



**Addis Ababa University**  
**School of Graduate Studies**  
**College of Development Studies (CoDS)**  
**Center for Environment and Sustainable Development**

**Community Engagement and Conflict Management:**

**The case of Midroc Gold Mines, in Shakisso District**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES,  
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**By: Netsanet Tilahun Fenta**

**ID.NO- GSR/5867/10**

**Advisor:- Dr. Ali Hassan**

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## **Abbreviation /acronym**

ALEL:-	Adola Legedembi Exploration License
CARE:	Community Alliance for Research and Engagement
CDC:	Community development center
CSA:-	Central Statistical Agency
EA:-	Environmental Assessment
EI:-	Extractive Industry
FGD-	Focus Group Discussions
HHs:	Households
ILO:-	International Labor Organization
MIDROC:-	Mohammed International Development Research & Organization Companies.
NMC:-	National Mining Corporation

## **Abstract**

*The objective of this study was to assess community engagement and the causes of conflict between the mining company and local community in the study area. A descriptive survey design was employed. The study has two sources of data. The study employed both qualitative and quantitative methods that include questionnaire; interviews and Focus Group Discussion (FGD). A simple random sampling technique was employed to select respondents from purposively selected Kebeles. The finding of the study indicated that the relationship between the mining companies is not good; the level of community engagement at mining cycles is poor. Moreover, proper mechanisms are not employed by the company to promote community engagement. The causes of conflict between the company and the local community were absence of broader community engagement and lack workshop for awareness creation. The company doesn't believe that engaging the broader community has a positive impact on the delivery of services and make community consultation about the services and products of the company; the company produces some dangerous substance to the community; the company does not work on public consultation when it was established. The company did not conduct study on environmental and social impacts. The findings indicate that collaboration/problem solving is the very important conflict management strategies that need to be employed by the mining company and the local community; The Company need to be a representative "voice" of the community. Based on the finding of the study the research attempted to recommend the following. The mining company, the concerned local government or regional or federal government should promote the relationship between the company and local government by conducting needs assessments of the community by involving a variety of community members; conducting community meetings to discuss and seek input towards upcoming needs assessments; informing the company of issues of importance to them; request meetings for communities to voice concerns over community issues. Creating opportunities for community members to have input into what programs and services are provided; inform the organization's leadership of what community members would like to see the company offer ,and. the mining company, the concerned local government or regional or federal government should promote collaborating (problem solving) conflict management strategies.*

**Keywords:** Community Engagement, Conflict Management, Midroc Gold Mines, Shakisso District

# CHAPTER ONE

## 1. Introduction

### 1.1 Background of the study

Natural resources are an integral part of society, as sources of income, industry, and identity. Community of developing countries tend to be more dependent on natural resources as their primary source of income, and many individuals depend on these resources for their livelihoods. It is estimated that half of the world's population remains directly tied to local natural resources; large segment of communities depend upon agriculture, fisheries, minerals, and timber as their main sources of income. Mineral development can create new communities and bring wealth to that already in existence, but it can also cause considerable disruption (Bannon, and Collier,2003). New projects can bring jobs, business activities, roads, schools, and health clinics to remote and previously impoverished areas, but the benefits may be unevenly shared, and for some they may be poor recompense for the loss of existing livelihoods and the damage to their environment and culture. The mining cycle has three distinct phases – Exploration and Development, Operation, and Closure and Reclamation. Each involves distinct activities with different vulnerabilities to, and likelihood of, sparking conflict. If communities feel they are being unfairly treated or inadequately compensated, mining can lead to social tension and sometimes to violent conflict (Duran ,2006).

At the local level, sustainable development is about meeting locally defined social, environmental, and economic goals over the long term. Interactions between the mine and community should add to the physical, financial, human, and information resources available – not detract from them. The challenge is to ensure that the effect of interactions are regarded as positive by those affected locally as well as by the promoters of the project, and that communities develop in ways that are consistent with their own vision(Switzer,2001).

This may be realized through, for example, the provision of social services, income, or skills development. the community. However, enhancing community values presents a particular challenge, given the often intense social changes brought about by mining and the potential influx of outsiders.

## **1.2. Statement of the Problem**

Conflict management was defined as the means that mining companies use to address tensions and disagreements between themselves and communities affected by their operations. Factors external to mining companies such as their broader political context, legislative framework and pre-existing community dynamics can have a significant influence on the success of conflict management efforts. The approaches of engagement with communities at some sites, staff emphasized the importance of spending time ‘face-to-face’ with communities. This was seen as an imperative also for senior management. If the management did not take time to go into the communities and talk, it could not expect his staff to do so. The staffs in different functions get involved in some recreational events with local communities, and saw this as an important way to start to build better relationships beyond working interactions (Conca, Ken, and Geoffrey D. Dabelko,2002).

Companies’ ability and willingness to measure the social performance of staff and functions across all relevant areas of the business was confirmed as another leading issue. Some additional factor is the relationship between corporate culture and effective conflict management. It showed widespread agreement on the importance of recruiting and training staff that could support effective community relationships. This was obviously paramount in terms of bringing in well-qualified community relations staff, but some sites extended this to recruiting key technical and senior management personnel with the attitudes and skills to motivate constructive approaches to community relationships more widely across the company ( Philippe, 2005 ).

Disputes and conflict between communities and mining companies, government, or other actors, as well as within communities, can be largely avoided if the interactions between the mine and community start on the right basis and are managed appropriately. Conflicts and tensions may arise and they should preferably be resolved through open dialogue among all stakeholders. In some cases, not all the parties are willing to enter into dialogue or the dialogue is perceived to be conducted under unreasonable conditions. When the situation reaches an impasse, it may require the intervention of a third party to avoid escalation, such as a lengthy legal action or possibly violent confrontation. Disputes may also arise within or between communities as a result of the changes brought about by mining, such as the changing balance of wealth and power of individuals or subgroups (Dobkowski, Michael N., and Isidor Wallimann,2002).

A strategy for mine closure needs to be an integral part of mine development and operational planning. It will need to be revised throughout the life of the mine to reflect, among other things, changes in community expectations, economic activities, and the increasing capacity and changing responsibilities of certain actors. Planning for closure will be particularly difficult at the beginning of a mine's life, but at a minimum consideration needs to be given to ensuring that the mechanisms, institutions, and processes created to distribute benefits will be sustainable in the long term. Economic alternatives need to be considered at the outset, as does the ownership of processes and outcomes (Klare, Michael T, 2002).

The following elements are essential to any strategy: leadership and commitment on the part of all actors; capacity-building; identification and establishment of economic activities for communities post-mine, including preexisting activities and those related to the mining activity as well as non-mineral-related activities such as tourism and agricultural services; and mechanisms to ensure essential services can be sustained post-closure (Foster, John Bellamy, 1999).

There is a linkage between mining and conflict. Conflict can emerge over control of the resource or resource-area; conflict can emerge over the right to participate in decision-making over management of a resource and to share in the benefits of its exploitation; Conflict can emerge as a result of the process of mineral production, whether due to environmental or social impacts; mining can cause conflict as a result of the means used to secure mining assets and personnel in the face of an unstable social environment; natural resource extraction can finance – whether directly or indirectly – the repressive efforts of one group against another; companies in the extractive industry sector can also benefit from a conflict situation; natural resource extraction can be a target of conflict; mining supplies minerals that are used by others who profit through conflict.

Various documents tried to point out that the problems caused by MIDROC Gold mines at Legedembi-Shakisso are lack of community engagement in all phases of the project activity; conflict of interest between artisanal mining associations & Midroc Gold; lack of boundary demarcation during the issuance of licenses.( Round table license agreement between MoMP & Midroc); lack of accountability & transparency; failures of corporate social responsibility by the Midroc Gold Company; community grievance & lack of social acceptance for the project; the probability of cyanide problems for the environment due to gold processing to extract gold ore; waste management & water treatment problems that cause environmental impacts & health

problems for the communities & animals; occupational health & safety impacts for employees of Midroc Gold Mines, for example:-occupational disease like asthma & occupational injuries (NizarManek,2018).

Locals accuse the mine of polluting their source of water and the air, causing humans and animals respiratory illnesses, miscarriages, birth defects and disabilities. Locals say chemicals used to process gold at the open pit mine near Shakiso have polluted water streams and the air, causing humans and animals respiratory illnesses, miscarriages, birth defects and disabilities (Cecilia Jamasmie , 2018). As a result, demonstrators had blockaded roads in the country's Oromia region since April 30,2018 preventing people from going to work and forcing schools to cancel classes, asking the government to revoke a 10-year mining permit for MIDROC Gold.

There is no adequate local level research regarding the levels of community engagement and causes of conflict. Thus, this study investigates the causes of conflict between the company & community to indicate how to minimize the conflict and enhance community engagement in the mining process, so that the mining process can continue production.

### **1.3 Objectives of the Study**

The general objective of this research is to assess community engagement and the causes of conflict between the mining company and local community in the study area.

#### **1.3.1 Specific Objectives**

The study has the following specific objectives

1. To investigate the relationship between the mining company and the local community.
2. To examine the level of community engagement at the mining cycles.
3. To assess the mechanisms employed by the company for promoting community engagement.
4. To assess the cause of conflict between the company and the local community.

## **1.4 Research Questions**

1. What is the relationship between the mining company and the local community?
2. What is the level of community engagement at the mining cycles?
3. What are the mechanisms employed by the company for promoting community engagement?
4. What are the causes of conflict between the company and the local community?

## **1.5. Significance of the study**

The purpose of the study is to assess the community engagement in conflict management of Legedembi gold mining area. It helps as a base for further study to the related issues. Furthermore, it can be a source of knowledge regarding community engagement and conflict management and empirical evidence for further investigation of community engagement and conflict management for policy makers.

## **1.6. Delimitation of the study**

This study tries to cover community engagement in conflict management in Legedembi gold mining area. The study does not conclude about all gold mining area of the country and other mining practices of the country.

## CHAPTER TWO

### 2 Review of Related Literature

#### 2.1 Concepts of Community

community is a broad term used to define groups of people, whether they are stakeholders, interest groups, or citizen groups. A community may be a geographic location (community of place), a community of similar interest (community of practice), or a community of affiliation or identity such as industry or sporting club. (Adapted from: Department of Environment and Primary Industries )

A **community** is a small or large social unit (a group of living things) that has something in common, such as norms, religion, values, or identity. Communities often share a sense of place that is situated in a given geographical area (e.g. a country, village, town, or neighborhood) or in virtual space through communication platforms. Durable relations that extend beyond immediate genealogical ties also define a sense of community. People tend to define those social ties as important to their identity, practice, and roles in social institutions (such as family, home, work, government, society, or humanity at-large) (Wikipedia)

#### 2.2 Perspectives on Community

There are many ways or perspectives to think about community, each of which provides different insights on the nature and process of community engagement. The following sections describe four relevant perspectives on the concept of community.

##### 2.2.1 Systems Perspective

A system perspective deals with community which is similar to a living creature, comprising different parts that represent specialized functions, activities, or interests, each operating within specific boundaries to meet community needs (Henry, 2011). For the community to function well, each part has to effectively carry out its role *in relation to the whole organism*. A healthy community has well-connected, interdependent sectors that share responsibility for recognizing and resolving problems and enhancing its well-being successfully addressing a community's

complex problems requires integration, collaboration, and coordination of resources from all parts (Thompson *et al* , 1990).

### **2.2.2 Social Perspective**

Social perspective deals with describing the communities in terms of social and political networks that link individual, community organizations, and leaders understanding these networks is critical to planning efforts in engagement (Minkler, 1997).

### **2.2.3 Virtual Perspective**

Virtual perspective deals with communities map onto geographically defined areas. But individuals may rely on more and more on computer-mediated communications to access information, meet people, and make decisions that affect their lives (Kozinets, 2002). Social groups or groups with a common interest that interact in an organized fashion on the Internet are considered “virtual communities” (Rheingold, 2000; Ridings *et al* , 2002) Without question, these virtual communities are potential partners for community-engaged resolving problems.

### **2.2.4 Individual Perspective**

Individual perspective deal with having their own sense of community membership that is beyond the definitions of community applied by researchers and engagement leaders. Moreover, they may have a sense of belonging to more than one community. In addition, their sense of membership can change over time and may affect their participation in community activities (Minkler*etal* , 2004).

## **2.3 Concept and Definition of Community Engagement**

Various authors have developed a working definition of community engagement that captures its key features. CDC defines it as:

*...the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people It is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices (CDC, 1997 p. 9).*

Community engagement can take many forms, and partners can include organized groups, agencies, institutions, or individuals. Collaborators may be engaged in resolving problems, and 'Community engagement' is therefore a strategic process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, or affiliation to identify and address issues affecting their well-being., research, or policy making. Community engagement can be complex and labor-intensive and require dedicated resources such as time, funding, and people with the necessary skills.

### **2.3.1 Practice of Community Engagement**

Advocates of community engagement assert that it is problem solving and conflict management. However, the processes, costs, and benefits of community engagement are still a relatively new field of study (Viswanathan et al , 2004)

A recent review of the literature by Staley (2009) on community engagement identified nine areas in which community engagement made a positive impact .Although this study focused on research partnerships, many of its findings are relevant to community engagement in general. The nine areas and the corresponding benefits are described as follows:

1. Agenda: - Engagement changes the choice and focus of projects, how they are initiated, and their potential to obtain funding. New areas for collaboration are identified, and funding that requires community engagement becomes accessible.
2. Design and delivery:- Improvements to study design, tools, interventions, representation/participation, data collection and analysis, communication, and dissemination can be implemented. New interventions or previously unappreciated causal links can be identified through the community's knowledge of local circumstances. The speed and efficiency of the project can be enhanced by rapidly engaging partners and participants and identifying new sources of information.
3. Implementation and change :-Improvements can be made in the way research findings are used to bring about change (e g , through new or improved services, policy or funding changes, or transformation of professional practices), and capacity for change and the maintenance of long-term partnerships can be expanded.

4. Ethics :-Engagement creates opportunities to improve the consent process, identify ethical pitfalls, and create processes for resolving ethical problems when they arise
5. The public involved in the project:- The knowledge and skills of the public involved in the project can be enhanced, and their contributions can be recognized (possibly through financial rewards). These efforts foster goodwill and help lay the groundwork for subsequent collaborations.
6. Academic partners :-Academic partners can gain enhanced understanding of the issue under-study and appreciation of the role and value of community involvement, which sometimes result in direct career benefits. In addition, new insights into the relevance of a project and the various benefits to be gained from it can result in increased opportunities to disseminate its findings and their wider use.
7. Individual research participants:-Improvements in the way studies are carried out can make it easier to participate in them and bring benefits to participants.
8. Community organizations:- These organizations can gain enhanced knowledge, a higher profile in the community, more linkages with other community members and entities, and new organizational capacity. These benefits can create goodwill and help lay the groundwork for subsequent collaborations.
9. The general public :- The general public is likely to be more receptive to the research and reap greater benefits from it (Staley,2009 pp. 8-10)

Staley (2009) also acknowledged that there can be costs associated with community engagement (e.g , increased time and other resource needs, the need to develop new skill sets, increased expectations) but contended that these are more than outweighed by the positive impacts and generally can be addressed over time through training and experience (Staley, 2009)

### **2.3.2 Useful Concepts for the Practice of Community Engagement**

The social science and public health fields provide us not only with useful definitions of community and ideas about community engagement but also with a wealth of concepts that are relevant to the practice of engagement. Here, we explore some of the most important ones.

