

Tembo Gold



Strategy for Community Development Partnership for the Tembo Gold Licence Area, Geita, NW Tanzania

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*Unless otherwise indicated all
photos: Jeannette McGill, Centre for Mining Innovation (CMI - CSIR)*

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1. Introduction

1.1 Background and Context

Tembo Gold Corp is a Canadian public company listed on the TSX Venture Exchange ("TSX-V") under the symbol TEM. The Company currently has 100% interest in the Tembo Gold Project which is located in the Geita District, Lake Victoria Greenstone belt in North West Tanzania. A sustained history of artisanal mining within Tembo's licence area has resulted in a large local population resident in a number of small rural agricultural, and mining, villages. A LIDAR survey conducted over the Tembo project area has determined that current artisanal workings extend to 11km with individual workings generally 500m to 1500m in strike length. Based on existing experience consulting with small scale mining communities in South Africa, Mali, Ghana, and Zimbabwe, the CSIR was approached to assist Tembo Gold in developing a strategy for a community development partnership. The long-term objective is to ensure a sustained favourable interaction with all community members, and to preserve the existing Tembo Gold tenet regarding stakeholder engagement and community relations.

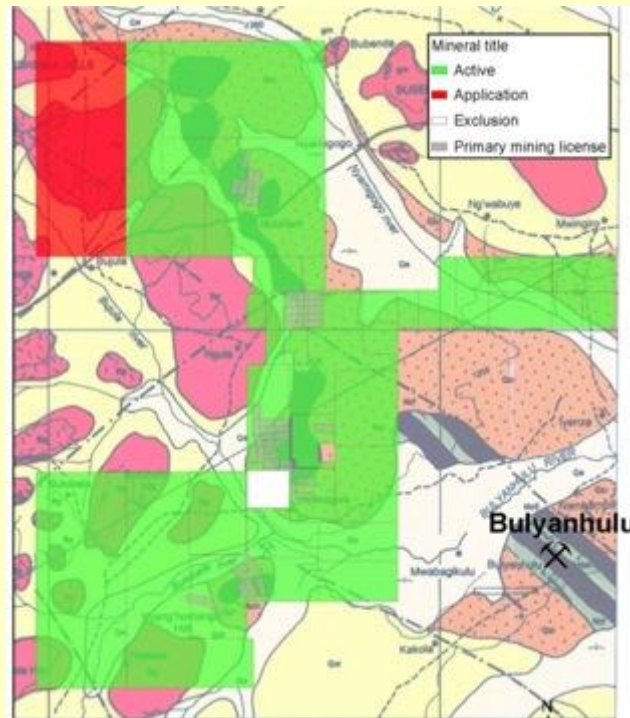
The Tembo Gold exploration property is located in the Geita District, NW Tanzania. The communities close to the licence areas fall under either the Bujula Village or Nyakagwe Village judicial structures. Each of these villages is further subdivided in to wards:

- ❖ Bujula Village: Ngula Ward and Mduhani Ward
- ❖ Nyakagwe Village: Butobelo Ward

The scope of this strategy focuses on the three communities within and immediately adjacent the Tembo Gold permit area: Mduhani (closest to the current Tembo camp location); Ngula (south of the existing camp location); and Nyakagwe (SSE of the existing camp location and includes the extension called Nyakagwe East). These communities largely undertake subsistence agriculture – especially Mduhani and Ngula; while the Nyakagwe settlement is largely impacted by existing artisanal mining activities. There is no seasonality impacting community movement; however the mining communities are known to be more mobile relocating in the event a better deposit is located elsewhere. This community also attracts more regional Tanzanians compared to the other farming centric communities.

Tembo Gold supports inclusive community participation and management does not wish to disrupt the existing positive rapport with the community, through extraneous or superfluous procedure. The International Council for Mining and Metals (ICMM) and the World Bank (WB) have provided substantive support material for community involvement, especially with regard to small-scale mining. The Strategy for a Community Development Partnership for the Tembo Gold Project, has been designed to harness the methodologies and approaches outlined in various ICMM/WB toolkits where appropriate, and made locally relevant for Tembo Gold. The task team is experienced in both artisanal mining issues and environmental planning and stakeholder participation and believes that the Strategy constitutes a realistic community development framework for implementation at Tembo Gold.





Tembo Claim holdings in green showing location of core villages of interest: Mdhuhani; Ngula; and Nyakagwe, courtesy Tembo Gold.

1.2 Developing the Strategy

PROCESS FOR DEVELOPING AND IMPLEMENTING THE STRATEGY

It is envisaged that the Strategy for the Community Development Partnership will be developed incrementally and iteratively in various phases, as the mine planning and development process unfolds, and also as the two parties become better acquainted and knowledge of and insight into the community deepens.

