on mining related issues, government was the most commonly cited source, followed by local leaders,

Search, and the radio. This profound trust in government leaders came across strongly throughout the research, with 65 percent of all community respondents choosing government leaders as the most important leaders in their community (see table VII), and the very positive rating they gave government on the FT (see table V). This is significant, as it suggests that community perceptions of Acacia would have been significantly influenced by the tensions that escalated between Acacia and the Tanzanian Government, and that continued improvements in community perceptions must come hand in hand with perceived improvements in the government's relationship with Acacia.

It is important to note that the Acacia Community Relations officers were not even mentioned once during the FGDs and KIIs as a reliable source for information.

Level of Sustainability: What is Enduring Beyond this Engagement?

Evaluation Question: *How well prepared are target communities to invest in their own development and reduce dependency on the mine?*

Though only 38 percent of respondents said they had participated in one of Acacia's community programs in the past two years, almost 80 percent confirmed that they had initiated an alternative livelihood over the past twelve months, which tells us that the vast majority of the sampled community members are pursuing some activities unrelated to mining. It was clear that efforts to educate the communities about alternative livelihoods had been successful with nearly 60 percent indicating that they had been informed about alternative non-mining livelihoods. Critically, over 75 percent of sampled community members felt that they had the necessary tools and skills to initiate alternative livelihoods, with 92 percent expressing an intention to initiate alternative livelihoods in the near future.

The primary sources of possible alternative livelihoods listed by respondents were agriculture, livestock keeping, poultry keeping and beekeeping. Small business and artisanal ventures such as soap making, small shops, catering, and basket weaving were also mentioned.

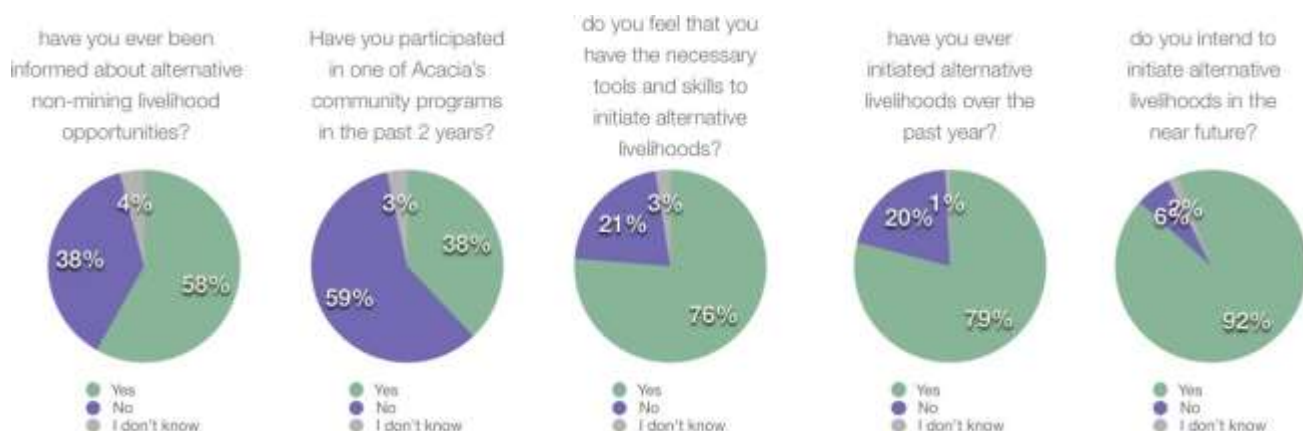


Table VI: Community interactions with livelihood alternatives

WHO IS THE MOST IMPORTANT LEADER IN YOUR COMMUNITY?