### **i. Culture and Community Engagement**

One of the more useful of the hundreds of definitions of culture is the one from the anthropologist Kiefer, Christie (2007 p.15) who defined culture as “a complex integrated system of thought and behavior shared by members of a group — a system whose whole pattern allows us to understand the meanings that people attach to specific facts and observations. ” Culture shapes identities and fosters notions of community, and it shapes how individuals and groups relate to each other, how meaning is created, and how power is defined. Furthermore, culture shapes ideas about partnership, trust, and negotiation Therefore, culture shapes the process of community engagement, and effective engagement requires an understanding of culture (Blumenthal *et al* , 2004; Dévieux *et al* , 2005; Silka *et al* , 2008).

### **ii. Community Organization**

The practice and theory of community organizing provide useful insights into mobilizing the community to engage in conflict management. The foundation for community organizing is the principle of social action, bringing people together — often, but not exclusively, from the same neighborhood — to pursue a shared interest (Braithwaite et al , 1994).

When pursuing social action, a key question is who represents the community. Often, the most empowered members of a community will quickly move to the forefront, regardless of whether they are truly the most representative (Geiger, 1984) Similarly, engagement leaders may want to work with those who can most readily deliver what they want (such as research participants and data sources), but these persons may not be representative of the community. Facilitating community organization cannot be allowed to serve the needs of individual partners at the expense of the larger community (CARE, 2009).

Community organizing is based on the principles of empowerment, community competence, active participation, and “starting where the people are” (Nyswander, 1956, as cited in Minkler, 2005). As Labonte and Robertson (1996) state, imposing one’s own notions of conflict concerns over the community’s risks several disabling effects. These include being irrelevant to the community, creating feelings of powerlessness in the community, complicating individuals’ lives, and channeling local activism away from important challenges toward less important ones.

Community organizing recognizes that, in order to change, all must feel a need for change, and that we are more likely to do so when we are involved in group learning and decision making (Minkler, 1990). An important element of community organizing is helping communities look at the root causes of problems while at the same time selecting issues that are “winnable, simple, and specific” and that can unite members of the group, involve them in achieving a solution, and further build the community (Minkler, 1990).

### **iii. Community Participation**

Community engagement requires participation of community members in projects that address their issues. Meaningful community participation extends beyond physical involvement to include generation of ideas, contributions to decision making, and sharing of responsibility. Among the factors that motivate people to participate are wanting to play an active role in bettering their own lives, fulfilling social or religious obligations, filling a need for a sense of community, and wanting cash or in-kind rewards. Whatever people’s motivations, obtaining meaningful community participation and having a successful, sustained initiative require that engagement leaders respect, listen to, and learn from community members? An absence of mutual respect and co-learning can result in a loss of time, trust, resources, and, most importantly, effectiveness (Henry, 2011; Miller et al , 2005; Minkler et al , 2009).

Meaningful community participation extends beyond physical involvement to include generation of ideas, contributions to decision making, and sharing of responsibility. Putnam (2001) initiated an important debate about the degree to which Americans volunteer for and participate in group and community activities with the publication of *Bowling Alone*. In the book, Putnam argued that the willingness to volunteer and participate in public life waxes and wanes over time but that overall it has declined in recent decades. If there is indeed a trend away from civic engagement, it would affect efforts to engage communities in improving conflicts. Regardless of whether one agrees with Putnam’s assessment, it is essential to recognize that the community’s time is valuable and limited. Furthermore, developing relationships with individuals and community organizations, identifying common interests, and developing a shared sense of needs and shared ways to address those needs can take engagement leaders and stakeholders an enormous amount of time. Given the expanded roles that community members are being asked to play in the development of social

programs and in research, we must consider how to compensate them for their participation, and we should involve them in this process.

The costs, benefits, and perceived risks of participation can sometimes be changed with collaborative planning and decision making. For example, academic partners have traditionally presumed ownership of any data or other tangibles resulting from research, but if the benefits of participation are to outweigh the costs and the principles of community engagement are to be met, the community should be involved early on in identifying what assets the research will produce and the rights of each partner to use those assets (Yale Center for Clinical Investigation/Community Alliance for Research and Engagement, 2009).

## **2.5 Constituency Development**

Developing a constituency, or developing relationships with community members who have a stake in and support public health and health care, involves four “practice elements”: know the community, its constituents, and its capabilities; establish positions and strategies that guide interactions with constituents; build and sustain formal and informal networks to maintain relationships, communicate messages, and leverage resources; mobilize communities and constituencies for decision making and social action (Hatcher et al , 2008).

## **2.6 Capacity Building**

Building capacity to improve health involves the development of sustainable skills, resources, and organizational structures in the affected community. For engagement efforts to be equitable, effective, and sustainable, all stakeholders must be ready for collaboration and leadership. Thus, building capacity also includes fostering shared knowledge, leadership skills, and an ability to represent the interests of one’s constituents. Because capacity building is deeply rooted in the social, political, and economic environment, it cannot be conducted without an understanding of the specific environment in which it will take place (Eng et al , 1994). When carried out with context in mind, capacity building is an integral part of community engagement efforts, necessary for challenging power imbalances and effectively addressing problems.

## **2.7. Community Empowerment**

The theoretical roots of “empowerment” as a critical element of community engagement can be traced back to Brazilian educator Paolo Freire (Freire, 1970; Hur, 2006). As articulated by Kenneth Maton (2008), empowerment is “a group-based participatory, developmental process through which marginalized or oppressed individuals and groups gain greater control over their lives and environment, acquire valued resources and basic rights, and achieve important building capacity to improve health involves the development of sustainable skills, resources, and organizational structures in the affected community, life goals and reduced societal marginalization”. Ideally, empowerment is both a process and an outcome of community engagement.

Empowerment takes place at three levels: the individual, the organization or group, and the community. Empowerment at one level can influence empowerment at the other levels. Furthermore, empowerment is multidimensional, taking place in sociological, psychological, economic, political, and other dimensions (Fawcett et al , 1995; Hur, 2006; Maton, 2008; Rich et al ,1995). Community-level empowerment “challenges professional relationships to communities, emphasizing partnership and collaboration rather than a top-down approach” (Wallerstein, 2002).

Empowerment theory stresses that no external entity should assume that it can bestow on a community the power to act in its own self-interest. Rather, those working to engage the community should, when appropriate, offer tools and resources to help the community act in its own interest. This could include helping to channel existing sources of community power in new ways to act on the determinants of conflict resolving. Kretzmann et al (1996) note that communities are usually assessed in terms of their problems, but they point out that this demeans and disempowers the community, relegating its members to the roles of dependents and recipients of services. They advocate for assessing communities in terms of their own assets, resources, and resourcefulness (Kretzmann et al , 1996).

## **2.8 Coalition Building**

Community engagement often involves building coalitions, defined by Cohen et al (2002 p.144) as “a union of people and organizations working to influence outcomes on a specific problem”. The goals of a coalition might range from sharing information and resources to advocating for specific

policy changes (Cohen et al, 2002). Increasingly, funders have supported the building of coalitions for improving community health (Butterfoss et al, 1993; Green et al, 2001a; Hill et al , 2007). The motivation to create coalitions comes from the recognition that they can accomplish what each partner cannot accomplish alone. Political science literature suggests that: Empowerment takes place at three levels: the individual, the organization or group, and the community; Coalitions require that each party believe it needs help to reach its goals. The goals and perspectives of the members of a coalition will not all be shared. However, the coalition requires sufficient common ground that the parties can agree over time on a purpose, set of policies, and strategies; coalitions require continuous and often delicate negotiation among their participants; the distribution of power and benefits among the members of a coalition is an ongoing concern; all members need to believe that, over time, they are receiving benefits that are comparable to their contributions (Sofaer, 1993).

Coalitions can help the engagement process in a number of ways, including maximizing the influence of individuals and organizations, creating new collective resources, and reducing the duplication of efforts. The effectiveness of coalitions has been evaluated on two distinct bases: how well the members work together, and what kinds of community-level changes they bring about While noting that the research literature is inadequate for determining which factors are associated with the effectiveness of coalitions. Zakocs et al (2006) suggest six possibilities: formalization of rules/procedures, leadership style, participation of members, diversity of membership, collaboration, and group cohesion.

## **2.9. Relationship between mining companies and local community**

Social issues in mineral development projects have become a major concern globally. Corporate requirements (corporate company commitments) comping strategy. Actions by local communities and pressure groups have crystallized into recognizable threats to development of mineral projects. In some instances, projects are being delayed or totally abandoned because of opposition by communities in which the projects are located.

Although, the mineral industry has proved adept at quickly designing and integrating engineering and management models into its operations that promote sound environmental practices and satisfy, to the extent that is possible, increasing global environmental awareness, there are now

new issues under debate. Three of these issues are, an increasing “social awareness”, a greater number of stakeholders involved in all phases of the development process and their various demands, and the call for a “social dimension of business” as being inherent in the concept of sustainable development (Janet and Adrian Brett, 2000).

These have posed new challenges, not only to the mineral industry, but also to governments. Emerging trends suggest the need to move from economic and engineering models, discussed between the industry and governments, to more complex ones that recognize and take into account the concerns, needs and views of other stakeholders, in particular those of local communities that host the mineral project (M. Cecilia Gonzales Guerra (Undated).

## **2.10 Principles and Effective Community Engagement**

### **2.10.1 Principles of Community Engagement**

Seven core principles that effectively reflect the common beliefs and understandings of those working in the field of community engagement – conflict, conflict resolution, and collaboration. ( Mathews, 2008 p3)

1. Careful planning and Preparation. Through adequate and inclusive planning, ensure that the design, organization, and convening of the process serve both a clearly defined purpose and the needs of the participants.
2. Inclusion and Demographic Diversity. Equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy.
3. Collaboration and Shared Purpose. Support and encourage participants, government and community institutions, and others to work together to advance the common good.
4. Openness and Learning. Help all involved listen to each other, explore new ideas unconstrained by predetermined outcomes, learn and apply information in ways that generate new options, and rigorously evaluate community engagement activities for effectiveness.
5. Transparency and Trust. Be clear and open about the process, and provide a public record of the organizers, sponsors, outcomes, and range of views and ideas expressed.
6. Impact and Action. Ensure each participatory effort has real potential to make a difference, and that participants are aware of that potential.

7. Sustained Engagement and Participatory Culture. Promote a culture of participation with programs and institutions that support ongoing quality community engagement.

## **2.10.2 Effective Community Engagement**

Effective community communication and engagement with concerned stakeholders requires information dissemination, information solicitation, consultation and application.

### **I. Information Dissemination**

Information regarding proposed projects quickly reaches the community. That information, unless it has come through a community engagement (public involvement) program, is often general and frequently inaccurate. The organized dissemination of concise and information-rich materials' on a project can serve to start the EA on a constructive footing with the community (Lewicki, Roy J., Barbara Gray, and Michael Elliott, eds.2003).

#### **ii. Information Solicitation**

Asking the local community, residents, and interest groups to provide input into the EA is as important as disseminating basic information. Not only will such solicitation generally yield new insights, but it will also initiate constructive dialogue between project proponents and other stakeholders (Lewicki, Roy et al, 2003).

#### **iii. Consultation**

Consultation involves engaging people in dialogue, in other words, a two-way flow of information and ideas between the proponent and the stakeholders. Members of the public, after hearing and reading about a project, often have no idea how and when they might become involved, and it is the responsibility of the proponent to initiate the dialogue. Consultation programs should provide information which clearly defines what is being asked of the public; when the public should contribute, i.e. when input is most effective; in what form the input should be presented; and whom members of the public should contact if they want to participate. The public's input must be treated seriously in order for its use in the project planning process to become clearly evident(Lewicki, Roy et al , 2003).

#### **iv. Application**

The three components of public involvement listed above can be applied at various times throughout the EA process and may be used either one at a time or simultaneously, depending on the need. While there is no formula for determining when any one phase of PI is best applied, information dissemination and solicitation generally start very early in an EA and are often used in the initial screening of a project. Consultation usually takes place at two strategic stages in an EA process: first, during the analysis of alternative solutions stage, and then during the impact analysis for a preferred design. In complex and sensitive projects, consultation may occur more frequently (Lewicki, Roy et al, 2003)

### **2.11 Concept of Conflict and Conflict Management**

#### **2.11.1 Concept and definition of Conflict**

In literature, conflict is an event; circumstance, person, or personal characteristic that stands in the way of a character's pursuing a goal, even if that goal is simply survival. Without conflict, many argue that there could be no forward-moving plot in a narrative. Certainly, the plot would not be very compelling if a character never met with opposition or challenge.

**Conflict** occurs when there is a perception of incompatible interests between workplace participants. ... There are a variety of **sources** of workplace **conflict** including interpersonal, organizational, change related, and external factors.

#### **2.11.2. Types of conflict**

Conflict is classified into the following four types: Conflict is inevitable whenever two or more people interact, whether in the workplace or at home. Conflict can occur between two or more individuals, two or more groups, or an individual and a group. When dealing with conflict in an organization, it is important to remember to address the issue, not the people. Types of conflict that can occur in any organization include unclear definitions of role responsibility, conflict of interest, lack of resources and interpersonal relationships within the workplace (Janie Sullivan, 2019).

## **1. Definition of Responsibility Unclear**

When it is unclear who is responsible for what area of a project or task, conflict can occur. Territorial issues arise when decisions are made that appear to cross boundaries of responsibility. When team members don't understand their exact role in a group effort, they often waste time doing work they shouldn't be doing or don't want to do. To prevent this from happening it is imperative that the roles and responsibilities of all the players are spelled out clearly and agreed upon by everyone involved before the project is started. Assign team members in the following four roles:

- A person who is responsible for doing the work.
- A person who is held accountable for the work (often a manager).
- Someone who should be consulted for their opinion.
- A team member who should be informed of the outcome or progress of the work. Clarifying these roles helps avoid unclear responsibilities in a team(*Janie Sullivan,2019*).

## **2. Conflict of Interest**

Understanding how personal interests and goals fit within the structure of the organization will alleviate conflict of interest problems. When an individual's personal goals are at odds with the goals of the organization, the individual may be tempted to fight for his personal goals, creating a conflict situation that will hamper success of the project. If a conflict of interest occurs in the workplace, acknowledge it immediately and consult HR about how to proceed(*Janie Sullivan,2019*).

## **3. Competition for Resources**

Competition for resources, including money, time and materials, will cause the teams to undercut each other, leading to conflict between departments or other work groups. Valuable resources need to be protected, as well as distributed fairly among all the groups. Starting out a project with a clear picture of the resources available will help waylay some of this conflict. Competition can prove valuable in some professional settings, but it's not always productive. Identify whether competition for resources is working against the team, and if so, delegate responsibility for distributing resources to a third party(*Janie Sullivan,2019*).