The current document contains a **First Phase Strategy** and has been formulated based on a preliminary 3 day visit to the area and brief interaction with key community structures and representatives, as well as discussions with the Tembo Gold project team members on site and in Dar es Salaam. Information gleaned from this *reconnaissance level investigation*, will need to be augmented by further formal enquiry in the community and research into the socio-economic and environmental conditions on the ground and the opportunities and constraints presented by these realities. This information and further insights should then be used to update and refine the First Phase Strategy, followed by further iterations as mine planning and development proceeds. The intention is thus that the Strategy be a dynamic, living and pertinent working document which grows and responds to changes in the on-the-ground circumstances and conditions in the community, as well as to changes and developments in the planning of the potential mine as the different phases unfold. The process envisaged for developing the Strategy during the early phases of mine planning and development is illustrated.

Apart from specific activities recommended in the **Phase 1 Strategy**, the key focus during exploration should be the building and development of the relationship between Tembo Gold and the community. Since the Community Development Strategy is founded upon a partnership between the community and Tembo Gold, this relationship is of primary importance. During the initial reconnaissance investigation, Tembo's intention to work in partnership with the community was both clearly communicated to the community groups who were engaged with, and also acknowledged and welcomed by the community members.

The understanding is that both Tembo Gold and the community contribute to the community development efforts according to their means, and according to the resources available to them and in the case of the community, their community assets. Fundamentally, the intention is that as a minimum, both parties contribute to a mutually beneficial coexistence, and as an aspiration, that Tembo Gold leaves a positive legacy of sustainable community development. Since the Phase 1 Strategy is based on information gathered during a brief contact with the community, written requests from individual community members to Tembo Gold for assistance, preliminary discussions with Tembo Gold and Mineral Corporation staff on site, and a short site visit only, it is imperative that the Strategy be verified and refined based on further research on community needs and aspirations and the realities pertaining on the ground. Developing the Strategy therefore comprises of two steps, only the first of which has been completed and is reflected in this document.

Every effort has been made to design a meaningful yet practical strategy which responds to the needs of both Tembo Gold and the community, and in particular a strategy that is aimed at resilient community development. It should however, be acknowledged that this strategy and any initiatives undertaken by Tembo Gold, may be judged against the benchmark of the community development programmes of the established mines in the broader Geita area, despite these mines being established operational mines, as opposed to the prospecting and exploration activities of Tembo Gold. The stage of mine planning was clearly communicated to the community in the initial contact sessions however, and this should be reinforced in further interaction with the community from the three villages.

Phase 1 Strategy: - Exploration

Reconnaissance level investigation

- Discover community expectations
- Discover Tembo Gold's expectations
- Establish the partnership between Tembo Gold and the Community
- Address important needs identified by the community and Tembo Gold in a First Phase Strategy



Detailed investigation

- Formal community enquiry and research into socio-economic and environmental conditions using appreciative enquiry and an Assets Based Community Development approach
- Analysis of opportunities and constraints
- Refine Strategy for implementation during Prospecting and Exploration

Implement the Strategy and maintain and grow the relationship *with the community*

Evaluate progress and on-going refinement and correction of strategic actions

Phase 2 Strategy: - Pre-feasibility and Feasibility

Re-evaluate progress

Formulate Phase 2 Strategy for Pre-feasibility and Feasibility Investigations, building on the successes in implementing the Phase 1 Strategy

Implementation, monitoring and evaluation

Implement the Strategy and maintain and grow the relationship *with the community*

2. Vision & objectives for sustainable community development

2.1 Framing the strategy

Tembo Gold has articulated their vision for the Strategy for a Community Development Partnership as follows:

VISION

Tembo Gold, together with all of its suppliers, and the Community in the licence area, work together amicably and for the mutual benefit of both parties, and together create a legacy of positive and sustainable community development.

The core intents of the Phase 1 Strategy and potentially, future phases of the Strategy should they be developed, are outlined below:

CORE INTENTS

- ❖ Contribute to developing sustainable livelihoods for the community within which prospecting is taking place and in which mining may take place in the future.
- ❖ Focus on developing entrepreneurship, skills development and creating alternative economic opportunities to artisanal mining.
- ❖ Tembo Gold and the community work together in a *symbiotic partnership*.

The vision and core intents have been translated into the strategy via a number of objectives for sustainable community development. The vision, core intents and objectives provide a broader framework within which to locate specific. To ensure that any initiatives forming part of the Strategy deliver sustainable community development into the future - even if Tembo Gold leaves the area at any point in the mine planning cycle - the *core focus* of the Community Development Partnership is the *nurturing of entrepreneurship* and the corresponding *skills development* necessary to support new community based enterprise.

Notwithstanding the corporate social responsibility which mining companies have embraced in past decades and which has manifested in many significant contributions to community development in association with new mine development and subsequent operation, it is now being widely acknowledged that this development has often not been sustainable once the mining companies have left the particular area of operation. Tembo Gold is intent on leaving a positive and sustainable legacy in the community resident in its licence area and the Strategy is focused around this goal. Furthermore, Tembo Gold also does not wish to promote artisanal mining by the community, given the challenges associated with legal compliance and safety. However, the company is very keen to partner with the community in generating alternative sustainable livelihoods to mining and meaningful and effective community development.