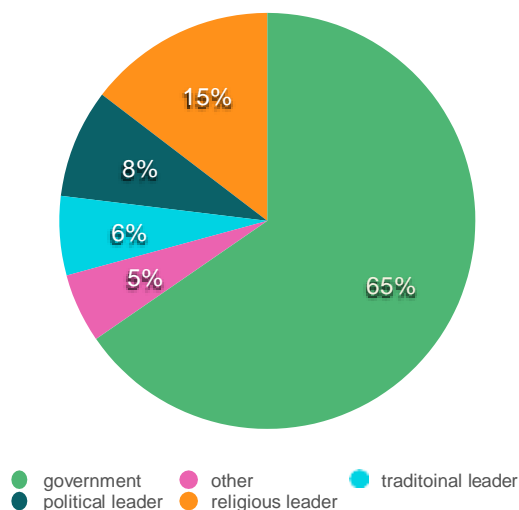


Table VII

Though these findings suggest a sense of preparedness on behalf of the community to invest in their own development, and community members were able to articulate alternative livelihood sources, findings from the FGD and KIIs also highlighted substantial hurdles community members were facing in succeeding with alternative livelihood ventures.

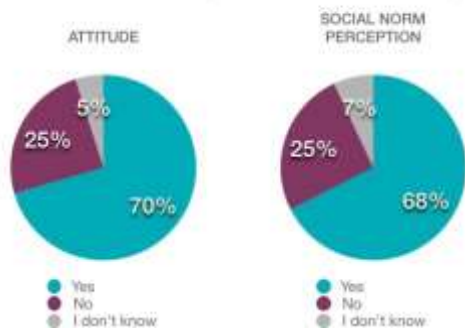
The primary obstacle, noted by virtually all research participants, was access to capital. As the Nyamagwa FGD of female community members concluded, ‘we have so many ideas, but no money to initiate them’. Though it is possible for community members to organize themselves into groups and register a venture so that they could receive loans, few community members seemed to be pursuing this path. There was a notable desire for greater financial literacy, especially more education about accessing financial capital, understanding financial management, and undergoing entrepreneurship training. Including these educational activities in the alternative livelihoods programming be hugely beneficial to these

communities, and would be a suitable pre-condition for community members receiving support from Acacia to receive support on a proposed venture.

Agriculture and livestock were the most commonly cited options for alternative livelihoods in all three areas, and obstacles to pursuing these highlighted a distinction between the North Mara and Bulyanhulu/Buzwagi regarding rainfall. While FGD in the North Mara acknowledge that soil fertility and consistent rainfall made agriculture and livestock a practical alternative to artisanal or illegal mining, this is not the case in the other areas. Low rainfall, exaggerated by the perceived effects of climate change, was frequently mentioned in Bulyanhulu and Buzwagi as an impediment to achieving minimum yields. Project documentation and KIIs with Acacia’s Sustainable Communities team in Buzwagi and Bulyanhulu indicate that Acacia’s Agricultural Commercialization Projects have directly addressed these challenges by introducing modern farming practices and training to beneficiaries, and has seen yields increase as much as ten-fold. Irrigation techniques are included as the second phase of their program steps, thus addressing the two most common obstacles noted by community members (capital and water). Yet, it is clear from the FGD that many community members do not have access to this program. Further research to explore expanding the educational component of the Agricultural Commercialization Projects, and possibly introducing an incentive for beneficiaries to mentor non-program community members, would be cost-effective ways to expand the impact and reach of this program.

Evaluation Question: *Is the project intervention ensuring that collaborative relationships between communities, decision-makers, and Acacia at the local and district levels are solidified as social norms and expectations?*

Do you feel that community leaders have increased transparency and communication in your area over the past two years?



To answer this question, an analysis of the perceived peer responses to questions relating to collaboration and relationship building was conducted to determine whether respondents felt that the changes they were observing were also being observed by their peers, and thus accepted as social norms and expectations within their community.