## 4. Interpersonal Relationships

The personalities of the people involved in the organizational structure play an important part in conflict resolution. Often the conflict is a result of interpersonal relationships where the parties to the conflict are unable to resolve personal issues with each other. It is not always easy to set aside personal prejudices when entering the workplace, but it is important to recognize what those prejudices are and deal with them before conflict arises (*Janie Sullivan, 2019*).

### Sources or drivers of conflict

The following six causes are identified as the main drivers of EI-related conflicts:

**1. Poor engagement of communities and stakeholders:** Where communities and stakeholders are poorly engaged, marginalized or excluded from the dialogue in the EI development process, they are almost certain to begin to oppose the development. As the conflict escalates, the use of strategies of violence as a coercive measure against the company, and as a means for addressing old grievances and mounting opposition against the government, are likely.

**2. Inadequate benefit-sharing:** If benefits are distributed in a manner that appears unfair as compared to the distribution of the costs, risks and responsibilities, then those who are disenfranchised or bearing risks and responsibilities without fair compensation are likely to oppose the development, and possibly rebel.

**3. Excessive impact on the economy, society and the environment:** Notwithstanding the promise of prosperity often associated with the EIs, the impacts on the local economy and the macroeconomic conditions of the nation as a whole can be quite negative; in circumstances where governing institutions are weak or underdeveloped, the consequences of the “resource curse” are often magnified. Furthermore, while social and environmental assessments and management procedures in the EI sector are well developed, impacts on communities and the environment continue to be a powerful conflict driver.

**4. Mismanagement of funds and financing war:** Corruption and diversion of funds to satisfy individual gains at the expense of national and community interests can easily contribute to conflict. Too often the vast revenues from EIs have been diverted away from the public interest to satisfy personal gains and, in some cases, to finance armies and violent conflict.

**5. Inadequate institutional and legal framework:** The mismanagement of funds is symptomatic of the broader institutional and legal capacities to manage the development of EI for the benefit of the country as a whole.

**6. Unwillingness to address the natural resources question in peace agreements:** Where natural resources have been an underlying cause for war they can reignite conflict if the relevant issues are not addressed in the Peace process. Issues of ownership, wealth-sharing and distribution are often important and will have significant effects on the capacity to achieve post-conflict stability (Toolkit and Guidance for Preventing and Managing Land and Natural Resources Conflict, 2012).

### **2.11.3. The Concepts of conflict management**

Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals. Conflict on teams is inevitable; however, the results of conflict are not predetermined. Conflict might escalate and lead to nonproductive results, or conflict can be beneficially resolved and lead to quality final products. Therefore, learning to manage conflict is integral to a high-performance team. Although very few people go looking for conflict, more often than not, conflict results because of miscommunication between people with regard to their needs, ideas, beliefs, goals, or values. Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of nonproductive escalation. Conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management to conflicting the environment (Froyd, Jeffrey, undated).

Each of these modes can be characterized by two scales: assertiveness and cooperation. None of these modes is wrong to use, but there are right and wrong times to use each. The following sections describe the five modes. The information may help each team member to characterize her/his model for conflict management.

### **2.11.4 Modes of Conflict Management**

The *Thomas-Kilmann Conflict Mode Instrument* (TKI) is a widely used assessment for determining conflict modes. The five modes of conflict management are avoiding, competing, compromising, accommodating, and collaborating (<http://www.foundationcoalition.org/teams>). Consulting Psychologists Press (CPP). Thomas-Kilman, 2010)

## **i. Competing**

The **competing** conflict mode is high assertiveness and low cooperation. Times when the competing mode is appropriate are when quick action needs to be taken, when unpopular decisions need to be made, when vital issues must be handled, or when one is protecting self-interests. The competing skills are arguing or debating, using rank or influence, standing the ground, asserting the opinions and feeling and stating the positions clearly

(<http://www.foundationcoalition.org/teams>) Kenneth W.Thomas and Ralph H. Kilmann, 2010).

## **ii. Avoiding**

The **avoiding** mode is low assertiveness and low cooperation. Many times people will avoid conflicts out of fear of engaging in a conflict or because they do not have confidence in their conflict management skills. Times when the avoiding mode is appropriate are when you have issues of low importance, to reduce tensions, to buy some time, or when you are in a position of lower power. Avoiding skills are ability to withdraw, ability to side step issues, ability to leave things unresolved and sense of timing(<http://www.foundationcoalition.org/teams>). Kenneth W.Thomas and Ralph H. Kilmann, 2010).

## **iii. Accommodating**

The accommodating mode is low assertiveness and high cooperation. Times when the accommodating mode is appropriate are to show reasonableness, develop performance, create good will, or keep peace. Some people use the accommodating mode when the issue or outcome is of low importance to them.

The accommodating mode can be problematic when one uses the mode to “keep a tally” or to be a martyr. For example, if you keep a list of the number of times you have accommodated someone and then you expect that person to realize, without your communicating to the person, that she/he should now accommodate you. Accommodating skills are forgetting the desires, selflessness, ability to yield, and obeying orders ( Kenneth W.Thomas and Ralph H. Kilmann ,2010).

## **iv. Compromising**

The **compromising** mode is moderate assertiveness and moderate cooperation. Some people define compromise as “giving up more than you want,” while others see compromise as both parties winning.

Times when the compromising mode is appropriate are when you are dealing with issues of moderate importance, when you have equal power status, or when you have a strong commitment for resolution. Compromising mode can also be used as a temporary solution when there are time constraints. Compromising skills are negotiating, assessing value, finding a middle ground and making concessions. (Kenneth W. Thomas and Ralph H. Kilmann. 2010)

## **v. Collaborating**

The **collaborating** mode is high assertiveness and high cooperation. Collaboration has been described as “putting an idea on top of an idea on top of an idea...in order to achieve the best solution to a conflict.” The best solution is defined as a creative solution to the conflict that would not have been generated by a single individual. With such a positive outcome for collaboration, some people will profess that the collaboration mode is always the best conflict mode to use. However, collaborating takes a great deal of time and energy. Therefore, the collaborating mode should be used when the conflict warrants the time and energy. For example, if your team is establishing initial parameters for how to work effectively together, then using the collaborating mode could be quite useful. On the other hand, if your team is in conflict about where to go to lunch today, the time and energy necessary to collaboratively resolve the conflict is probably not beneficial.

Times when the collaborative mode is appropriate are when the conflict is important to the people who are constructing an integrative solution, when the issues are too important to compromise, when merging perspectives, when gaining commitment, when improving relationships, or when learning. Collaborating skills are active listening, identify concerns, on threatening confrontation, and using input (Kenneth W. Thomas and Ralph H. Kilmann, 2010).

## **2.12 Empirical Literature Review**

### **2.12.1 Local Community-MIDROC Relations**

#### **Local People’s Satisfaction and perception about their relationship with MIDROC**

According to the study level of satisfaction is relative, people revealed their dissatisfaction with the entire relations with MIDROC in different ways. For instance, former employees of the company strongly stressed that they were mistreated and discriminated. For example, one former employee claimed that there is a difference in amount of salary between local employees and those employed from Addis Ababa on the same position and with the same qualification. Similarly, local

communities in the nearby communities now consider MIDROC as one of the top enemies of the people. Local government authorities at district and kebele level are also unhappy in their relationship with the company. They commonly complain that the company officials disrespect them saying that the company is administered by the federal government. According to Shakiso district administration head, whenever the local people complain about the company to the district administration, and thus the administration tries to talk to MIDROC officials, they ignore the requests stating that let alone district administration but Oromia regional government also doesn't have any authority over the company. Therefore, it can be argued that local community members, former employees and local government authorities all share views in terms of their perception about MIDROC. They unanimously *reject* it on the ground that it doesn't recognize their right to beheard (Japan External Trade Organization(JETRO, undated).

In addition to issues of economic marginalization and lack of social service provisions to the local communities, MIDROC Laga-Dambi Company is also blamed for environmental destruction that has both economic and cultural impacts on the community. For example, during its explorations and preparation for gold extraction, the company cleared the forest that people were using for honey production and other economic purposes. Many indigenous trees with high level of cultural values were also destroyed. Forest should be understood broadly from its ecosystem services – i.e. the economic, cultural and ecological advantages particularly for local communities. Nevertheless, MIDROC has been creating its own enclave production by disconnecting itself from local authorities and also without any meaningful interaction with local communities (Japan External Trade Organization (JETRO, Undated ).

### **2.12.2 Level of information transparency and community participation**

It is believed that transparency in decision-making, production and distribution of products shape local peoples' perception towards the company. This includes the whether local community were informed about and participate in the transfer of the company to MIDROC, what it does, measures it has taken, what it provides to the people and how it takes decisions that affect the local people. In this regard, information from informants unanimously confirm that neither local government authorities nor MIDROC sought any consent and they also never involved local communities in any of the above procedures. The research team tried to categorize participation and consent in to three major areas, namely involvement and consent of the people before and during the transfer of the mining site to MIDROC Laga Dambi Gold Mine, participation in decision-making on matters

that affect them and participation in terms of employments. These three themes are analysed as follows:

i. Involvement and consent of the people before and during transfer of land: international conventions on the right of indigenous peoples clearly indicates that any development intervention on ancestral land of such people should be carried out with prior and informed consent of the people (ILO, 1989). The basis for this provision is because indigenous societies have intact attachment to their land in the form of cultural, spiritual and economic activities. In this regard, the Guji Oromo has strong symbolic attachment to the environment (Hinnant 1977; Van De Loo 1991; Regassa 2017). On the contrary, local communities and local government authorities strongly stated that they were not informed about the transfer of land to Adola Gold Enterprise as well as to MIDROC. During exploration for gold and in the process of prospecting it, local communities were ordered to leave the area without prior arrangement of new resettlement places. Coffee trees were bulldozed and the company expropriated farmlands for the purpose of site expansion.

ii. Participation in decision-making processes: in addition to existing international laws and conventions, scholars also argue that participating local communities in decision-making process that affect their life is crucial for the success of any development project (Long ,2001). Nevertheless, MIDROC Laga-Dambi Gold Mine exercised a totally exclusionist approach as far as major decisions are concerned.

iii. Employment: One of the strategies through which local communities could benefit from development projects in their locality is access to employment. In this regard, local communities complain that MIDROC Laga-Dambi Gold Mine was highly discriminatory in terms of employment opportunities of local communities. According to anonymous informants, initially, it introduced what it called “work for food” program in which local communities were provided food in return for their service. The services were also limited to guard and daily labourer. These workers were provided meal (breakfast, lunch and dinner or only lunch depending on the hours they serve). Later on, the company changed to wage payment. However, the major source of complain from the local people is that the company does not employ them for professional works except day labour and guard.

In terms of guard also ,studies indicated that the guards from local communities are given assignments to control the outskirts of the company’s territory, and not allowed to serve inside the company main compound as they are suspected of accessing information. Furthermore, according

to oral information from the informants, the company announces vacancies in Shakiso town most often after deadline. Recruitments were conducted in Addis Ababa.

### **2.12.3 Relation/interaction between local community and the company**

From the beginning of the gold mining discovery up to now, the relationship between the successive companies and local communities has been smooth, and can be explained in different forms. Under the imperial and military regimes, exclusion of local communities from accessing rocks for gold extraction was the major source of conflict. People were killed particularly under the military regime and the area was declared as “protected gold zone” from which local people and their livestock were entirely excluded. Under the MIDROC Laga Dambi Gold Mine, the relationship became worsened due to various reasons. Studies indicated that the following were listed as major causes of conflict between the local people and the company; (source)

- The company’s refusal to provide social services though it promised several times
- Its strict security protection of the area and the measure taken by its security people on people who collect waste rocks from the vicinity of the company’s operation
- Death and injury of many local residents by the company’s security personnel
- The health and environmental impacts as a result of toxic waste dumped to the rivers
- Discrimination of local communities during job recruitment
- MIDROC officials’ lack of respect for the local communities including to the Abba Gadaas, and lack of response to local people’s requests of social services
- MIDROC officials’ negligence to issues related to death of livestock after drinking polluted water (no compensation or at least no safety measures taken so far)

Conversely, international conventions such as ILO 169 clearly state that indigenous peoples have the inalienable right for free and prior consent in any processes of development interventions on their ancestral lands. According to many scholars, development interventions often fail when they are introduced through exclusionary and top-down approach (Asebe 2012; Turton 2002). Turton (2002, 2006) further argues that development models and interventions in Ethiopia often fail because they follow nominal approach of community engagement without recognizing local claims, perspectives and genuine participation.

Lack of consultation, respect and recognition of the right of local communities have eventually led to the creation of mistrust, misunderstanding and deterioration of relations between MIDROC and local communities, and at times led to conflicts and strikes. In addition, the Ministry of Mines and Energy has granted a ten years lease to MIDROC to expand its gold extraction at Sakoro (an underground mining site located at some 3 km from Laga Dambi mine). Accordingly, students and residents submitted petition to local government authorities to suspend the new agreement until MIDROC cleans the toxic water it has dumped to Laga Dambi (ibid) but local authorities were instructed by authorities at level not to pursue any investigation to allegations on MIDROC.

The local communities and local government authorities unanimously complain that their relationship with MIDROC has not been built on mutual interest, respect and understanding. Lack of mutual interest and understanding has created not only mistrust but also sense of resentment on the side of the people against the company. The company's lack of regular discussion forum with the local people has made it unaware/to neglect local discontents until it finally erupted and led to the shutdown of the company in May 2018 (Research Team from Dilla and Bule Hora Universities,2018).

### **Cultural Impacts**

Cultural impacts are among the common challenges local communities face due to extractive industries. This is because such industries converge workers, particularly migrant workers from different cultural backgrounds. Similarly, the discovery and establishment of mining projects in Guji zone in general and Oddo Shakiso district in particular have brought migrant workers – those coercively conscripted under the imperial and military regimes, as well as those moved to the area in search of employment. According to oral information and some sources, the town of Shakiso was also established by migrant workers and eventually changed the local culture, values and practices (Mekonnen ,2017). According to information from head of Culture and Tourism Office (Shakiso District), the establishment of gold mining project in the area and the coming of people from different culture have significant impact on the values, norms and cultural practices of the Guji people. Local communities and officials in the office of Culture and Tourism, Oddo Shakiso District have listed the following specific cultural impacts:

- Introduction of prostitution to Shakiso town
- Theft and alcoholism
- Disrespect to Oromo cultural values (e.g. no respect to sacred spaces and ritual sites)

- Young generation does not adhere to the values and norms embedded within the Gadaa system.

Scholars also agree on the above claims from local communities. For example, Van De Loo (1991) argues that among all areas in Guji land, Shakiso is the most culturally altered area due to migrant workers related to gold mining.

### **Opportunities and Challenges of the Mining Sites**

The mining industry in general and MIDROC Laga-Dambi Gold mine in particular has the following opportunities and challenges:

#### **Opportunities:**

The country has made the mining sector among the key areas for economic growth and has designed different regulations, policies and strategies. For example, in the GTP II, mining has been cited as an area that the government envisions developing. Therefore, the existing economic and political space encourages mining industry, and thus can be considered as an opportunity for the companies engaged in this activity.