2.2 Objectives for sustainable community development



Photo: Julia Cain

I. Improve provision and sustainability of education

Several fundamental challenges exist with regards the education system in Tanzania and the situation is compounded in the more remote rural areas. In large measure, education has apparently been devolved to community responsibility and resources are often not available to local communities to build infrastructure, train teachers or provide school supplies. Although the main issues raised by the community in regard to the provision of education, taking a broader contextual view on the provision of education means that the foundations for sustainable education should be the focus of any community development efforts. Once the framework is in place for improved overall provision of education in the long term, specific actions such as the building of classrooms can be prioritized in time and according to available resources.

II. Provide support for farming and reliable supply of water for domestic use

A sustained supply of water is fundamental to improving the quality of life of especially women, since the time currently spent by women collecting water, could be put to better use in developing alternative livelihoods, through for example, acquiring additional skills and potentially becoming entrepreneurs in their own right.

The primary economic activity in the licence area overwhelmingly remains farming – both livestock and crop farming. These activities also rely heavily on a sustained source of water. Both the provision of support for farming through various means as well as assistance with a reliable supply of water to villages in the area, will provide better prospects for growth in opportunities in the farming sector, and also in improving the quality of life of people in general.

Photo: Julia Cain



III. Improve connectivity of infrastructure and provide for social infrastructure

The communities in the licence area have substantive challenges with mobility in and around the area. Very few people have vehicles, and although many people own bicycles and donkey carts, the quality of the roads in the area is very low. Roads are not maintained on a regular basis. This has substantive effects on connectivity between villages, the access which people could have with the commercial centre of Geita, and emergency access to clinics or other sources of medical care. A well maintained network of roads in the licence area will not only benefit the community and improve quality of lives, but also improve ease of access for Tembo Gold while operating in the area.



Photo: The Web

IV. Facilitate access to medical care and health facilities

The prevalence of malaria and HIV/AIDS in the broader Geita area has been recorded to be one of the highest in Tanzania. This has in part been attributed to the entry of corporate mining operations into the area and the social impacts commonly associated with mining. Access to health services and medical supplies requires substantive improvement in the licence area. General community health is also a foundation for better quality of life and underpins the ability of people to respond amongst other things, to entrepreneurial and enterprise development opportunities.

V. Support effective local government through provision of office infrastructure

The effective operation of a local government office in each of the villages is an important support for community development, providing access to resources and opportunities. None of the villages currently has a functional local government office with the necessary infrastructure and equipment that would facilitate the flow of resources to the communities in these villages.

VI. Contribute to developing sustainable livelihoods and improved access to economic activity resulting in improved quality of life

Possibly the core purpose of the Strategy, is to support the development of viable long term livelihoods for the community in the licence area, and since mining is a transient economic activity, specifically - livelihoods alternative to those dependent on mining. Contributions to skills development, lifelong learning, firm relationships with development organizations, NGOs and local government institutions that can provide access to resources, training and other forms of assistance to the community, and support for entrepreneurial growth and enterprise development, can all provide strong foundations for sustainable livelihoods development. The underlying intention behind all these efforts is empowerment of the community to determine their own quality of life, options and opportunities, starting with the assets they already have.



VII. Support for artisanal mining

Although Tembo Gold does not wish to perpetuate illegal and unsafe artisanal mining in its licence area, in the short term and until the community begins to develop alternative livelihoods alternative sustainable livelihoods, there are some supporting activities which the company may support. These include adhoc buying of samples from the miners which also assists Tembo Gold in establishing the extent, location and viability of the ore body. At no stage during the community engagements did any group have any direct mining requests indicating that the current activities are largely self-sustaining.



3. Strategy and Implementation Plan

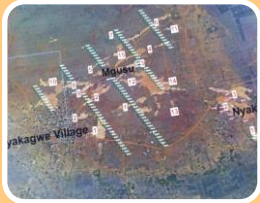
3.1 A Bird's Eye View of the Strategy

Tembo Gold commenced with prospecting activity in the licence area in October 2011 and exploration activity in the area will continue until approximately October 2013. Since there is no guarantee of finding a viable ore body during this phase, detailed recommendations for community development contributions beyond exploration would not be meaningful. The focus of the Strategy at this stage is therefore on the first phases of target generation. Broader recommendations are then made for later phases of mine development and these will be elaborated upon, refined and augmented once detailed planning for the development of the mine commences.

Generic Timeframes for phases of Mine Planning

| | |
|-----------------------|----------------------|
| Prospecting | 6 – 18 months |
| Exploration | 2 – 4 years |
| Prefeasibility | 1 – 2 years |
| Feasibility | 2 - 5 years |

3.2 Prospecting and Exploration



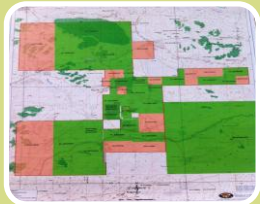
Exploration Project Team

- Tembo Gold
- The Mineral Corporation
- Drilling contractor/s- Layne Drilling



General Project Activity

- Establishment of exploration camp, offices, stores and core yard at Mduhani
- Layout of drilling locations
- Data collection and management
- Geological modelling



Site Activities

- Exploration drilling
- Digging and sampling of exploration trenches
- Travel in and around the licence area (utility vehicles, drill rigs & equipment)