One of the most important indicators for perceived relationship building and collaboration is that of social cohesion. Overall, community members rated social cohesion positively, at 3.68 (out of a scale of 0 to 10 with 0 being the most positive), and expected their peers to rate it even more positively at 3.15. That the perceived peer response is so positive tells us that community members consider it typical to view social cohesion positively, and that this is a social norm in their communities. The fact that community members rated mine intruders as negatively as they did, and that they expected both their peers and Acacia to do the same, speaks to this sense of cohesion. The community's expectation that they align with Acacia on certain group perceptions is important and signals opportunity for cooperation on critical issues relating to cohesion.

Nearly 70 percent of research participants agreed that Acacia staff had an increased understanding of the most relevant community issues, interests and needs. That 62 percent also expected their peers to agree with this statement tells us that this is a perceived norm. Similarly, 71 percent of research participants agreed that community leaders had increased transparency and communication in their area over the past two years, with 68 percent expecting their peers to agree with this statement.

Interventions like the radio program is also ideally suited to make sure that feelings of collaboration and inclusive decision-making reach as wide an audience was possible. Radio has been documented to influence social norms, and there is tremendous potential for the *Zaidi ya Mgod*i radio program to have this effect.

Evaluation Question: *How has the project supported key institutional shifts in these communities that enable respect for human rights and*

HOW WOULD YOU RATE SOCIAL COHESION AROUND THE MINE SITE?

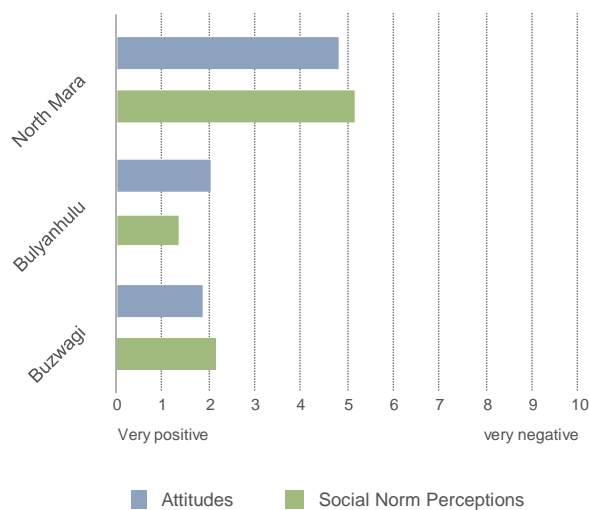


Table IX: Perceptions of Social Cohesion



Nyamwaga Village. Source: Researcher.

empowerment and inclusive decision making processes?

One of the most striking examples that demonstrated how deeply the project has supported key institutional shifts enabling respect for human rights and empowerment is how Acacia and other stakeholders have responded and adapted to the influx of 10,000 illegal miners in Bulyanhulu in 2019. Occurring at the same time that Acacia was forced to reduce operations and community development outreach, this influx of people put a strain on resources that were already facing cutbacks.

Though it was reported that petty crime went up, and though Acacia faced a situation where their security personnel were technically grossly outnumbered, only one case where the use of force was required by Acacia Security was documented between September 2018 and August 2019. When contrasting this against the fact that between January and June 2019 (the latest reporting month made available), there were 280 cases of trespassing offsite, and 92 cases of trespassing onsite, to have only once case where the use of force was required is remarkable and indicative of the institutional shifts that have occurred there.

Nearly 80 percent of UPC members that participated in the FGD claimed to use the knowledge from the VPSHR training to champion safety, human rights, and conflict resolution at least once a week, and 70% reported to having taught their peers and family members about the principles of the training.

Both the police officers and G4S employed by Acacia recounted stories of their colleagues choosing to radio in to their supervisors for advice when a confrontation was escalating to potential violence, instead of responding immediately with force. This process of reflecting before acting is one of the core tenants of the VPSHR training the police receive, and the fact that this was a common refrain indicates the institutional shift in command and control that helps preserve human rights.