#### **MIDROC's missed opportunities**

The Guji people in general and the local community in Shakiso district in particular did not have any hatred to MIDROC nor to any development project in their area. However, the people strongly demand for their constitutionally granted human rights – the right to life, the right to be heard, the right to participate in decisions that affect them and the right to benefit from their resources. MIDROC could have easily operated its business if it has properly addressed public demands as per international and national laws, business principles and corporate social responsibilities. Conversely, MIDROC became an enclosed company without meaningful contribution to local community development. Therefore, it missed existing opportunities.

#### **Challenges**

At national level, mining industry faces challenges related to its relation with local communities. For example, in the absence of clear guideline on corporate social responsibility (CSR), companies may not specifically meet local communities' demands. Thus, absence of legal framework can be seen as a challenge.

## **CHAPTER THREE**

### **3 Research Methodology and Design**

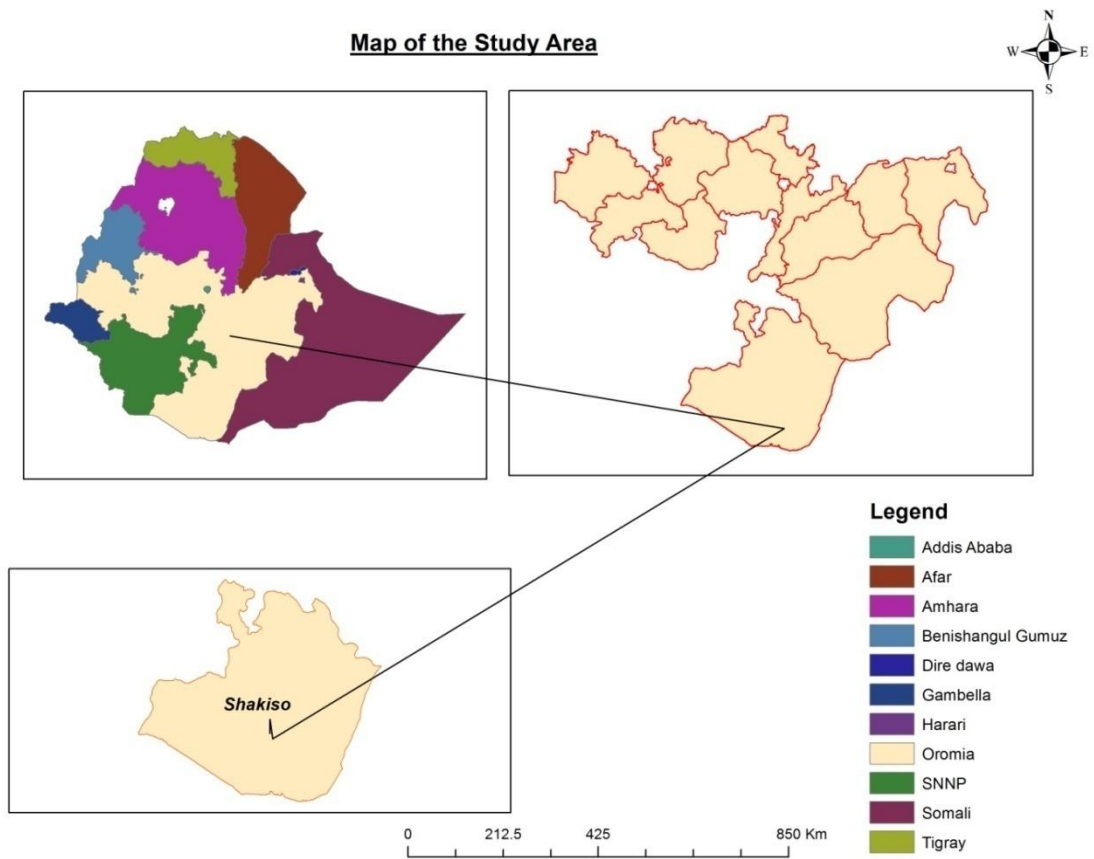
A descriptive survey design was employed. The study has two sources of data. These are primary and secondary data sources. Primary data was obtained from interviews and questionnaire filled by enumerators to attain the general and specific objectives. The study relied on both qualitative and quantitative methods of data collection used in this research.

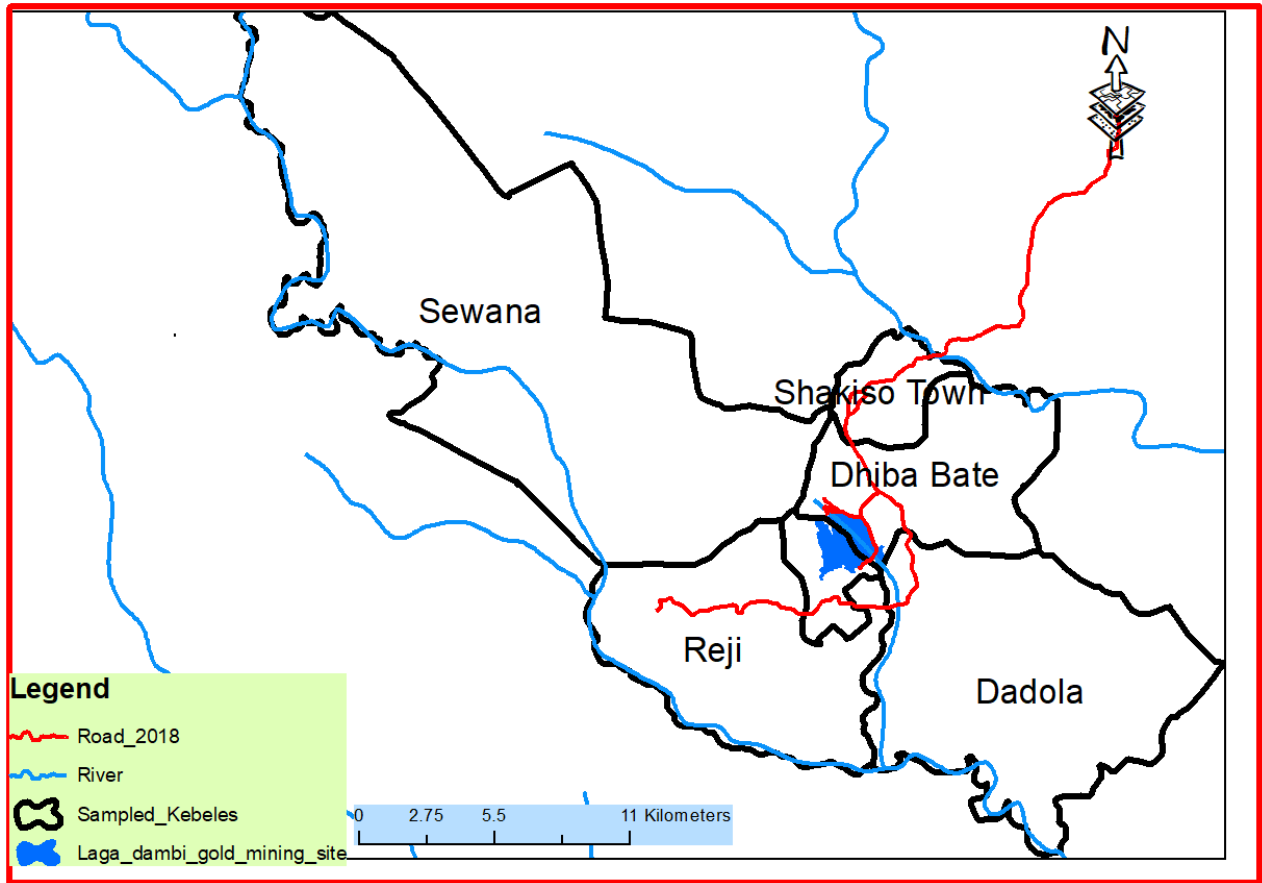
#### **3.1 Description of the study area**

MIDROC Gold, one of the subsidiary companies administered under MIDROC Technology Group, acquired the Legedembi Gold mine from the government through privatization for 172 million dollars in 1997. Since 1998 the company has been mining gold and silver from the mine, located in the Oromia Regional State, Guji zone Legedembi locality 500km South of Addis Ababa. The Legedembi Gold mine has an installed annual production capacity of four tons of gold. It was an open pit mine but MIDROC Gold has built the first underground mine in the country and conducted various exploration activities to extend the economic life of the mine.

MIDROC Gold Mine Pvt Ltd. Co. (MGOLD), a member of the MIDROC Ethiopia Technology Group, is engaged in Mining and Exploration activities in Ethiopia. MIDROC Gold Mine PLC is organized under the Office of the Chief Executive Officer of MIDROC Ethiopia. The company has four Operation Units: Mine Operations, Heavy/Light Duty Maintenance Operations, Metallurgy Operations, Exploration; and seven service units. MIDROC Gold was established in the late 1990's by Sheik Mohammed Hussein Ali Al-Amoudi, his wife Sofia Salah Al-Amoudi and the government of Ethiopia with an initial capital of US\$ 51.6 million. MIDROC Gold was created a few years after National Mining Corporation (NMC), another subsidiary company of MIDROC Ethiopia, took the 20-year concession of LegeDembi Gold Mine from the government in March 1998 for US\$172 million. MIDROC Gold Mine PLC owns and operates the Legadembi Gold Mine, which is located 500km south of Addis Ababa, Ethiopia. MIDROC Gold is actively involved in exploration projects, which are located near the mine (Adola-Legadembi Exploration License - ALEL), The Legadembi Gold Mine is an open pit operation with annual production of 1.6 million tons of ore. Yearly average production is about 4500kg of gold-silver doré (fine gold production is in the order of 3,500kg). The average fitness is 78% for gold and 21% for silver; the remaining 1% accounts for other elements of no commercial interest. The gold doré bars are

shipped to Argor Heraus refinery in Switzerland; the gold is then refined and sold to Commerzbank in Zurich Switzerland.





**Figure 1. Location Map of the Study area**

### **3.2 Types and Sources of data**

Primary data source was obtained from personal interviews and filled questionnaire and it also included responses from relevant government offices and departments for information drawn.

Secondary data sources are mainly from literature reviews on the subject. The available literature is used to gain secondary information. The chief sources of secondary data were broadly classified into two groups, published sources and unpublished sources.

### 3.3 Data Collection Instruments

The researcher employed data collection instruments which include Questionnaire which was to collect data from sample households; Key Informants Interviews with (knowledgeable persons, experts, officials) and Focus Group Discussions (FGD).

#### 3.3.1 Sampling and Sample Techniques

Simple random sampling techniques was employed to select respondents from purposively selected Kebeles.

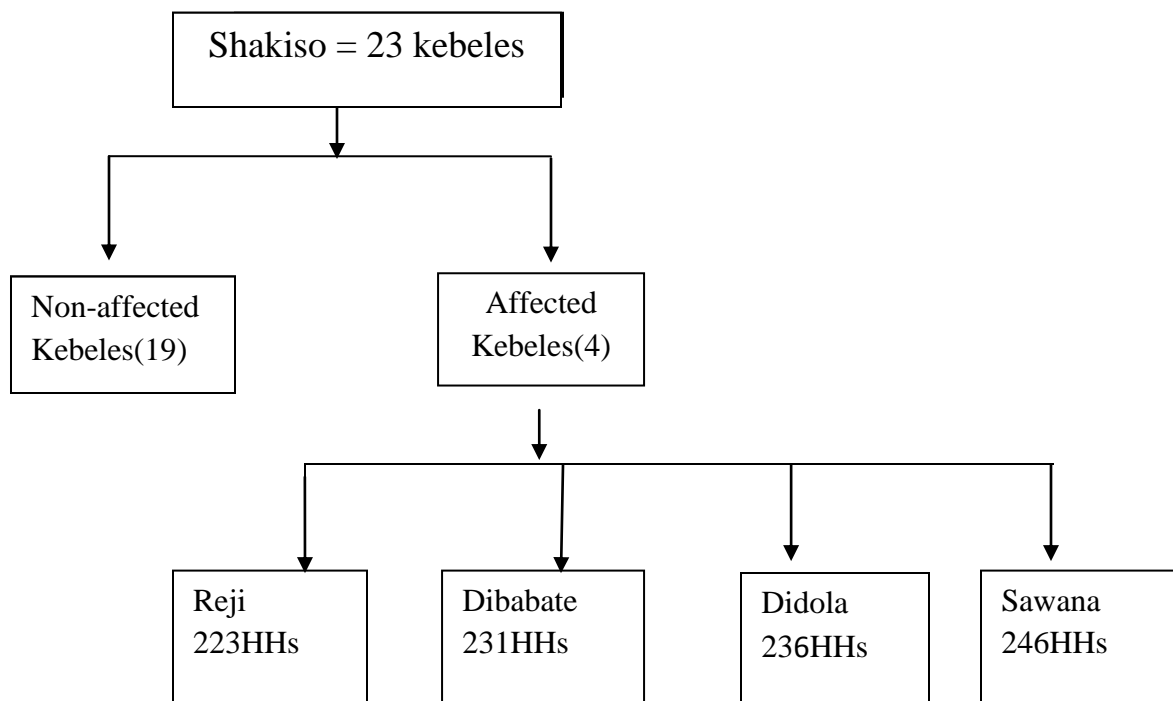
David and Sutton (2011) point out that sampling is the process of deciding who would participate in the research. Simple random sampling is a simple straightforward strategy in which each member of the population has an equal chance of selection for the research. This sampling strategy reduces the bias in the selection process.

#### 3.3.2 Sampling Frame

The Sample frame is based on the data obtained from Shakisso wereda economic & finance office.

**Figure 2. shows sampling procedures and stages.**

**Data source:-**Shakisso wereda economic & finance office.



Shakisso Wereda has 23 Kebeles. of which 4 are affected by the activities of the company. According to the central statistical agency census survey of 2014-2017 ,the total population of shakiso wereda is 130,074 of whom 73,240 are men and 56,834 are women. For this study, all affected kebeles are targeted

### 3.3.3 Sampling Size Determination

The sample size was calculated using the following formula developed by (Yamane, 1967) with 95% confidence level.

$$n = \frac{N}{1+N(e)^2} \quad \text{Where; } n = \text{the desired sample size}$$

N = Population size of the household head

e= level of precision

$$n = 936 / (1 + 936(0.05)^2) = 936 / 3.34 \quad n = 280 \text{ (see table 1)}$$

Therefore the total sample size was **280** Households.

**Table 1. Sample size of the respondents**

Name of Kebeles	Total population	Total households	Sample size	Percentage
Reji	1115	223	67	24
Dibabate	1155	231	69	25
Didola	1180	236	70	25
Sawana	1230	246	74	26
Total	4680	936	280	100

**Source:-**Central Statistical Agency (CSA) population projection for 2014-2017

### 3.3.4 Reliability and Validity

Under research design, the method of collecting data was discussed and how the data was collected and what types of instruments were used. Quality research depends on how accurate the collection of data is in terms of procedures. The tools (questionnaires/interview guides) used to collect data must yield the result that answers the research questions. Mugenda and Mugenda (2003) say that in research, we try to maximize the reliability and validity of data collection. Therefore, to establish reliability and validity of instruments, the data collection techniques must yield information that is not only relevant to research hypothesis but also correct. Cronbach's alpha was employed to test the reliability of the data. The cronbach's alpha values ranges 0 and 1 .If the cronbach's alpha is above.70;it implies that data have strong reliability.