Actions for partnered Community Development during Prospecting and Exploration

| Category of action | Recommended action (What & how) | Overarching objective | Location (where) | Participants in the partnership / Responsibility (Who) | Target date (by when) | Investment (how much) |
|--|---|---|--|---|--------------------------|--------------------------|
| Provision of infrastructure, material support & services | | | | | | |
| Infrastructure for schools (classrooms teachers housing & accommodation for students) | 1. Provide transport for building materials for high school at Ngula Village to enable completion of school for registration in 2013. Community to build the school. | Improve provision and sustainability of education | Ngula Village | | | |
| | 2. Make a financial contribution to the building of housing for teachers in Ngula Village and Nyakagwe. Alternatively donate building materials. Community to build the houses for the teachers. | | Ngula Village and Nyakagwe Village | | | |
| Infrastructure for secure water supply | 3. Drill wells for water supply to the three villages in the licence area, viz. Mduhani, Ngula and Nyakagwe and train members of the community to maintain the pumps. | Provide support for farming and reliable supply of water for domestic use | Mduhani Village Ngula Village Nyakagwe Village | | | |
| Infrastructure for farming | 4. Make a financial contribution to the building of a dipping tank ("lambo") at Ngula Village, and the enlarging of the existing dipping tank at Mduhani Village built by Tembo Gold in February 2012. Alternatively donate building materials. Community to build the dipping tanks. | | Ngula Village Mduhani Village | | | |
| Road infrastructure | 5. Grade all access roads in the licence area (once off) | Improve | Whole licence | | | |

| Category of action | Recommended action (What & how) | Overarching objective | Location (where) | Participants in the partnership / Responsibility (Who) | Target date (by when) | Investment (how much) |
|--|--|--|---------------------------------|---|--------------------------|--------------------------|
| (upgrade and maintenance) | used by Tembo Gold and its suppliers. | connectivity of infrastructure and provide for social infrastructure | area (roads used by Tembo Gold) | | | |
| Entrepreneurial development & payment for services / resources and donations | 6. Build and equip a diesel workshop in the Tembo Gold licence area | Contribute to developing sustainable livelihoods, improved access to economic activity an / improved quality of life | Whole licence area | | | |
| Improved & sustained access to health care and medical supplies | 7. Make a financial contribution to the building of a house for a doctor at Nyakagwe. Alternatively donate building materials. Community to build the houses for the doctor. | Facilitate access to medical care / health facilities | Nyakagwe Village | | | |
| Provision of support for enterprise, skills and entrepreneurial development | | | | | | |
| Support for farming enterprise development | 8. Facilitate skills training in business development and management for farm enterprises – e.g. identify and link with possible funding sources for training, and link the community with potential trainers. | Provide support for farming and reliable supply of water for domestic use | Whole licence area | | | |
| | 9. Facilitate technical training (knowledge and skills development) in sustainable farming practices – establish links between the community and | | Whole licence area | | | |

| Category of action | Recommended action (What & how) | Overarching objective | Location (where) | Participants in the partnership / Responsibility (Who) | Target date (by when) | Investment (how much) |
|---|--|--|---------------------|---|--------------------------|--------------------------|
| | relevant NGOs and government extension services | | | | | |
| | 10. Liaise with Geita District Council in regard to their District Investment Profile to identify opportunities for enterprise development in agricultural production. Currently this would be for cash crops such as cotton, pineapples and rice, but this could be expanded to other crops and Tembo Gold could facilitate market access and potentially access to niche market mechanisms such as Fair Trade. | | Whole licence area | | | |
| Improvement and maintenance of roads | 11. Train local community members in road maintenance, and construction and maintenance of stormwater and erosion control measures. | Improve connectivity of infrastructure and provide for social infrastructure | Whole licence area | | | |
| Empowerment of women for improved quality of life | 12. Establish links to local and national women's empowerment groups (NGOs) to provide access to resources (including micro finance) and entrepreneurial opportunities for local women. There are local groups in Geita or national NGOs who also operate in this region. | Contribute to developing sustainable livelihoods, improved access to economic activity an / improved quality of life | esp. Ngula Village | | | |
| Improved mobility | 13. Rent a vehicle to an entrepreneur in the community who can then provide transport within the local area and possibly eventually expand to trips to Geita and Mwanza, with a primary purpose of providing emergency transport to clinics. The entrepreneur to be responsible for vehicle maintenance. | | Whole licence area | | | |