The employment of locals to serve as Sungusungu perfectly illustrates this shift towards a more inclusive process. In the FGD, 88 percent of the discussions referenced Acacia's employment of Sungusungu as an approach that not only made the community feel safe, but also one that strengthened the trust and cooperation between Acacia and these local communities. This local policing force also receives training from Search on the VPSHR and Common

Ground Approach, which community members observed they also go on to teach others. Information passed from Sungusungu to other community members would also likely be easily accepted, as community members

The following table summarizes the project's outcome indicators that were measured and recorded throughout the life of the project

Table 1: Table Showing Progress on Project's Indicators

	Mid-term Results (August 2018)	Final ev. Results (October 2019)	Project Targets
Project Goal: To foster sustainable, positive and cohesive relationships between community members, decision-makers, Acacia and other stakeholders in mining communities at local and district levels.			
Objective 1: To strengthen capacities of key stakeholders to improve safety and security and uphold human rights in and around mining sites			
Indicator 1a: % of community members who report feeling safe around mining sites	53%	48%	75%
1b: % of community members who perceive that their relationship with police members is positive	61%	80%	80%
1c: % of community members who declare that their relationship with Acacia staff is positive	47%	68%	65%
Result 1.1: Key stakeholders and Acacia staff are more responsive to community issues, interests, and needs			
1.1a: % of community members who feel that their leaders and Acacia staff have an increased understanding of the most relevant community issues, interests and needs	53%	69%	75%
1.1b: % of radio listeners who feel that the program has inspired them to find peaceful solutions to conflict and/reduce expectations and dependency on mines	46%	64%/57%	65%
Result 1.2: Key stakeholders are better prepared to champion safety and security, human rights, and the VPSHR			
1.2a: % of community members who feel that policemen and policewomen, G4S staff, Sungusungu members and Acacia staff respect and uphold human rights and VPSHR	83%	65%	90%
1.2b: % of policemen and policewomen, G4S staff, Sungusungu members and Acacia staff trained who are able to mention at least one practical example in which they used the knowledge acquired to champion safety, human rights and VPSHR	44%	61%	60%
Objective 2: To strengthen platforms for dialogue and collaborative problem solving around mining issues.			
2a: % of community members who report having access to platforms for dialogue with other stakeholders, including Acacia staff	58%	56%	75%
2b: % of community members who used at least one collaborative mechanism to solve mining-related issue in the past quarter	30%	36%	55%
Result 2.1: Key stakeholders, Acacia and the wider community have increased access to dialogue and information sharing platform on mineral issues and shared interests, tailored to the realities of each site			
2.1a: % of leaders and Acacia staff who perceive having the knowledge required to address conflict in their community peacefully	44%	81%	75%
2.1b: % of community members who report feeling included in decision-making processes within their community	61%	59%	80%
2.1c: Reduced number of incidents	n/a	Incidents reduced in all 3 mine sites	Reduction

Result 2.2: Communities are better equipped to peacefully resolve conflict			
2.2a: % of leaders and Acacia staff trained who used their skills to peacefully transform at least one conflict	n/a	100%	85%
2.2b: % of community members who feel empowered to peacefully resolve conflicts	66%	67%	85%
Objective 3: : To improve social cohesion, trust, and community resilience in areas around mining sites			
3a: % of community members who have initiated or intend to initiate alternative livelihood interventions	52%	79%	70%
3b: % of community members who feel empowered to initiate alternative livelihoods	64%	80%	80%
3c: % of community members and Acacia staff who report that there is social cohesion in areas around mining sites	89%	76%	95%
Result 3.1: Communities have increased awareness and access to opportunities for alternative economic development initiatives			
3.1a: % of community members who report being informed about alternative non-mining livelihoods opportunities	65%	61%	80%
3.1b: % of community members who report having access to opportunity for alternative economic development, disaggregated by type of opportunity	45%	NA	65%
Result 3.2: Communities increasingly engage through interactive platforms around issues related to resilience and alternative economic development initiatives			
3.2a: % of community members who report having participated to platform for dialogue on alternative livelihoods opportunities	51%	40%	70%
3.2b: % of community members participating to these interactive platforms who feel empowered to develop or participate to economic development initiatives	54%	83%	70%

CONCLUSIONS & RECOMMENDATIONS

Conclusions

Overall Search and Acacia's partnership in the "*Tuunganishe Mikono Kwa Mandeleo Yetu Endelevu*" program has made a clear contribution in peace-building around the mine sites. Data shows that the Search program is positively associated with an increase in feelings of social cohesion, safety around the mine site, and trust with the police and Acacia security.