Reliability Statistics	
Cronbach's Alpha	N of Items
.915	70

### 3.3.5 Data Analysis and Interpretation

Five point Likert-scale was used by elaborating the independent variables with statements or questions that were measured by indicating 1=strongly disagree, 2= disagree, 3= neutral, 4= agree 5= strongly agree in order to calculate for each of the scale variables. After processing and analysis of data, finding and conclusion of the study is done.

The descriptive statistical results were presented through summary statistics, which includes the means and standard deviations values. Inferential statistics are also used in making predictions or inferences about the population from observations and analyses of a sample (Kothari, 2004). In this study Pearson's correlation coefficient was used to determine the relationships between community engagement and conflict management.

Multiple regression analysis be used to investigate the community engagement and conflict management. Regression functions of the equation of multiple regressions on this study is generally built around two sets of variable, namely dependent variables and independent variables. The basic objective of using regression equation on this study is to make the researchers more effective at understanding the relationships between the variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:-

Y= dependent variable (community engagement)

X<sub>1</sub> is Relationship between the company and the local community

X<sub>2</sub> is Level of community Engagement

X<sub>3</sub> is Mechanism of employed

X<sub>4</sub> is Cause of Conflict

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:-

Y= dependent variable (conflict management)

X<sub>1</sub> is competing

X<sub>2</sub> is Avoiding

X<sub>3</sub> is accommodating

X<sub>4</sub> is compromising

X<sub>5</sub> is collaborating

β<sub>0</sub> is the intercept term (constant)

β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, β<sub>4</sub> and β<sub>5</sub> refer to the coefficient to their respective independent variables and ε is the error term.

### **3.4 Ethical Considerations**

The researcher take care of any information from individual respondents without disclosing their personality, express their opinions as they are given and take literature that has contributed by any means to this research.

## CHAPTER FOUR

### 4. Results and Discussions

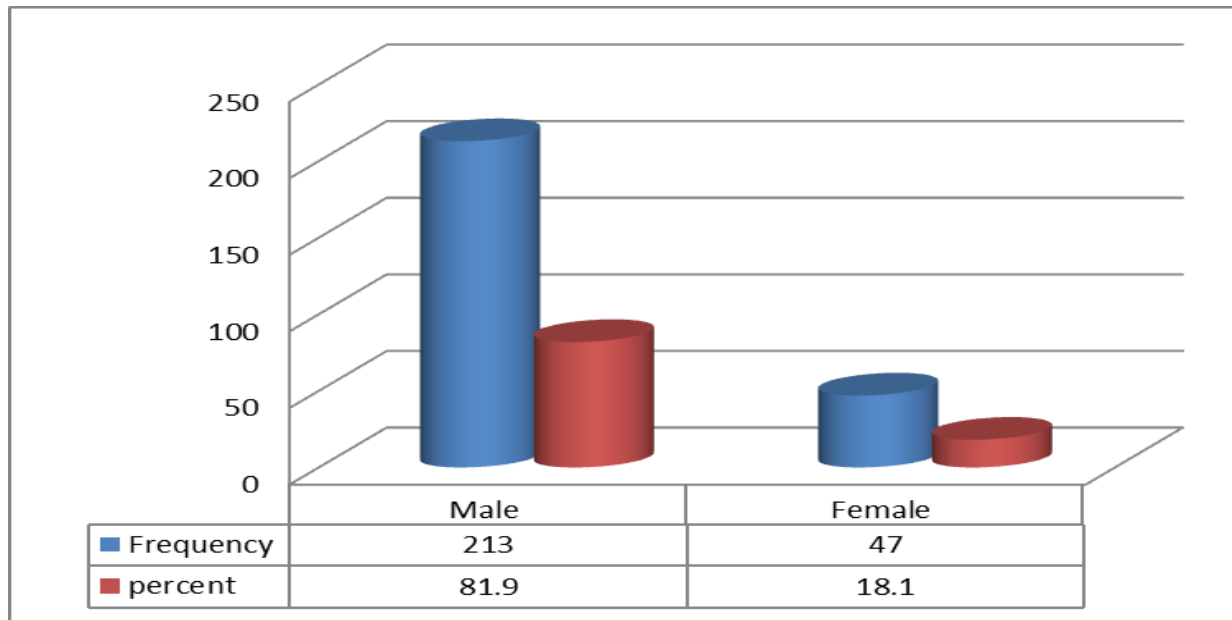
This section of the study deals with data analysis and translation. It is prepared based on the data obtained from field survey through data collection instruments which include questionnaire and interview. A total of 280 questionnaires were administered to respondents. Of the administered questionnaires, 260 of them were properly filled. Among the administered questionnaires 20 of them discarded due to not properly filled. The results obtained from the field survey are summarized as follows.

#### 4.1. Descriptive statistics

##### 4.1.1. Socio- Demographic Characteristics of Respondents

In this section socio demographic characteristic of respondents such as sex, age, educational level, length of residence, marital status, and economic activities of household are discussed as follows

**Figure 4.1: Socio-Demographic Characteristics of Respondents**

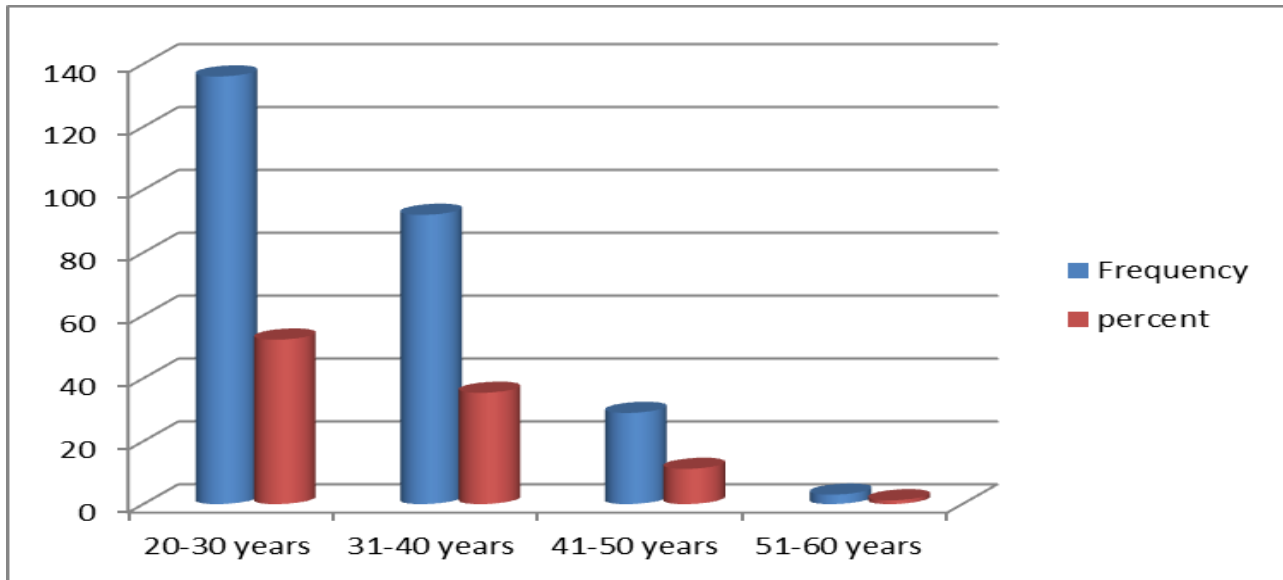


Source : Field survey

Figure 4.1 illustrated that socio-economic characteristic of respondents. Regarding socio-economic characteristics of respondents the first variable which was included in the questionnaire was sex.

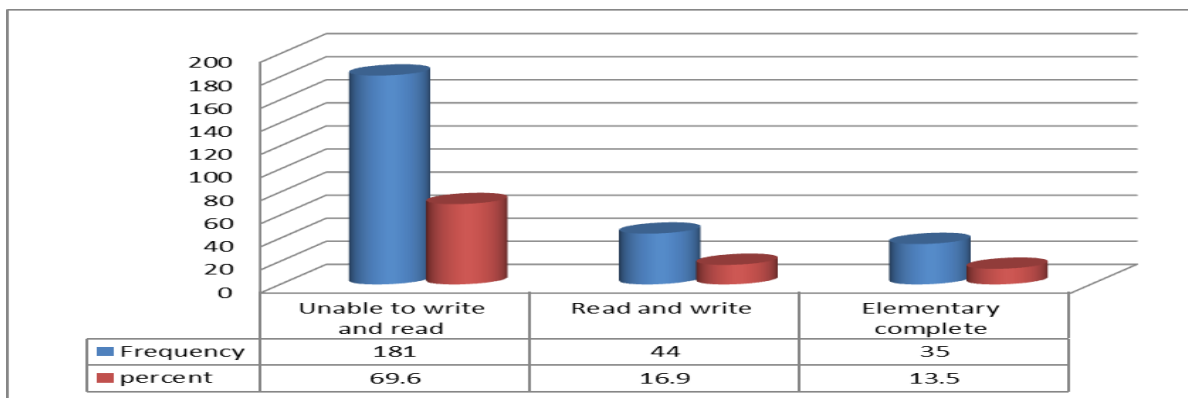
Accordingly 81.9 % of the respondents were males and the rest 18.1% of the respondents were females. Thus the majority of the respondents were males.

**Figure 4.2. Age of Respondents**



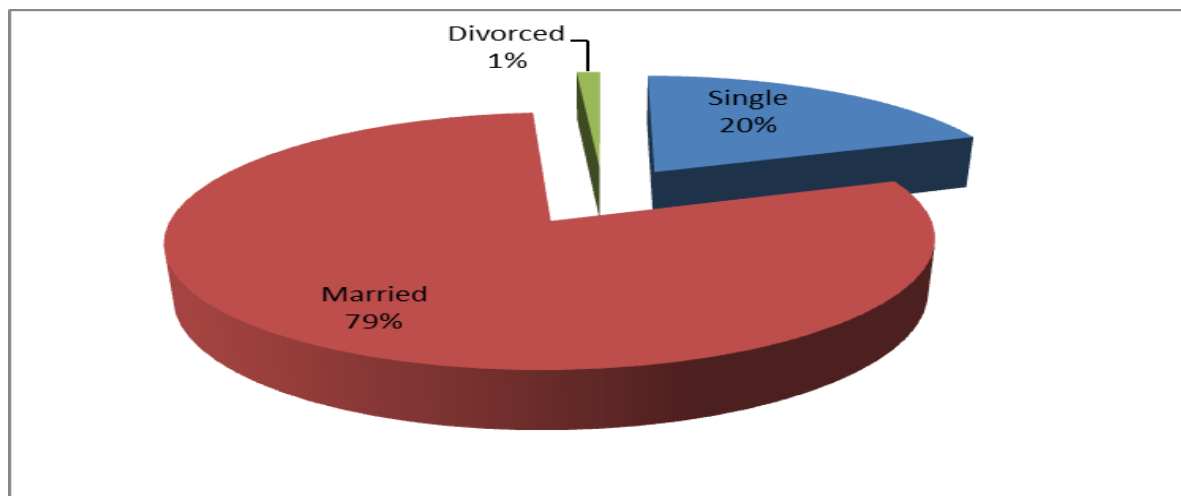
The second variable was age. Regarding to age, 53.7% of the respondents were categorized under 20-30 years while 10.7% of the respondents were categorized under the age category of 31-40 years. From the above information it is possible to conclude that the majority of the respondents were categorized in the age group of 20-30 years.(Figure 4.2)

**Figure 4.3. Educational Level of Respondents**



The third variable was educational level of respondents. Regarding to educational level, 69.9 % of the respondents were categorized unable to read and write ,16.9% of the respondents were categorized under read and write educational level and 13.5 % of the respondents were elementary school complete.

**Figure 1** Figure 4.4. Marital status of respondents



The fourth variable was marital status, where 79 % of the respondents were married while 20% of the respondents were single. From the above information it is possible to infer that the majority of respondents were married.

**Table 4.2: Respondents Length of Residency and their Economic Activities.**

Roll No	Items	Responses	Frequency	Percent
1	Length of Residency in the area/community	1-3 years	61	23.5
		3-5 years	38	14.6
		6-10 years	59	22.7
		11-15 years	10	3.8
		16-20 years	14	5.4
		>= 21 years	78	30.0
		Total	260	100.0
2	Economic activities of Households	Farmers	220	84.6
		Government employee	5	1.9
		Self employed	35	13.5
		Total	260	100

Table 4.2 presents households length of residency and their economic activities. Accordingly 30% of the respondents lived above 21 years in the area while 23.5. % of the respondents lived in the area 1-3 years. Regarding the economic activities, 84.6 % of the respondents are farmers.

#### 4.1.2. Community Engagement

Under this section community engagement dimensions were described as follows. The dimensions were Relationship between the Mining Company and the local Community, level community engagement in mining cycles, mechanisms employed by the company for promoting community engagement and cause of conflict between the company and the local community.

#### 4.1.3. Relationship between the Mining Company and the Local Community

To describe the relationship between the mining company and the local community statements were designed and the result from the field survey presented in table 4.3

To the question ‘to what extent do the following statements describe the relationship between the mining company and the local community’, the respondents furnished their attitude and the responses are summarized in table 4.3 below.

**Table 4.3: Respondents Report on the Relationship between the Mining Company and the Local Community**

Statements	Responses	Frequency	Percent
The company conducts needs assessments of the community by involving a variety of community members	Strongly disagreed	153	58.8
	Disagreed	42	16.2
	Neutral	34	13.1
	Agree	24	9.2
	Strongly agree	7	2.7
	Total	260	100.0
If The company receives requests from community members regarding community needs, the company takes those requests	Strongly disagreed	115	44.2
	Disagreed	84	32.3
	Neutral	28	10.8
	Agree	23	8.8
	Strongly agree	10	3.8
	Total	260	100.0
The company conducts community meetings to discuss and seek input towards upcoming needs assessments	Strongly disagreed	142	54.6
	Disagreed	42	16.2
	Neutral	35	13.5

	Agree	31	11.9
	Strongly agree	10	3.8
	Total	260	100.0
Community members are encouraged to inform the company of issues of importance to them.	Strongly disagreed	99	38.1
	Disagreed	74	28.5
	Neutral	38	14.6
	Agree	35	13.5
	Strongly agree	14	5.4
	Total	260	100.0
The company provides a variety of settings for community members to discuss community issues with staff	Strongly disagreed	152	58.5
	Disagreed	43	16.5
	Neutral	30	11.5
	Agree	28	10.8
	Strongly agree	7	2.7
	Total	260	100.0
Community members can request meetings with, and requests are acted on, the organization's leadership to voice concerns over community issues.	Strongly disagreed	119	45.8
	Disagreed	79	30.4
	Neutral	28	10.8
	Agree	25	9.6
	Strongly agree	9	3.5
	Total	260	100.0
The company creates opportunities for community members to have input into what programs and services are provided.	Strongly disagreed	144	55.4
	Disagreed	51	19.6
	Neutral	38	14.6
	Agree	13	5.0
	Strongly agree	14	5.4
	Total	260	100.0
I am able to inform the organization's leadership of what community members would like to see the company offer.	Strongly disagreed	113	43.5
	Disagreed	72	27.7
	Neutral	35	13.5
	Agree	31	11.9
	Strongly agree	9	3.5
	Total	260	100.0
The company has a process (formal or informal) in which community members are part of the service or program development team.	Strongly disagreed	135	51.9
	Disagreed	78	30.0
	Neutral	25	9.6
	Agree	16	6.2
	Strongly agree	6	2.3
	Total	260	100.0

The company is a representative "voice" of the community	Strongly disagreed	165	63.5
	Disagreed	55	21.2
	Neutral	19	7.3
	Agree	15	5.8
	Strongly agree	6	2.3
	Total	260	100.0
The company, as a community-based organization, fully represents the goals of the community	Strongly disagreed	162	62.3
	Disagreed	50	19.2
	Neutral	41	15.8
	Agree	3	1.2
	Strongly agree	4	1.5
	Total	260	100.0
Community members are in agreement with how the company represents them.	Strongly disagreed	122	46.9
	Disagreed	91	35.0
	Neutral	26	10.0
	Agree	15	5.8
	Strongly agree	6	2.3
	Total	260	100.0
There is a strong community member presence within the Board of Directors.	Strongly disagreed	165	63.5
	Disagreed	52	20.0
	Neutral	29	11.2
	Agree	7	2.7
	Strongly agree	7	2.7
	Total	260	100.0
Community members are encouraged to volunteer within the organization.	Strongly disagreed	140	53.8
	Disagreed	55	21.2
	Neutral	44	16.9
	Agree	21	8.1
	Total	260	100.0

Source: Field Survey,2019

Table 4.3 shows that respondents report on the relationship between the mining company and the local community. To describe the situation hypothetical statements were designed and the result presented as follows. The first variable was “the company conducts need assessment of the community by involving a variety of community members”.