| Category of action | Recommended action (What & how) | Overarching objective | Location (where) | Participants in the partnership / Responsibility (Who) | Target date (by when) | Investment (how much) |
|--|--|--|---------------------|---|--------------------------|--------------------------|
| Entrepreneurial development & payment for services / resources and donations | 14. Develop a diesel workshop enterprise in partnership with the community which the community can ultimately take over and operate as their own business. | | TBD | | | |
| | 15. Facilitate technical training of local community members as diesel mechanics - establish links between the community and relevant technical training organizations (most likely NGOs). | | Whole licence area | | | |
| | 16. Facilitate skills training in business development and management for the diesel workshop – e.g. identify and link with possible funding sources for training, and link the community with potential trainers. | | Whole licence area | | | |
| Improved & sustained access to health care and medical supplies | 17. Facilitate the training and skills development of local community members in health care and medicine, as part of a lifelong learning initiative. There is a well defined need for trained community members in e.g. home based care for HIV/AIDS and malaria patients (incidence of both diseases is high in the region.) | Facilitate access to medical care / health facilities | Whole licence area | | | |
| Support an effective local government | 18. Develop a carpentry business in partnership with the community which the community can ultimately take over and operate as their own business. The business could manufacture furniture and timber crafts. (NB. This enterprise should be based on sustainable harvesting of timber preferably produced in woodlots grown for the purpose, and not harvested from the natural indigenous stock). | Support effective local government through provision of infrastructure | TBD | | | |

| Category of action | Recommended action (What & how) | Overarching objective | Location (where) | Participants in the partnership / Responsibility (Who) | Target date (by when) | Investment (how much) |
|--|---|---|---------------------|---|--------------------------|--------------------------|
| | 19. Facilitate technical training of local community members as carpenters and wood craftsmen - establish links between the community and relevant technical training organizations (most likely NGOs). | | Whole licence area | | | |
| | 20. Facilitate skills training in business development and management for carpentry business – e.g. identify and link with possible funding sources for training, and link the community with potential trainers. | | Whole licence area | | | |
| Other (e.g. networking, brokering, social entrepreneurship) | | | | | | |
| School provisions | 21. Establish links between the schools in the area and NGOs focusing on educational development, to open up channels for funding and investment in education. Support school principals in maintaining these relationships | Improve provision and sustainability of education | Whole licence area | | | |
| Life long learning | 22. Liaise with CSIR to investigate the feasibility of establishing a digital doorway in the Tembo licence area. | | TBD | | | |
| Employment | 23. Continue to provide first option to community members for direct employment opportunities with Tembo Gold. | Contribute to developing sustainable livelihoods, improved access to economic activity an / | Whole licence area | | | |
| Empowerment of women for improved quality | 24. Establish links with donor funded alternative energy projects in Tanzania (An example is the smokeless stoves initiative of TaTEDO in the Geita area, currently drawing to a close, but which could provide insights into further possibilities). | | esp. Ngula Village | | | |

| Category of action | Recommended action (What & how) | Overarching objective | Location (where) | Participants in the partnership / Responsibility (Who) | Target date (by when) | Investment (how much) |
|---|--|---|--------------------|--|-----------------------|-----------------------|
| | | improved quality of life | | | | |
| Improved & sustained access to health care and medical supplies | 25. Source and liaise with potential donors and developers who could assist with the upgrade of the clinic at Nyakagwe Village to a health centre. Also liaise with Government Health Authorities regarding potential government support for upgrading of health services in the area. | Facilitate access to medical care / health facilities | Nyakagwe Village | | | |
| | 26. Liaise with CCBRT to visit the villages in the licence area to provide specialist eye care | | Whole licence area | | | |

3.3 Later phases in Mine Planning and Development

The above section details recommended actions to be considered during the core exploration phase. While the time duration for potential value chain enhancement remains dynamic there remains a business case for long-term community engagement. The ability to plan and develop cohesive plans while progressing along the value chain is important. It is envisaged that while the focus during the exploration and prefeasibility phases is local community focused there will be a need for increased interaction with the active artisanal mining community during later development phases. The current proposed framework fulfills the first block of the diagram below, while potential engagement practices are also shown for subsequent consideration and to ensure compliance with the existing Tanzanian Mining Act. The level of engagement remains a function of the overall success of the exploration programme but at the same time allowing Tembo Gold to ascribe to Commitment 3 of the ICMM framework: *“Engaging and consulting with the peoples in a fair, timely and culturally appropriate way throughout the project cycle”*.



Adapted from: Working Together: How large-scale mining can engage with artisanal and small-scale miners – ICMM

4. Building engagement capacity within Tembo Gold

Tembo Gold should also recognize the importance of having the right team in place at both corporate and operational levels to enhance the community engagement process. Commitment is in place from top management and as a leading explorer the internal policies should also reflect and reinforce this commitment. From an operational perspective there needs to be qualified and experienced community staff who have the skills to support specific tasks associated with the development strategy. These roles would include individuals from the community to act as liaison points who are possibility selected through a community hiring committee plus the ability to allow for gender sensitivities where Tembo finds ways to facilitate such involvement through mutual agreement with the relevant communities. In additional, it should be ensured that the drilling and exploration subcontractors all uphold the intentions of Tembo Gold through their interactions with the communities. It is therefore suggested that a specific role be created within Tembo Gold. The job description can be prepared through feedback from the CSIR.

5. Financial Agreement Considerations

For every dollar spent both by Tembo Gold and the community (in the form of physical contributions and/or public generated funds) it is the intention of Tembo that an identical portion is allocated to a realistic and viable financial platform. Various different types of financial arrangements exist each with long and short term benefits. This section is largely a summary from the ICMM “Good Practice Guide – Indigenous Peoples and Mining” and should provide Tembo with some options for future consideration where both compensation and benefit sharing may want to be addressed. Different strategies may need to be employed for the farming communities and in future with the existing artisanal mining community.

