



GOVERN WELL RWANDA Ltd

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CONSOLIDATED REPORT ON TRINITY METALS ENGAGEMENT: COMMUNITY DEVELOPMENT, ESG, AND CSR ALIGNMENT

0. Executive Summary

This Final Consolidated Report presents the outcomes of the technical assistance mission conducted by Govern Well Rwanda Ltd in support of Trinity Metals, under the Professional Services Agreement signed on 31 July 2025.

Purpose of the Mission

1. Align Community Development Plans (CDPs) with ESG and CSR strategies.
2. Facilitate stakeholder consultations with company, government, and communities.
3. Conduct field visits to assess local realities and challenges.
4. Identify priority interventions for sustainable development.

Key Findings

1. Vision 2030 offers strong direction (safety, environment, governance, workforce) but needs tighter ESG-CSR-CDP integration.
2. Community priorities: livelihoods, education, gender/youth inclusion, water access, grievance redress, infrastructure gaps.
3. Environmental concerns: waste and water management, erosion control, rehabilitation, climate change planning.
4. Current communications/website risk overpromising; need simplified, realistic, inclusive messaging.
5. Field visits revealed pressing issues: illegal mining, water scarcity, weak governance structures.

Recommendations

1. Framework Consolidation – Integrate ESG, CSR, and CDPs into one unified strategy.
2. Inclusivity – Explicitly incorporate gender and youth empowerment in all plans.
3. Community Engagement – Build a robust stakeholder database, strengthen grievance mechanisms, ensure transparency.
4. Priority Interventions – Address water access, livelihoods, education, and alternatives to illegal mining.
5. Communication Alignment – Simplify website content, avoid overpromising, review annually.

Trinity Metals has a strong foundation through Vision 2030 and existing commitments, but success depends on streamlined strategies, inclusive practices, and targeted community investments. Govern Well Rwanda Ltd remains a key bridge, ensuring local realities shape corporate strategies and commitments.

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1. Background

This Final Consolidated Report is prepared under the Professional Services Agreement (Contract No. 0000004569), signed on 31 July 2025 between Rutongo Mines Ltd (“the Company”) and Govern Well Rwanda Ltd (“the Contractor”). The agreement mandates the provision of community and social development services in support of Trinity Metals’ operations in Rwanda.

The contract establishes Govern Well Rwanda Ltd as a local consultant and facilitator, working in close collaboration with international consultant Tony Barbour. While not leading the project, Govern Well Rwanda provides essential ground-level expertise, including stakeholder engagement, data collection, and logistical coordination. Its role is to ensure that community perspectives and local realities are effectively integrated into the design of Community Development Plans (CDPs) and related social performance strategies.

Specifically, the scope of services includes:

1. Stakeholder engagement and consultation-developing and maintaining a stakeholder database, facilitating internal and external consultations, and supporting workshops with communities, government, and company representatives.
2. Research and data analysis-contributing to community needs and livelihood assessments, analyzing baseline data (land use, agriculture, livelihoods), and reviewing relevant case studies.
3. Community project identification and planning-assisting in drafting and refining community development projects, including presenting draft CDPs for discussion with stakeholders.
4. Support to strategic alignment-ensuring that CDPs are evidence-based, inclusive, and aligned with Trinity Metals’ Vision 2030 and sustainability commitments.
5. Administration and reporting-producing management reports, supporting facilitation, and ensuring compliance with the company’s requirements.

Through this mandate, Govern Well Rwanda Ltd acts as a bridge-builder between Trinity Metals, government institutions, communities, and other stakeholders. Its work provides the social foundation necessary for Trinity Metals to meet its ESG, CSR, and community development obligations while promoting sustainable, inclusive, and responsible mining practices.

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2. Methodology and Approach

The findings and recommendations presented in this report were developed using a participatory, evidence-based approach, consistent with the mandate of the Professional Services Agreement (31 July 2025). Govern Well Rwanda Ltd, in collaboration with Trinity Metals management and the international consultant, applied the following methods:

2.1. Document Review

- 1) Examined Trinity Metals' Vision 2030 strategy, environmental and community objectives, and internal policy documents.
- 2) Reviewed existing Community Development Plan (CDP) drafts, CSR notes, and ESG-related materials.
- 3) Assessed relevant government and district development plans for alignment.