In this regard, 195 (75%) of the respondents said “disagreed” while 31(11.9%) of the respondents said “neutral”. This implies that the company did not conduct need assessment of the community by involving a variety of community members.

The second variable was “if the company receives requests from community members regarding the community needs, the company takes those requests seriously.”. Regarding to the issue, 199(76.5%) of the respondents choose “disagreed” while 33(12.60%) of the respondents said “agreed.”. This implies that of the company receive requests from the community members regarding the community needs; the company would not take those requests seriously.

The third variable was the company conducts community meeting to discuss and seek input towards upcoming needs assessment. In this regards, 184(70.8%) of the respondents said “disagreed” while 41(15.7%) of the respondents said agreed. From the above information, it is possible to conclude that the company did not conduct community meetings to discuss and seek input towards upcoming needs assessment.

The fourth variable was “communities members are encouraged informing the company of issues of importance to them”. In this regards, 173(66.6%) of the respondents said “disagreed” while 49(18.8%) of the respondents said “agree”. From the above information it is possible to infer that community members were not encouraged to infer the company of issues of importance to them.

The fifth variable was “the company provides a variety of settings for community members to discuss community issues with staff”. In this regards 195(75.0%) of the respondents said “disagreed” while 35(13.5%) of the respondents said “agreed”. Thus the company did not provide a variety of settings for the community members to discuss community issues with staff.

The sixth variable was “community members can request meeting with and requests are acted on, the organization’s leadership to voice concerns over the community issues”. In this regards, 198(76.2%) of the respondents reported “disagreed” while 34(13.1%) of the respondents replied “agreed”. Thus, the community members could not request meeting with, and requests are acted on the organizations leadership to voice concerns over the community issues.

The seventh variable was “the company creates opportunities for community members to have input into what programs and services are provided. In this regards 195(75.0%) of the respondents

replied “disagreed” while 27(10.4%) of the respondents replied “agree”. Thus the company did not create job opportunity for the community members to have input what program and services are provided.

The eighth variable was “I am able to inform the organization leadership of what community members would like to see the company offer”. For this issue 185(71.2%) of the respondents said “disagreed” while 40(15.4%) of the respondents said “agreed”. This implies they were not able to inform the company’s leadership of what community members would like to see the company offer.

The ninth variable was “the company has a process (formal and informal) in which community members are part of the service or program development team. In this regard 213(81.9%) of the respondents replied “disagreed” while 22(8.5%) of the respondents said “agree”. From the above information, it is possible to infer that the company had not a process (formal or informal) in which community members are part of the service or program development team.

The tenth variable was “the company is a representative “voice” of the community”. In this regard, 220(84.7%) of the respondents said “disagreed” while 21(8.1%) of the respondents said “agreed”. Thus the company is not a representative voice of the community.

The eleventh variable was “the company as a community based organization fully represents the goals of the community”. Concerning to this issue, 212(81.5%) of the respondents said “disagreed” while 41(15.8%) respondents said “neutral”. This implies that the company as a community based organization did not fully represents the goals of the community.

The twelfth variable “community members are in agreement with how the company represents them”. Concerning to this, 213(81.9%) of the respondents said “disagreed” while 21(8.1%) of the respondents said “neutral”. Thus, from the above information community members were not in agreement with how the company represents them.

The thirteenth variable was “the company has an active community advising board”. For this issue, 212(81.5%) of the respondents “disagreed” while 33(12.7%) of the respondents were “neutral.” Thus the company had no active community advisory board.

The fourteenth variable was “there is a strong community member’s presence within the board of directors”. For this issue 217(83.5%) of the respondents said “disagreed” while 29(11.2%) of the respondents replied ‘neutral’. Thus, there is no a strong community member presence within the board of directors.

The fifteenth variable was ‘community members are encouraged to volunteer within the organization’. For this issue 195(75.0%) of the respondents “disagreed” while 44(16.9%) of them said ‘neutral’. Thus the community members were not encouraged to volunteer within the organization.

Regarding to the relationship between the mining company and the local community one interviewee pointed out as follows:-

*There is no good relationship between the mining company and the local community. The chemical process of the company is affecting the community negatively, not only this community is affecting the Guji community. It created problems for the community, due to this the interaction between the local community and the company is bad. (An interviewee from Reji kebele)*

Moreover, the participants of focus group discussion pointed out the following ideas during the discussion.

*Mining company and local community should make strong relationship to use local minerals properly and effectively. Engagement of local community is important to accelerate development. Most companies of our zone were not interested to engage local community. This must be adjusted. There is also lack of fair and clear rules of the company. Moreover , the participants indicated the need for engagement at all level of local community and to set clearly and fair rules about mining company; to conduct meeting on regular basis/periodically/ to resolve problem. (Focus group discussion with selected representatives of Reji, Dibabate, Didola & Sawana kebele residents.)*

#### **4.1.4. Level of community engagement at the mining cycles**

To what extent do the following statements deal with the limit level of community engagement at the mining cycles.

**Table 4.4: Respondents report on Level of community engagement at the mining cycles**

		Frequency	Percent
The community members put a lot of energy into what they do around here	Strongly disagreed	99	38.1
	Disagreed	62	23.8
	Neutral	45	17.3
	Agree	26	10.0
	Strongly agree	28	10.8
	Total	260	100.0
The community members have a say in making rules	Strongly disagreed	124	47.7
	Disagreed	77	29.6
	Neutral	21	8.1
	Agree	28	10.8
	Strongly agree	10	3.8
	Total	260	100.0
The community members are proud of this project	Strongly disagreed	128	49.2
	Disagreed	90	34.6
	Neutral	25	9.6
	Agree	7	2.7
	Strongly agree	10	3.8
	Total	260	100.0
It is hard to tell how the community members are feeling here	Strongly disagreed	78	30.0
	Disagreed	57	21.9
	Neutral	32	12.3
	Agree	44	16.9
	Strongly agree	49	18.8
	Total	260	100.0
The community members are expected to take leadership here	Strongly disagreed	112	43.1
	Disagreed	51	19.6
	Neutral	38	14.6
	Agree	27	10.4
	Strongly agree	32	12.3
	Total	260	100.0
The company staff discourage criticism of the community members	Strongly disagreed	53	20.4
	Disagreed	60	23.1
	Neutral	43	16.5
	Agree	47	18.1
	Strongly agree	57	21.9
	Total	260	100.0
Very few community members ever volunteer around here	Strongly disagreed	47	18.1
	Disagreed	87	33.5
	Neutral	30	11.5
	Agree	44	16.9

	Strongly agree	52	20.0
	Total	260	100.0
The community members are strongly encouraged to express themselves freely here	Strongly disagreed	105	40.4
	Disagreed	63	24.2
	Neutral	54	20.8
	Agree	28	10.8
	Strongly agree	10	3.8
	Total	260	100.0
The company members staff almost always act on the community ' suggestions	Strongly disagreed	138	53.1
	Disagreed	52	20.0
	Neutral	54	20.8
	Agree	9	3.5
	Strongly agree	7	2.7
	Total	260	100.0
Very few community members have any responsibility here	Strongly disagreed	107	41.2
	Disagreed	53	20.4
	Neutral	41	15.8
	Agree	35	13.5
	Strongly agree	24	9.2
	Total	260	100.0

**Source: Field Survey,2019**

Table 4.4 showed that respondents report on level of community engagement at the mining cycles. “The community members do not put a lot of energy into what they do around” as confirmed by 161(61.9%) who said “disagreed” while 54(20.8%) of the respondents said “agreed”.

The second variable “the community members have a say in making rules”. In this regard, 201(77.3%) said “disagreed” while 38(14.6%) of the respondents said “agreed”. This implies that the community members had no a say in making rules.

The third variable was “the community members are proud of this project”. Regarding to this issue, 218(83.8%) choose “disagreed” while 25(9.6%) of them said “neutral”. This implies that the community members are not proud of the project.

The fourth statement was that it is hard to tell how the community members are feeling here. “Concerning to this, 135(51.9%) said “disagreed” while 93(35.7%) said “agree”. This implies it is not hard to tell how the community members are feeling.

The fifth variable was that the community members are expected to take leadership. “In this regard, 163(62.7%) of the respondents said ‘disagreed’ while 59(22.7%) of them said ‘agreed.’” This implies that the community members were not expected to take leadership.

The sixth statement was that ‘company staff discourages criticism of the community members’. Concerning this 113(43.5%) said ‘disagreed’ while 104(40%) of the respondents said ‘agreed.’ This implies the company staffs did not discourage criticism of the community members.

The seventh variable was that ‘very few community members ever volunteer around here’. In this regard, 134(51.6%) of the respondents ‘disagreed’ while 96(36.9%) said ‘agreed’. This implies that very few community members did not ever volunteer.

The eighth item was that ‘the community members are strongly encouraged to express themselves freely’. Concerning this 168(64.6%) of the respondents said ‘disagreed’ while 38(14.6%) said ‘agreed’. This implies that the community members were not encouraged to express themselves freely.

The ninth statement was that ‘the company members’ staffs almost always act on the community suggestions’. In this regard 190(73.1%) said ‘disagreed’ while 54(20.8%) said ‘neutral.’ This implies the company members staff almost always did not act on the community suggestions.

The tenth variable was that ‘very few community members have any responsibility’. Concerning this 160(61.6%) said ‘disagreed’ while 59(22.7%) said ‘agreed’. This implies very few community members did not have any responsibility.

Regarding to the level of community engagement at mining cycles, an interviewee pointed out that  
*..... the company never created the opportunities to participate in discussion. Moreover, the company did not create a single job opportunities for the local community. (An interviewee from Didola kebele)*

The other interviewee also pointed out that

*.... the level of community engagement at the mining cycle is very low . Moreover, the company did not invite the local community (Guji commonly) rather than people from northern . Because of government influence the company did not give care to local people. (An interviewee from Dibabate kebele)*

#### 4.1.5. Mechanisms employed by the company for promoting community engagement

To what extent do the following aspects limit level of community engagement at the mining cycles.

**Table 4.5: Respondents report on mechanisms employed by the company for promoting community engagement**

Statements	Responses	Frequency	Percent
The company provides a variety of settings for community members to discuss community issues with staff.	Strongly disagreed	140	53.8
	Disagreed	49	18.8
	Neutral	32	12.3
	Agree	29	11.2
	Strongly agree	10	3.8
	Total	260	100.0
Community members can request meetings with, and requests are acted on, the company's leadership to voice concerns over community issues	Strongly disagreed	112	43.1
	Disagreed	68	26.2
	Neutral	43	16.5
	Agree	23	8.8
	Strongly agree	14	5.4
	Total	260	100.0
The company creates opportunities for community members to have input into what programs and services are provided	Strongly disagreed	131	50.4
	Disagreed	76	29.2
	Neutral	22	8.5
	Agree	17	6.5
	Strongly agree	14	5.4
	Total	260	100.0
I am able to inform the organization's leadership of what community members would like to see the organization offer	Strongly disagreed	109	41.9
	Disagreed	66	25.4
	Neutral	55	21.2
	Agree	22	8.5
	Strongly agree	8	3.1
	Total	260	100.0
The company has a process (formal or informal) in which community members are part of the service or program development team.	Strongly disagreed	124	47.7
	Disagreed	76	29.2
	Neutral	24	9.2
	Agree	19	7.3
	Strongly agree	17	6.5
	Total	260	100.0

Table 4.5 illustrated that respondents report on Mechanisms employed by the company for promoting community engagement. and the results are presented as follows.

The first item was "The company provides a variety of settings for community members to discuss community issues with staff". Against this item 189(72.6%) of them said "disagreed" where as 39(15%) of them said "agreed". Thus, the company did not provide a variety of settings for community members to discuss community issues with staff.

The second item was "community members can request meetings with, and requests are acted on, the company's leadership to voice concerns over community issues". Regarding to this,180(69.3%)of the respondents said "disagreed" where as 43(16.5%) of the respondents were "neutral" to the issues. Thus, the community members can not request meetings with and requests are acted on the company's leadership to voice concerns over community issues.

The third item was "The company creates opportunities for community members to have input into what programs and services are provided". Against this,207(79.6%) of them said "disagreed" where as 31(11.9%) of the respondents said "agree". From the above information, it is possible to say the company did not create opportunities for community members to have input into what programs and services are provided.

The fourth item was "I am able to inform the organization's leadership of what community members would like to see the organization offer". Against this statement,175(67.3%) of them said "disagreed" where as 55(21.2%) of them said "neutral". From the above information, it is possible to conclude that respondents did not able to inform the organization's leadership of what community members would like to see the organization offer.

The fifth item was "The company has a process (formal or informal) in which community members are part of the service or program development team". In this regard, 20(76.9%) of the respondents said "disagreed" whereas 36(13.8%) of the respondents said "agreed". From the above information it is possible to conclude that the company has no a process (formal or informal) in which community members are part of the service or program development team. Against the above the statements the majority to each item said "disagreed.". This implies that the above mentioned mechanisms are not employed by the company for promoting community engagement.

Regarding mechanisms employed by the company to promote community engagement. One interviewee reported as follows:-

.... the company had no good relationship with the local community. So the company has not created or employed any mechanism to promote local community engagement . (An interviewee from Dibabate kebele)

The second interviewee also reported as follows:-

.... the company has not employed any mechanism to promote community engagement. The company has no place for the local community and the employed ones had no voice. (An interviewee from Didola kebele)

The participants of the focus group discussion also pointed out as follows:-

*They reported that the relationship between the company and community is very bad . There was no engagement and mechanism which take care of community problem. The environmental impact of the company is serious and the company must reduce the environmental impacts. . Company have to create job opportunity of the local community (Focus group discussion with selected representatives of Reji ,Dibabate,Didola & Sawana kebele residents.)*

#### 4.1.6. Cause of conflict between the company and the local community

To what extent do the following create(cause) conflict between the company and the community.