A. Types of financial packages

- ❖ Production or profit-based payments: annual payments as either a percentage of annual production; annual revenue; or annual profits.
- ❖ Equity and subsequent share of dividends payable with related exposure to uncertain revenue streams associated with negative returns or capital expansion.
- ❖ Fixed annual payments as a social investment payment.
- ❖ Fixed single payments – often used prior to production/profit-based payments or equity based arrangements on achieving agreed milestones.

B. Types of disbursement mechanisms (where typically funds would also be allocated to cover the administrative costs of managing the arrangement)

- ❖ Payment to individuals and groups – usually with no governance structure to administer it.
- ❖ Payment via a representative organization – usually the organization would have an account as a separate entity, or within the company.
- ❖ Payment through an intermediary organization – this intermediary would be external to both the community and the company.
- ❖ Payment into a company internal fund or program – where often the capital remains intact and the interest is distributed; but this should be balanced with possible overriding needs for more immediate financial benefit (various case studies of successful implementation of such plans are available).
- ❖ Payment into an external trust, fund, or foundation – completely independent of any party and various implementation models exist. One would have to ensure that trusts are also a recognized structure in Tanzanian jurisdictions.

6. Way Forward

This document provides Tembo Gold with the foundation for a strategy for a community development partnership. This document is intended for discussion and distribution for internal stakeholders. The next phase of this ongoing and dynamic process would be to workshop the material on-site and in Dar es Salaam with Tembo Gold employers, subcontractors and community stakeholders. The objective of the workshop would be to obtain needs alignment and prescribe participants, target dates and investment criteria. The outcome of this next step would ultimately inform the detailed investigation phase. The material could also be formally provided to government and corporate stakeholders to provide evidence that Tembo Gold supports inclusive community participation.

Appendix: Synopsis of data and emerging recommendations for the Strategy

| | Overarching Goals of the Strategy | Community needs and desires expressed in letters and meetings (*) | | | Synopsis of community needs & desires | Ideas from Tembo Gold Community CSIR Team | Already provided by Tembo Gold | Recommendations for Strategy (**) See below for key | |
|---|---|---|---|--|---|--|--------------------------------|--|---|
| | | Mduhani Village | Ngula Village | Nyakagwe Village | | | | | |
| 1 | Improve provision and sustainability of education | Primary school | Building materials transported to site for classrooms and house for teacher of high school for 2013 registration deadline | Housing for teacher(s) Hostel for high school | Infrastructure for schools (classrooms teachers housing & accommodation for students) | - | - | <p><i>Provide transport for building materials for high school at Bujulu Village to enable completion of school for registration in 2013. Community to build the school.</i></p> <p><i>Make a financial contribution to the building of housing for teachers in Bujulu Village and Nyakagwe. Alternatively donate building materials. Community to build the houses for the teachers.</i></p> <p>-</p> <p><i>Establish links between the schools in the area and NGOs focusing on educational development, to open up channels for funding and investment in education. Support school principals in maintaining these relationships.</i></p> <p><i>Liaise with CSIR to investigate the feasibility of establishing a digital doorway in the Tembo licence area.</i></p> | |
| | | Land for school office | | | Land | - | - | | |
| | | | | | School provisions | Provide school books directly to students | | | - |
| | | | | | Life long learning | Establish a Digital Doorway (for life long learning) | | | - |
| 2 | Provide | Drilling of 3 | Drilling of | A reliable | Infrastructure | Drilling of | - | <i>Drill wells for water supply to the</i> | |

| Overarching Goals of the Strategy | Community needs and desires expressed in letters and meetings (*) | | | Synopsis of community needs & desires | Ideas from Tembo Gold Community CSIR Team | Already provided by Tembo Gold | Recommendations for Strategy (**) See below for key |
|---|--|------------------------------|--------------------------------------|--|---|--|---|
| | Mduhani Village | Ngula Village | Nyakagwe Village | | | | |
| support for farming and reliable supply of water for domestic use | wells in close proximity to the village, for a reliable source of water all year | borehole (well) | source of water close to the village | for secure water supply | boreholes | | <i>three villages in the licence area, viz. Mduhani, Bujula and Nyakagwe and train members of the community to maintain the pumps.</i> |
| | Construction of a bigger dipping tank | Construction of dipping tank | | Infrastructure for farming | - | Dipping tank built for Mduhani village (February 2012) | <i>Make a financial contribution to the building of a dipping tank at Bujulu Village, and the enlarging of the existing dipping tank at Mduhani Village built by Tembo Gold in February 2012. Alternatively donate building materials. Community to build the dipping tanks.</i> |
| | | | | Support for farming enterprise development | Support the development of market gardens with sales directly to Tembo Gold | -Tembo has paid for compensation of crops disturbed during the drilling campaign | <i>Facilitate skills training in business development and management for farm enterprises - e.g. identify and link with possible funding sources for training, and link the community with potential trainers.</i> <i>Facilitate technical training (knowledge and skills development) in sustainable farming practices - establish links between the community and relevant NGOs and government</i> |