Community and UPC perceptions show that they feel Acacia and the police have a better understanding of their needs than in previous years, and that acts of violence and human rights violations from Acacia and the police have decreased significantly. A strong majority of community members feel empowered to participate in peaceful conflict resolution, and they feel that they have the necessary tools and platforms to do this.

The goal of supporting the communities' shift towards sustainable alternative livelihoods has also had a notable impact. Nearly half of the households surveyed had participated in one of Acacia's community programs in the past two years, and 80 percent intended to initiate an alternative livelihood in the near future.

The ROI calculation showed that Acacia's investment to Search to conduct their programming from 2014-2018 is positively correlated with a significant and consistent drop in incidents across all three mine sites, and that this correlation is hugely supported by the quantitative and qualitative data that emerged from this research.

Recommendations

1

While significant strides have been made in building up peace, resiliency, and the capacity to pursue alternative livelihoods, the communities are not ready for this programming to stop. Search has played a significant role in helping address issues and conflicts as they arise by liaising with the community, bringing groups together, organizing and facilitating meetings, and continuing their training on the Common Ground Approach, VPSHR, and leadership.

With a huge transition underway as Barrick takes over the three mining sites, Search's role will be more critical now than ever before. Expectations amongst community members are high, and this poses its own

risks. Clear communication and cooperation strategies will be essential to help keep rumors and myths at bay, and to maintain the social cohesion that has taken so much work to achieve. It will be important for Search to continue their activities with no interruption given this sensitive time.

2

The preliminary data showing the impact of the radio program showed tremendous potential. Considering the correlations that emerged between radio listeners and stronger feelings of social cohesion, more positive perceptions of Acacia and the police, and feeling more empowered to engage peacefully in conflict resolution, the radio program has had an impact in achieving the goals of the program. Continuing this program with more episodes is recommended, For future programming, it is advisable to choose a radio station that has the strongest frequency, to ensure community members in rural areas have access to the program. To gauge true impact from the radio program going forward, it is also advisable to identify control groups from the onset of the airing of the program,

3

The data from this research clearly shows a positive impact from Search's programs, and this impact has been observed in multiple ways by community members, the police, government leaders, and local leaders. However, what clearly emerged is that many community members were not always fully aware of the progress that had been made. For example, though all indicators pertaining to safety around the mine sites, such as injuries, fatalities, grievances claims, had improved significantly, community members did not seem to be fully sensitized to this

information, and this may have affected why less than half reported feeling safe around the mine sites. ,

Disseminating and promoting these achievements and findings that illustrate this improved relationships that have emerged from the VPSHR training, leadership training, and community cohesion activities, will help entrench these achievements as social norms for the community members. Using the radio and live theatre performances to do this would be recommended.

4

An area that calls for improvement is the role and impact of Acacia's Community Relations Officers. In all three areas, the community members had a negative view of their function, and often pointed out that they were simply not present or accessible. Community relations is a critical component of achieving social cohesion between the community and the mine, and it is essential that they become more present and available in the community. This should also help alleviate some of the frustrations expressed that Acacia was not available enough to the community members. The function of the Community Relations Officers would benefit from more training from Search on the Common Ground Approach and other communication strategies, to bring out the best possible outcomes for interacting with the communities.