Table 4.6: Respondents report on causes of conflict between the company and the local community

Statements	Responses	Frequency	Percent
The company don't believe that engaging the broader community brings value to the company and organize some workshop for awareness creation	Strongly disagreed	91	35.0
	Disagreed	29	11.2
	Neutral	33	12.7
	Agree	39	15.0
	Strongly agree	68	26.2
	Total	260	100.0
The company don't believe that engaging the broader community has a positive impact on the delivery of services and make community consultation about the services and products of the company .	Strongly disagreed	67	25.8
	Disagreed	53	20.4
	Neutral	30	11.5
	Agree	46	17.7
	Strongly agree	64	24.6
	Total	260	100.0
The company produce some dangerous substance to the community	Strongly disagreed	38	14.6
	Disagreed	55	21.2
	Neutral	35	13.5

	Agree	47	18.1
	Strongly agree	85	32.7
	Total	260	100.0
The company do not work on public consultation when it was established	Strongly disagreed	54	20.8
	Disagreed	35	13.5
	Neutral	35	13.5
	Agree	59	22.7
	Strongly agree	77	29.6
	Total	260	100.0
The community members have some rumor and hearsay about the company as it has environment and social impacts.	Strongly disagreed	43	16.5
	Disagreed	51	19.6
	Neutral	36	13.8
	Agree	50	19.2
	Strongly agree	80	30.8
	Total	260	100.0
The company do not conducted study on environmental and social impacts.	Strongly disagreed	61	23.5
	Disagreed	38	14.6
	Neutral	43	16.5
	Agree	64	24.6
	Strongly agree	54	20.8
	Total	260	100.0
The company don't created benefits to the community	Strongly disagreed	48	18.5
	Disagreed	62	23.8
	Neutral	41	15.8
	Agree	36	13.8
	Strongly agree	73	28.1
	Total	260	100.0

Table 4.6 showed that respondents report on cause of conflict between the company and the local community. To identify cause of conflict between the company and the local company statement were designed and the results are presented as follows:-

“The company does believe that engaging the broader community brings value to the company and organize some workshop for awareness creation”. For this issue, 120 (46.2%) said “disagreed” while 107(41.2%) said “agreed”. This implies that the company did believe that engaging the broader community brings value to the company and organize some workshop for awareness creation.

The second variable was that “the company does believe that engaging the broader community has a positive impact on the delivery of services and make community consultation about the services and products of the company”. For this issue 120(46.2%) said “disagreed”. while 110(42.3%) “agreed”. This implies the Company did not believe that engaging the broader community has a

positive impact on the delivery of services and makes community consultation about the services and products of the company.

The third variable was ‘‘the company produces some dangerous substance to the community’’. Concerning to this issue, 132(50.8%) said ‘‘agreed’’. while 93(35.8%) said ‘‘disagreed’’. This implies that the company produces some dangerous substance to the community. Moreover the company did not work on public consultation when it was established; the community members have some rumor and hearsay about the company as it has environment and social impacts; the company did not conduct study on environmental and social impacts.

Concerning the cause of conflict between the company and the local government, an interviewee pointed out as follows:-

*The company did not create anything for the local community, the company used chemicals causing serious health problem. It also caused environmental and climatic change. The interviewee felt that the company did genocide. (An interviewee from Sawana kebele)*

Moreover, the participants of focus group also indicated as follows:-

*The company has to be accountable and responsible for the action undertaken. First the company should have undertaken study of social and environmental impact and set possible solution to reduce the impact. Furthermore, there should have been discussion regarding its impact. That means the community at least should have awareness on the impacts and the benefits of the mining. Still the company and the community have bad relationship and this causes of conflict which resulted in hurting the company. Because the company has benefits as well as it created chemical impact on the community. Thus, the company should have worked on the protection of the community from negative impact. The community should get benefit only by creating job opportunity for local people too. The company did not allow the engagement of the community in all cycle of mining process. Communities around the company did not get opportunity to work. Communities are jobless and living in poverty life. Hence, company should work with community to bring some benefits to community and the benefits need be secured. Some of the benefits to communities could have been construction of schools, roads and supply pure water. The company is not practicing engagement and invitation of the community to take part in identifying environmental and social impacts of the company. The company should have an attempt to make local community to participate in resolving conflicts. Midroc company would receive social license to operate by creating some opportunities for the society, since the*

*company is not ready to support local people. (Focus group discussion with selected representatives of Reji ,Dibabate,Didola & Sawana kebele residents.)*

## 4.2. Conflict Management Strategies

The following statements deal with the conflict management strategies. Accordingly, the responses of the sample households are summarized in table 4.7

**Table 4.7: Respondents Report on conflict management strategies**

Avoiding /Ignoring		Frequency	Percent
To what extent do the company and the community members tries to please the other part /make the other part feel free/	never	101	38.8
	Rarely	92	35.4
	occasionally	27	10.4
	some times	27	10.4
	often	13	5.0
	Total	260	100.0
To what degree do the company and the community members play down the importance of the conflict?	never	109	41.9
	Rarely	59	22.7
	occasionally	41	15.8
	some times	30	11.5
	often	21	8.1
	Total	260	100.0
To what extent do the company and the community members I apologize readily compute?	Never	115	44.2
	Rarely	88	33.8
	occasionally	31	11.9
	some times	20	7.7
	often	6	2.3
	Total	260	100.0
Competing/ fighting			
To what extent do the company and the community members seeks the support of other people	never	101	38.8
	Rarely	57	21.9
	occasionally	36	13.8
	some times	23	8.8
	often	43	16.5
	Total	260	100.0
To what extent do the company and the community members become aggressive?	never	61	23.5
	Rarely	59	22.7
	occasionally	49	18.8
	some times	38	14.6
	often	53	20.4
	Total	260	100.0
To what degree do the company and the community members tries to get their own way?	never	84	32.3
	Rarely	62	23.8
	occasionally	51	19.6
	some times	45	17.3
	often	18	6.9

	Total	260	100.0
<b>Compromising/ sharing</b>			
To what degree do the company and the community members negotiate with others so that compromise can be reached?	never	127	48.8
	Rarely	48	18.5
	occasionally	40	15.4
	some times	26	10.0
	often	19	7.3
	Total	260	100.0
To what degree do the company and the community members tries to split the difference?	never	79	30.4
	Rarely	81	31.2
	occasionally	25	9.6
	some times	54	20.8
	often	21	8.1
	Total	260	100.0
To what degree do the company and the community members go for a quick deal of conflict?	never	88	33.8
	Rarely	60	23.1
	occasionally	53	20.4
	some times	33	12.7
	often	26	10.0
	Total	260	100.0
To what degree do the company and the community members' looks for a fair solution?	never	119	45.8
	Rarely	65	25.0
	occasionally	18	6.9
	some times	47	18.1
	often	11	4.2
	Total	260	100.0
<b>Collaborating / problem solving</b>			
To what degree do the company and the community members listen carefully to what is said by the other party?	never	125	48.1
	Rarely	70	26.9
	occasionally	28	10.8
	some times	16	6.2
	often	21	8.1
	Total	260	100.0
To what extent do the company and the community members focuses on a series of possible solutions?	never	143	55.0
	Rarely	55	21.2
	occasionally	16	6.2
	some times	27	10.4
	often	19	7.3
	Total	260	100.0
To what extent do the company and the community members restate common interests?	never	135	51.9
	Rarely	76	29.2
	occasionally	18	6.9
	some times	19	7.3
	often	12	4.6
	Total	260	100.0

Source : Field survey,2019

Table 4.7 showed that respondents report on conflict management strategies. From the above table it is possible to say that the conflict management strategies which include avoiding/ignoring, accommodating /smoothing; competing, fighting; compromising/sharing and collaborating /problem solving were not properly employed in the study area.

Concerning the conflict management strategies employed to manage the conflict between the local community and the company, an interviewee narrated as follows:-

*The company should have paid sufficient compensation for the damage committed, the company should have been engaged in the conservation of the natural resources and the environment where mining exploration and processing were carried out; The infrastructure needed by the local community and the communities questions should have answered properly as long run plan. The other interviewee said that the solution for all problems is to remove the company from Guji land. (An interviewee from Dibabate kebele)*

Moreover, the focus group discussion participants asserted that

*..... to resolve the conflicts the company have to be accountable for the community. The company has to create job opportunity to the communities and have to reduce the environmental impact of the area. The company has to reduce the chemical used for the mining purposes. (Focus group discussion with selected representatives of Reji ,Dibabate,Didola & Sawana kebele residents.)*

#### **4.2.1 Inferential Statistics**

The study sought to establish the relationship between independent variables and dependent variables. Pearson Correlation analysis was used to achieve this end at 95% confidence level ( $\alpha = 0.05$ ). Correlation analysis is one of the most widely used in research, it is often used to determine a relationship between two different variables, if so how significant or how strong is the association between variables. And also a very useful means to summarize these relationships between the variables with a single number that falls between -1 and +1 . A correlation analysis with Pearson's correlation coefficient ( $r$ ) was conducted on all variables in this study to explore the relationships between them. The correlation coefficient  $r$  is statistics used to measure the degree or strength of this type of relationship.

To interpret the strengths of relationships between variables in the classification of the correlation coefficient ( $r$ ) is as follows:  $\leq 0.35$  is considered to represent low or weak correlation;  $0.36 - 0.67$  is modest or moderate correlation;  $0.68-0.89$  is strong or high correlation and a correlation with  $r$  coefficient  $\geq 0.90$  is very high correlation. Again if the correlation result lies between  $-1$  and  $0$ , the two variables are negatively related. However, the result is interpreted and discussed using this criterion in each dependent and independent variables. The result is presented as follows.

**Table 4.8: Correlation Analysis**

Correlations						
		Community Engagement	Relationship between the mining company and the local community	Level of community engagement at the mining cycles	Mechanisms employed by the company for promoting community engagement	Cause of conflict between the company and the local community
Community Engagement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	260				
Relationship between the mining company and the local community	Pearson Correlation	.715**	1			
	Sig. (2-tailed)	.000				
	N	260	260			
Level of community engagement at the mining cycles	Pearson Correlation	.382**	.289**	1		
	Sig. (2-tailed)	.000	.000			
	N	260	260	260		
Mechanisms employed by the company for promoting community engagement	Pearson Correlation	.611**	.522**	.518**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	260	260	260	260	
Cause of conflict between the company and the local community	Pearson Correlation	-.187**	-.221**	.225**	-.115	1
	Sig. (2-tailed)	.003	.000	.000	.065	
	N	260	260	260	260	260

\*\* . Correlation is significant at the 0.01 level (2-tailed).

According to table 4.8 relationships between local community and the company is positively correlated with a dependent variable community engagement and the relationship between variables is high with a value of .715. The relationship between local community and the company engagement is significant with a value of 0.000 which is lower than 0.05. Hence on relationship between local community and the company is found to have positive significant relationship with employee performance. Likewise, level community engagement is positively correlated with a dependent variable community engagement and the relationship between variables is moderate with a value 0.382. The level community engagement is significant with value of .000 which is less than 0.05. Hence the level community engagement is found to have positive and statistically significant relationship with community engagement. Furthermore, Mechanisms employed by the company for promoting community engagement is positively correlated with dependent variable community engagement and have relationship between variables in high with a value of .611. Mechanisms employed by the company for promoting community engagement is significant with a value of 0.00 which is less than 0.05. Hereafter Mechanisms employed by the company for promoting community engagement is found to have positive and statistically significant relationship with community engagement. Moreover, cause of conflict between the company and the local community also have positively correlated with a dependent variable community engagement and the relationship between variables is low with a value of -.187. Cause of conflict between the company and the local community is significant value of 0.000 which is less than 0.05. Hence Cause of conflict between the company and the local community is found to have negative and significant relationship with community engagement.

**Table 4.9: Correlation Analysis of conflict Management strategies**

		<b>Correlations</b>					
		Conflict management strategies	Avoiding /Ignoring	Accommodating/ smoothing	Competing / fighting	Compromising / sharing	Collaborating / problem solving
Conflict management strategies	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	260					
Avoiding /Ignoring	Pearson Correlation	.275**	1				
	Sig. (2-tailed)	.000					
	N	260	260				
Accommodating/ smoothing	Pearson Correlation	.192**	.589**	1			
	Sig. (2-tailed)	.002	.000				
	N	260	260	260			
Competing/ fighting	Pearson Correlation	.124*	.571**	.241**	1		
	Sig. (2-tailed)	.046	.000	.000			
	N	260	260	260	260		
Compromising/ sharing	Pearson Correlation	.218**	.636**	.150*	.419**	1	
	Sig. (2-tailed)	.000	.000	.016	.000		
	N	260	260	260	260	260	
Collaborating / problem solving	Pearson Correlation	.349**	.561**	.175**	.192**	.584**	1
	Sig. (2-tailed)	.000	.000	.005	.002	.000	
	N	260	260	260	260	260	260
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

According to table 4.9, avoiding /ignoring is positively correlated with a dependent variable conflict management and the relationship between variables is weak or low with a value of .275. Avoiding /ignoring is significant with a value of 0.000 which is lower than 0.05. Hence on the avoiding /ignoring is found to have positive and significant relationship with conflict management. Likewise, accommodating/ smoothing positively correlated with a dependent variable conflict management and the relationship between variables is weak or low with a value 0.192. Accommodating/ smoothing are significant with value of 0.002 which is less than the usual statistical significant of 0.05. Hence, accommodating/ smoothing are found to have positive and statistically significant relationship with conflict management. Furthermore, competing/ fighting is positively correlated with dependent variable conflict management and have relationship between variables in weak or low with a value of .124 .Competing/ fighting is significant with a value of 0.046 which is less than 0.05. Hereafter, competing/ fighting is found to have negative and statistically significant relationship with conflict management. Moreover, compromising/sharing also has positively correlated with a dependent variable conflict management and the relationship between variables is weak with a value of .218 Compromising/ sharing are significant value of 0.000 which is less than 0.05. Hence, compromising/ sharing are found to have positive and statistically significant relationship with conflict management. Collaborating / problem solving also have positively correlated with a dependent variable employee performance and the relationship between variables is strong with a value of .349. Compromising/ sharing is significant value of 0.000 which is less than 0.05. Hence, compromising/ sharing are found to have positive and statistically significant relationship with conflict Management.

### **4.3 Regression Analysis of Community Engagement**

The study sought to establish how dependent variables and would influence independent variables using multiple linear regression analysis. The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y is community engagement,  $\beta_0$  is regression constant,  $\beta_1 - \beta_4$  regression coefficients,  $X_1$  is the relationship of the company and community,  $X_2$  is the level of community engagement,  $X_3$  is mechanism of engagement,  $X_4$  is cause of conflict between the community and the company and  $\varepsilon$  model's error term.