| | Overarching Goals of the Strategy | Community needs and desires expressed in letters and meetings (*) | | | Synopsis of community needs & desires | Ideas from Tembo Gold Community CSIR Team | Already provided by Tembo Gold | Recommendations for Strategy (**) See below for key |
|---|--|---|---|---|---------------------------------------|---|---|---|
| | | Mduhani Village | Ngula Village | Nyakagwe Village | | | | |
| | | | | | | | | <p><i>extension services</i></p> <p><i>Liaise with Geita District Council in regard to their District Investment Profile to identify opportunities for enterprise development in agricultural production. Currently this would be for cash crops such as cotton, pineapples and rice, but this could be expanded to other crops and Tembo Gold could facilitate market access and potentially access to niche market mechanisms such as Fair Trade.</i></p> |
| 3 | Improve connectivity of infrastructure and provide for social infrastructure | Road maintenance for access to clinic and other villages | Road linkage between Nyamilembe and Nyakagwe & Kamena and Nyakagulu | Road infrastructure <i>(upgrading & maintenance)</i> | Improvement and maintenance of roads | -Tembo has implemented Adhoc road maintenance to support access to the field camp | <p><i>Grade all access roads in the licence area (once off) used by Tembo Gold and its suppliers.</i></p> <p><i>Train local community members in road maintenance, and construction and maintenance of stormwater and erosion control measures.</i></p> | |
| | | | | | - | Financial contribution to the completion of the police post at Nyakagwe | - | |
| 4 | Contribute to developing | | Direct employment | Employment | - | Approach the local community | <i>Continue to provide first option to community members for direct</i> | |

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|---|---|--|------------------|---|--|--|--|
| | Mduhani Village | Ngula Village | Nyakagwe Village | | | | |
| sustainable livelihoods, improved access to economic activity an / improved quality of life | | (youth and local villagers) | | | | for direct employment when positions become vacant / available within Tembo Gold | <i>employment opportunities with Tembo Gold.</i> |
| | | Women's support groups | | Empowerment of women for improved quality of life | Alternative energy options to current use of wood and charcoal | - | <i>Establish links to local and national women's empowerment groups (NGOs) to provide access to resources (including micro finance) and entrepreneurial opportunities for local women. There are local groups in Geita or national NGOs who also operate in this region.</i> <i>Establish links with donor funded alternative energy projects in Tanzania (An example is the smokeless stoves initiative of TaTEDO in the Geita area, currently drawing to a close, but which could provide insights into further possibilities).</i> |
| | | Transport especially for women in labour needing to get to clinics | | Improved mobility | - | Provide transport to local people within the local area and also to Mwanza by formal request | <i>Rent a vehicle to an entrepreneur in the community who can then provide transport within the local area and possibly eventually expand to trips to Geita and Mwanza, with a primary purpose of providing emergency transport to clinics. The entrepreneur to be</i> |

| Overarching Goals of the Strategy | Community needs and desires expressed in letters and meetings (*) | | | Synopsis of community needs & desires | Ideas from Tembo Gold Community CSIR Team | Already provided by Tembo Gold | Recommendations for Strategy (**) See below for key |
|-----------------------------------|---|---------------|------------------|--|--|--|---|
| | Mduhani Village | Ngula Village | Nyakagwe Village | | | | |
| | | | | | | | <i>responsible for vehicle maintenance.</i> |
| | | | | Entrepreneurial development & payment for services / resources and donations | Workshop to train and use diesel mechanics (would include fixing and maintenance of Tembo Gold vehicles and machinery) | - | <p><i>Build and equip a diesel workshop in the Tembo Gold licence area</i></p> <p><i>Develop a diesel workshop enterprise in partnership with the community which the community can ultimately take over and operate as their own business.</i></p> <p><i>Facilitate technical training of local community members as diesel mechanics - establish links between the community and relevant technical training organizations (most likely NGOs).</i></p> <p><i>Facilitate skills training in business development and management for the diesel workshop - e.g. identify and link with possible funding sources for training, and link the community with potential trainers.</i></p> |
| | | | | | | Purchase water from Nyakagwe mining operations (groundwater from mining) | |

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|-----------------------------------|---|---------------|--|---|--|--|---|
| | Mduhani Village | Ngula Village | Nyakagwe Village | | | | |
| | | | | | - | Use of discretionary funds /donations to community | - |
| | | | | Skills development | Agricultural skills transfer and brokering (?) links with for example Fair Trade | - | See 'Support for farming enterprise development' above |
| | | | | Recreational facilities | Provide soccer goal posts, nets and balls | Arrange soccer matches and provide kit to players from the community | - |
| 5 | Facilitate access to medical care / health facilities | | Upgrade of dispensary to a health centre | Improved & sustained access to health care and medical supplies | Clinics - with special help for malaria, STDs and HIV/AIDS | | <p>Source and liaise with potential donors and developers who could assist with the upgrade of the clinic to a health centre. Also liaise with Government Health Authorities regarding potential government support for upgrading of health services in the area.</p> <p>Facilitate the training and skills development of local community members in health care and medicine, as part of a lifelong learning initiative. There is a well defined need for trained</p> |