In general, it was noted by community members, police, government leaders and local leaders that Acacia was not accessible enough or present enough. There is a huge opportunity to create a program and train Acacia staff to become more visible to community members. Continued positive interactions with Acacia would help demystify some of the

negative assumptions or suspicions that may still be present.

ANNEX I: Breakdown of Research Conducted

BREAKDOWN OF KIIS CONDUCTED DURING RESEARCH

KIIs Government	KIIs Local Leader	KIIs Radio	KIIs Acacia	KIIs Search	KII Police
DAS Tarime	VEO Kwanja	Radio Kahama	Sustainable Communities - Buzwagi	Regional role	OCS Bugarama
DAS Kahama	VEO Mwime	Tarime FM	Sustainable Communities - North Mara (2 KIIs)	M&E role	OCD Tarime
WEO Bugarama	VEO Chapulwa		Security & G4S - Bulyanhulu	Programming Role	RPC Shinyanga
WEO Bulyanhulu	VEO Mwendakulima		Security & G4S - North Mara		OCS Nyamongo
WEO Mwendakulima	VEO Nyakunguru				
CDO Mwendakulima					
DCDO Tarime					
DCDO Kahama					
District Land Officer Tarime					

BREAKDOWN OF FGD CONDUCTED DURING RESEARCH

FGD Households	FGD UPC	FGD Police
Nyakunguru Male	Bulyanhulu Secondary - Male	Shinyanga
Nyakunguru Female	Bulyanhulu Secondary - Female	
Igudija Male	Bwirege Secondary - Male	
Igudija Female	Bwirege Secondary -Female	
Mwime Female	Bugarama Secondary - Male	
Mwime Male	Bugarama Secondary - Female	
Mwendakulima Male		
Mwendakulima Female		
Bugarama Male		
Bugarama Female		
Lwabakanga Male		
Lwabakanga Female		
Nyamwaga Male		
Nyamwaga Female		
Chapulwa Male		
Chapulwa Female		
Kewanja Male		
Kewanja Female		

ANNEX II: Summary of Community Household Research (Surveys and FGD)

HOUSEHOLD SURVEY PARTICIPANTS

Age	Gender	Occupation
18-21	13% Female	37% small-scale farmer
22-27	24% Male	63% Farmer
28-33	19%	Unemployed
34-39	12%	government employee
40-44	10%	private sector employee
45`+	15%	other

HOUSEHOLD FOCUS GROUP PARTICIPANTS

Village	Number of participants
Nyakunguru	8
Igudija	8
Mwime	10
Mwendakulima	9
Bugarama	10
Lwabakanga	7
Nyamwaga	9
Chapulwa	10
Kewanja	8

ANNEX III: ROI Calculation Expanded

RETURN ON INVESTMENT BREAKDOWN

Year	Funding	Trespassers annually	change (subtracting current year from previous year)	ROI (funding divided by change in trespassers)	intruder fatalities	change (subtracting current year from previous year)	ROI (funding divided by change in fatalities)	new grievances lodged	change (subtracting current year from previous year)	ROI (funding divided by change in grievances lodged)	Total number of incidents (trespassers, fatalities, grievances lodged)	change in total number of incidents	ROI for change in total number of incidents (funding divided by change in total incidences)
2014	\$422,963.00	85,884			17			79			85,980		
2015	\$862,776.00	6,408	79,476	\$10.86	9	8	\$52,870.38	236	-157	-\$5,495.39	6,653	79,327	\$10.88
2016	\$427,299.00	1,512	4,896	\$87.28	6	3	\$287,592.00	267	-31	-\$13,783.8	1,785	4,868	\$87.78
2017	\$583,206.00	1,560	-48	-\$12,150.13	2	4	\$106,824.75	38	229	\$2,546.75	1,600	185	\$3,152.46
2018	\$728,334.00	948	612	\$1,190.09	3	-1	-\$583,206.00	48	-10	-\$72,833.4	999	601	\$1,211.87
2019	\$800,000.00												