**Table 4.10: Model's Goodness of Fit Statistics community engagement**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772 <sup>a</sup>	.596	.589	.54211
a. Predictors: (Constant), Cause of conflict between the company and the local community, Mechanisms employed by the company for promoting community engagement, Relationship between the mining company and the local community, Level of community engagement at the mining cycles				

**Source : Field survey,2019**

According to table 4.10, R square is 0.596 which shows that 59.6 % of the dependent variable is being explained by independent variables. This depicts that the model accounts for 59.6 % of the variations in influencing community engagement while 40.4% remained unexplained by the regression model.

**Table 4.11. Analysis of Variance (ANOVA)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	110.426	4	27.607	93.939	.000 <sup>b</sup>
	Residual	74.939	255	.294		
	Total	185.365	259			
a. Dependent Variable: Community Engagement						
b. Predictors: (Constant), Cause of conflict between the company and the local community, Mechanisms employed by the company for promoting community engagement, Relationship between the mining company and the local community, Level of community engagement at the mining cycles						

**Source : Field survey,2019**

The ANOVA statistics presented in table 4.11 was used to present the regression model significance. An F-significance value was 93.939 at df (4,255)  $P < 0.05$  was established showing that there is a probability of less than .05 of the regression model. Thus, the model is very significant

**Table 4.12: Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.536	.129		4.168	.000
	Relationship between the mining company and the local community	.392	.035	.528	11.043	.000
	Level of community engagement at the mining cycles	.104	.052	.100	2.014	.045
	Mechanisms employed by the company for promoting community engagement	.221	.042	.277	5.227	.000
	Cause of conflict between the company and the local community	-.040	.029	-.061	-1.395	.164
a. Dependent Variable: Community Engagement						

**Source: Field survey,2019**

From the findings in table 4.12 the multiple linear regression equation becomes:

$$Y = .536 + .392X_1 + .104X_2 + .221X_3 + -.040X_4$$

From the model, when other factors (Cause of conflict between the company and the local community, mechanisms employed by the company for promoting community engagement, relationship between the mining company and the local community, level of community engagement at the mining cycles) are at zero, the community engagement becomes .536. Holding other factors (cause of conflict between the company and the local community, mechanisms employed by the company for promoting community engagement, relationship between the mining company and the local community, level of community engagement at the mining cycles) is constant, a unit increase in relationship between the mining company and the local community would lead to .392 increase in community engagement. A unit increase of level of community engagement at the mining cycles would lead .104 increases in community engagement. A unit increase of mechanisms employed by the company for promoting community engagement would lead .221 increases in community engagement. A unit increase of

cause of conflict between the company and the local community would lead to -.040 decreases in community engagement. From the above information, it is possible to infer that creating relationship between the mining company and the local community the main task of the company to resolve conflict. Secondly, the company should work on mechanisms employed by the company for promoting community engagement. Thirdly, the company should work on level of community engagement at the mining cycles.

#### 4.4 Regression Analysis of conflict Management

The study sought to establish how dependent variables and would influence independent variables using multiple linear regression analysis. The regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Whereby Y is conflict management,  $\beta_0$  is regression constant,  $\beta_1 - \beta_5$  regression coefficients,  $X_1$  is avoiding /ignoring,  $X_2$  is accommodating/ smoothing,  $X_3$  is competing/ fighting,  $X_4$  is compromising/ sharing,  $X_5$  is collaborating / problem solving and  $\epsilon$  model's error term.

**Table 4.13: Model's Goodness of Fit Statistics conflict management strategies**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.375 <sup>a</sup>	.541	.124	.63777
a. Predictors: (Constant), collaborating / problem solving, accommodating/ smoothing, competing/ fighting, compromising/ sharing, avoiding /ignoring				

**Source: Field survey,2019**

According to table 4.13, R square is 0.541 which shows that 54.1 % of the dependent variable is being explained by independent variables. This depicts that the model accounts for 54.1% of the variations in community engagement while 45.9% remained unexplained by the regression model.

**Table 4.14. Analysis of Variance (ANOVA)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.900	5	3.380	8.310	.000 <sup>b</sup>
	Residual	103.315	254	.407		
	Total	120.215	259			
a. Dependent Variable: conflict management strategies						
b. Predictors: (Constant), collaborating / problem solving, accommodating/ smoothing, competing/ fighting, compromising/ sharing, avoiding /Ignoring						

**Source : Field survey,2019**

The ANOVA statistics presented in table 4.14 was used to present the regression model significance. An F-significance value was 8.310 at df (5,254)  $P < 0.05$  was established showing that there is a probability of less than .05 of the regression model. Thus, the model is very significant.

**Table 4.15 Regression Analysis of conflict management**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.727	.132		13.041	.000
	Avoiding /Ignoring	.007	.104	.008	.068	.946
	Accommodating/ smoothing	.085	.053	.125	1.592	.113
	Competing/ fighting	.021	.050	.030	.409	.683
	Compromising/ sharing	-.003	.052	-.006	-.067	.947
	Collaborating / problem solving	.194	.047	.320	4.086	.000
a. Dependent Variable: conflict management strategies						

**Source: Field survey,2019**

From the findings in table 4.15 the multiple linear regression equation becomes:

$$Y = 1.727 + .007 X_1 + .085 X_2 + .021 X_3 + -.003 X_4 + .194 X_5$$

From the model, when other factors (collaborating / problem solving, competing/ fighting, accommodating/ smoothing, compromising/ sharing, avoiding /ignoring) are at zero, the conflict management strategies becomes 1.727. Holding other factors (collaborating / problem solving,

competing/ fighting, accommodating/ smoothing, compromising/ sharing, avoiding /ignoring) is constant, a unit increase in avoiding /ignoring would lead to .007 increases in conflict management. A unit increase of accommodating/ smoothing would lead .085 increases in conflict management. A unit increase of competing/ fighting would lead .021 increases in conflict management. A unit increase of compromising/ sharing would lead to - .003 decreases in conflict management. A unit increase of collaborating / problem solving would lead to .194 increases in conflict management. From the above information it is possible to infer that conflict management strategies of collaborating / problem solving is the leading strategy of conflict management. Secondly, accommodating/ smoothing. and thirdly, competing/ fighting.

### **Community Engagement to Resolve Conflict in Gold Mining Area**

To resolve conflict in Gold Mining area participants of the study forwarded that creating relationship(communication) with the communities, accepting the right of the people, giving clear information about the process of the mining, willing to accept the questions raised by the people, participating in local development activities, participating wider community.

The other respondents said that active participation of community members with company staff by scheduling (giving time), sharing and setting safety precaution of communities. Moreover, the company make available compensation schedule for the damage created. The environmental impact should be done time to time. Moreover the company should create job opportunities, make available some services like school, road, health center and water supply. There should be management of the chemical wastes; open doors for communities' participation especially the local communities.

The other respondents also reported that the company should create good/smooth relationship with the communities, allow the involvement of the community based activities and creating open communities participation in all mining activities.

Furthermore, the respondents suggested that the company should work 50% for the company profit, 25% for the environment and 25% for the local community .In addition; the company should create wider community engagement or public consultation to gain social license to operate and giving respect to the local communities. The government should enact appropriate mining policy.

## CHAPTER FIVE

### 5. Conclusions and Recommendations

#### 5.1. Conclusions

The finding of the study indicated that the relationship between the local community and the mining company is not good; the level of community engagement at mining cycles is poor. Moreover, proper mechanisms are not employed by the company to promote community engagement. The causes of conflict between the company and the local community were that the company did not believe that engaging the broader community brings value to the company and organize some workshop for awareness creation; the company did not believe that engaging the broader community has a positive impact on the delivery of services and make community consultation about the services and products of the company; the company produce some dangerous substances to the community and the company did not work on public consultation when it was established. The community members had some rumor and hearsay about the company as it has environment and social impacts; because the company did not conduct study on environmental and social impacts and failed to disclose to the people.

There are conflict management strategies which include Avoiding /Ignoring, Accommodating/smoothing, competing/ fighting, compromising/ sharing and collaborating / problem solving. The finding indicates that collaboration/problem solving is the very important conflict management strategies that need to be employed by the mining company and the local community; the company needs to be a representative "voice" of the community.

#### 5.2. Recommendations

Based on the finding of the study, the following are recommended.

- The mining company, the concerned local government or regional or federal government should promote the relationship between the company and local government by conducting needs assessments of the community by involving a variety of community members; conduct community meetings to discuss and seek input towards upcoming needs assessments; encourage to inform the company of issues of importance to them; request meetings with the organization's leadership to voice concerns over community

issues, create opportunities for community members to have input into what programs and services are provided.

- The mining company, the concerned local government or regional or federal government should manage causes of conflict by conducting public consultation, environmental and social impact assessments to reduce its impact, creating some benefits to the local community.
- The mining company, the concerned local government or regional or federal government should promote collaborating (problem solving) conflict management strategies to improve the relationship between the company and the local people.

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**Websites** (<http://www.foundationcoalition.org/teams>).

**Appendices**  
Addis Ababa University  
School of Graduate Studies  
College of Development Studies (CoDS)  
Center for Environment and Sustainable Development

Dear respondents,

I am a student at Addis Ababa University; College of Development Studies pursuing Master's Degree ENVIRONMENT & SUSTAINABLE DEVELOPMENT. As a part of academic requirement, I am conducting a research on Community Engagement & Conflict Management: The case of Midroc Gold Mines, In Shakisso District, Ethiopia. You are kindly asked to share your knowledge and experiences to guide me in this study. Your answers or responses would be used for research purpose only and your identity kept confidential. Please read and answer the questions by putting a tick [✓] within the provided brackets and writing where required.

Thank you for your co-operation.

**section A: Demographic Information**

Sex :

1.

a) Male [    ]

b) Female [    ]

2. Age.

a) 20-30 years [    ]

b) 31-40 years [    ]

c) 41-50 years [    ]

d) 51-60 years [    ]

e) Above 60 years [    ]

**3. Educational status**

- a) unable to read and write [    ]
- b) read and write [    ]
- c) elementary completed [    ]
- d) secondary completed [    ]
- e) Others (please describe).....

**4. Respondents Length of Residency and their Economic Activities**

- a) 1-3 years    b) 3-5 years    c) 6-10 years    d) 11-15 years    e) 16-20 years    f) ≥21 years

**5. Marital status .Please circle the appropriate choice.**

- a) single    b) Married    c) Divorced    d) Widowed    e) Separated

**6. economic activity of the households .Please circle the appropriate choice.**

- a)Farmer    b) Government employee    c) Self employed

**Section B: Relationship between the mining company and the local community**

To what extent do the following statements describe the relationship between the mining company and the local community? For each statement, please tick [√] the appropriate box.

**1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree**

No	Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	The company conducts needs assessments of the community by involving a variety of community members					
2	If The company receives requests from community members regarding community needs, the company takes those requests seriously					
3	The company conducts community meetings to discuss and seek input towards upcoming needs assessments					
4	Community members are encouraged to inform the company of					

	issues of importance to them.					
5	The company provides a variety of settings for community members to discuss community issues with staff					
6	Community members can request meetings with, and requests are acted on, the organization's leadership to voice concerns over community issues.					
7	The company creates opportunities for community members to have input into what programs and services are provided.					
8	I am able to inform the organization's leadership of what community members would like to see the company offer.					
9	The company has a process (formal or informal) in which community members are part of the service or program development team.					
10	The company is a representative "voice" of the community.					
11	The company, as a community-based organization, fully represents the goals of the community.					
12	Community members are in agreement with how the company represents them.					
13	The company has an active community advisory board.					
14	There is a strong community member presence within the Board of Directors.					
15	Community members are encouraged to volunteer within the organization.					

**Section C:** Level of community engagement at the mining cycles.

To what extent do the following stamen deal with the limit level of community engagement at the mining cycles? For each statement, please tick [√] the appropriate box.

No	Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	The community members put a lot of energy into what they do around here					
2	The community members have a say in making rules					
3	The community members are proud of this project					
4	It is hard to tell how the community members are feeling here					
5	The community members are expected to take leadership here					
6	The company staff discourage criticism of the community members					
7	Very few community members ever volunteer around here					

8	The community members are strongly encouraged to express themselves freely here					
9	The company members staff almost always act on the community ' suggestions					
10	Very few community members have any responsibility here					

**Section D:** Mechanisms employed by the company for promoting community engagement.

To what extent do the following aspects limit level of community engagement at the mining cycles? For each statement, please tick [√] the appropriate box.

No	Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	The company provides a variety of settings for community members to discuss community issues with staff.					
2	Community members can request meetings with, and requests are acted on, the company's leadership to voice concerns over community issues					
3	The company creates opportunities for community members to have input into what programs and services are provided.					
4	I am able to inform the organization's leadership of what community members would like to see the organization offer					
5	The company has a process (formal or informal) in which community members are part of the service or program development team.					

**Section E :** Cause of conflict between the company and the local community

To what extent do the following create or cause conflict between the company and the local communities.

No	Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	The company don't believe that engaging the broader community brings value to the company and organize some workshop for awareness creation					
2	The company don't believe that engaging the broader community has a positive impact on the delivery of services and make community consultation about the services and products of the company .					
3	The company produce some dangerous substance to the					

	community					
4	The company do not work on public consultation when it was established					
5	The community members have some rumor and hearsay about the company as it has environment and social impacts.					
6	The company do not conducted study on environmental and social impacts.					
7	The company don't created benefits to the community					

**Section F:** The following statements deals with the conflict management strategies . Please, indicate your opinion by putting “√” sign by using the following rating scales:

1. Never      2. Rarely      3 .Occasionally      4.Sometimes      5. Often

No	Item	Rating scale				
		1	2	3	4	5
<b>1</b>	<b>Avoiding /Ignoring</b>					
1.1	To what extent do the company and the community members conflict resolves itself without requiring any personal involvement?					
1.2	To what extent do you think the company and the community members lets the other party have his/ her own way?					
1.3	To what extent do you think the company and the community members acts as if there were no problem					
<b>2</b>	<b>Accommodating/ smoothing</b>					
2.1	To what extent do the company and the community members tries to please the other part /make the other part feel free/					
2.2	To what degree do the company and the community members play down the importance of the conflict?					
2.3	To what extent do the company and the community members l apologize readily compute?					
<b>3</b>	<b>Competing/ fighting</b>					
3.1	To what extent do the company and the community members seeks the support of other people?					
3.2	To what extent do the company and the community members becomes aggressive?					
3.3	To what degree do the company and the community members tries to get their					

	own way?						
4	<b>Compromising/ sharing</b>						
4.1	To what degree do the company and the community members negotiates with others so that compromise can be reached?						
4.2	To what degree do the company and the community members tries to split the difference?						
4.3	To what degree do the company and the community members goes for a quick deal of conflict?						
4.4	To what degree do the company and the community members looks for a fair solution?						
5	<b>Collaborating / problem solving</b>						
5.1	To what degree do the company and the community members listen carefully to what is said by the other party?						
5.2	To what extent do the company and the community members focuses on a series of possible solutions?						
5.3	To what extent do the company and the community members restates common interests?						

What is your suggestion to bring strong community engagement to resolve conflicts in gold mining area

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### **Interview and focus group discussion Guidelines**

1. What is your comment on relationship between the mining company and the local community?
2. What is your comment on Level of community engagement at the mining cycles?
3. What is your comment on Mechanisms employed by the company for promoting community? engagement?
4. What are the causes of conflict between the company and the local community?
5. What are the conflict management between the company and the local community ?

**Photo Focus Discussion**