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| | | Mduhani Village | Ngula Village | Nyakagwe Village | | | | |
| | | | | | | | | <i>community members in e.g. home based care for HIV/AIDS and malaria patients (incidence of both diseases is high in the region.)</i> |
| | | | | | | CCBRT to visit the site and provide specialised medical services for eye care | | <i>Liaise with CCBRT to visit the villages in the licence area to provide specialist eye care</i> |
| | | | | House for doctor | | | | <i>Make a financial contribution to the building of a house for a doctor at Nyakagwe. Alternatively donate building materials. Community to build the houses for the doctor.</i> |
| | | | | | | Provide communal ablution / shower facilities | | |
| 6 | Support effective local government through provision of infrastructure | | Upgrade and provide furniture for the Ngula Local Government Office | Second office for police | Improve functionality of local government (?) | | Promised provide furniture for the Ngula local government office | <i>Develop a carpentry business in partnership with the community which the community can ultimately take over and operate as their own business. The business could manufacture furniture and timber crafts. (NB. This enterprise should be based on sustainable harvesting of timber preferably produced in woodlots</i> |

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|---|-----------------------------------|---|-----------------|--------------------------------|---------------------------------------|---|--------------------------------|---|
| | | Mduhani Village | Ngula Village | Nyakagwe Village | | | | |
| | | | | | | | | <p><i>grown for the purpose, and not harvested from the natural indigenous stock).</i></p> <p><i>Facilitate technical training of local community members as carpenters and wood craftsmen - establish links between the community and relevant technical training organizations (most likely NGOs).</i></p> <p><i>Facilitate skills training in business development and management - e.g. identify and link with possible funding sources for training, and link the community with potential trainers.</i></p> |
| 7 | Support for artisanal mining | | Land for mining | Access to economic opportunity | | | | - |
| | | | | | Share options in Tembo Gold | | | |
| | | | | | | Ad hoc purchase of samples | | |

(*) Needs and desires expressed by the community, and suggestions made by Tembo Gold mainly fall into two categories: provision of either infrastructure or services. The greater opportunities of sustainable community development lie in for example skills development and empowerment of women – both of which also feature in these lists.

(**) Idea is to focus on skills development and enterprise creation, rather than merely to provide infrastructure.

Key:

Red: Provision of infrastructure, material support & services

Green: Provision of support for enterprise, skills and entrepreneurial development

Black: Other (e.g. networking, brokering, social entrepreneurship)

Other needs / requests:

- That Tembo Gold come to introduce themselves so the community can meet people in the company.
- Information on what Tembo Gold is doing in the area

- Dr. Jeannette E. McGill

Jeannette spent the formative years of her career as an Anglovaal bursar in the Northern Cape iron-ore fields. She then worked in exploration and production for both Anglovaal and AngloGold on the deep level Welkom, and West Wits, goldfields. During this time she became only the 2nd woman in the Free State to be issued an underground blasting ticket. She was also later awarded a 10z Kruger Rand at the internal annual AngloGold MRM conference for her presentation and contribution to the development of shaft specific 3-D geological models. Applied consultancy for the CSIR in geological modelling, mine design, and extensive small-scale deposit evaluation, and community engagement on a variety of commodities expanded her skill-set. She completed small and artisanal mining project development and test work, and accompanied the mining minister, in Ghana and Mali prior to embarking on further mineral economic, and economic geology, studies at the Colorado School of Mines, USA. Jeannette also has experience as a mining analyst in technical and financial valuation of royalty financing transactions through the International Royalty Corporation (now Royal Gold), Denver, USA. She is currently a Competency Area Manager at the CSIR Centre for Mining Innovation where she manages and leads a research group focused on the development of novel mining methods including: automated mining platforms, electric rock breaking, in-situ leaching, and laser-related grade detection applications. In addition, she continues to consult to the mining industry in a variety of mineral resource aspects and adds significant value through understanding resource development in both developed and developing economies.

- Ms. Benita de Wet

Benita has an MPhil in Sustainable Development Planning and Management and has built up a depth of experience as a practitioner in environmental assessment and management over more than 20 years, before beginning to apply her experiential knowledge in this field in a research environment at CSIR. Her work in the environmental assessment and management field included substantive exposure to the conduct of public participation, and she has managed and worked with leading practitioners in this arena. Her substantive exposure to project development in the public sector and in industry, has given her insight into the sustainability related risks faced by these entities – be they ecological or related to issues of human society. In both sectors she has focused mainly on integrated development planning, strategic environmental assessment, sustainability assessment and environmental management. Benita has worked in many economic sectors, including transport, services supply, mining, agriculture, tourism, and in the chemical and manufacturing industries, and has designed environmental management systems for some of these contexts. In recent years Benita's research has been focused on making sustainability thinking integral to development planning and the various mechanisms required to make this happen, including the fostering of social co-learning to encourage uptake.