2.2. Stakeholder Consultations

- 1) Conducted internal consultations with Trinity Metals leadership and technical teams.
- 2) Facilitated discussions with external stakeholders, including local government representatives, NGOs, and community leaders.
- 3) Supported workshops and planning sessions led by the international consultant (Tony Barbour).

2.3. Field Visits and Observations

- 1) Visited Rutongo and Musha mining concessions, as well as nearby communities.
- 2) Collected firsthand observations on socio-economic conditions, land use, agricultural practices, and livelihood challenges.
- 3) Identified community concerns, including water scarcity, illegal mining, and infrastructure gaps.

2.4. Data Collection and Analysis

- 1) Contributed to baseline data gathering on community needs, livelihoods, and land use.
- 2) Benchmarked practices against similar mining sector experiences in the region.
- 3) Synthesized data to identify cross-cutting themes (gender, youth, environment, governance).

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2.5. Collaborative Planning

- 1) Worked jointly with Trinity Metals management to refine the strategic pillars of the CDPs.
- 2) Ensured inclusivity and stakeholder representation in framing objectives.
- 3) Drafted consolidated findings to serve as a basis for both reporting and next-phase planning.

3. Stakeholders and Partners Consulted

As part of the mission, Govern Well Rwanda Ltd, in collaboration with Trinity Metals and the international consultant, engaged a broad range of stakeholders through meetings, workshops, and field visits.

3.1. Company Representatives

- 1) Trinity Metals management team and Govern well (Martina, Joan, Sam, Justus, Lydia, Johnny).
- 2) Site managers, community liaison officers, and technical staff.

3.2. Government & Authorities

- 1) Local government officials at district and sector levels.
- 2) Representatives of relevant ministries and agencies (mining, environment, and local development).

3.3. Community Representatives

- 1) Village leaders and local councils in Rutongo and Musha.
- 2) Women's groups, youth associations, and community-based organizations.
- 3) Households and individuals directly affected by mining operations and land acquisition.

3.4. Development Partners & NGOs

- 1) World Vision Rwanda (WV).
- 2) Other NGOs (Corps Africa) active in community livelihoods, social development, and resilience programs.

3.5. Field Visits Conducted

- 1) **Rutongo concession** – assessment of water scarcity, illegal mining, and livelihood challenges.
- 2) **Musha concession** – focus on socio-economic pressures, land use, governance, and alternative livelihoods.
- 3) Adjacent community sites, infrastructure, and settlements linked to Trinity Metals' concessions.

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4. Findings and Analysis

The mission generated a comprehensive set of findings across strategic, social, environmental, governance, and communication dimensions. These reflect both the management consultations and field observations.

4.1. Strategic Alignment

- 1) Trinity's Vision 2030 outlines strong ambitions: world-class safety, environmental best practice, governance, and skilled workforce development.
- 2) Current CDPs, annual targets, and policies exist but are fragmented, with no overarching ESG strategy linking them coherently.
- 3) Lack of a formal CSR strategy creates uncertainty in resource allocation for community projects.
- 4) Risk of duplication between ESG, CSR, and CDP activities if not consolidated.

4.2. Social & Community Development

- 1) **Community priorities identified:**
 - Livelihood support and local economic empowerment.
 - Education and capacity building, especially for youth.
 - Improved access to **water and infrastructure**.
 - Stronger grievance redress mechanisms.
- 2) **Gender and youth inclusion** is currently weak in strategies and communication materials.
- 3) Field visits revealed **tensions with illegal mining** and a lack of structured alternatives for affected communities.
- 4) Community members expressed a need for more **direct engagement and transparency** in planning.

4.3. Environmental & Sustainability Issues

- 1) Annual environmental targets exist, but integration with CDPs is weak.
- 2) Field visits confirmed key environmental challenges:
 - **Water scarcity** in Rutongo and Musha.
 - Erosion risks on concession land.
 - Waste management and hazardous materials control gaps.
- 3) Efforts underway:
 - Tree planting initiatives (target 100,000 trees across sites).
 - Mine rehabilitation and soil management procedures.
 - Compliance efforts with permits and licenses.
- 4) Climate change planning is acknowledged but **still in early stages**.

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4.4. Governance & Communication

- 1) Stakeholder engagement is ongoing but lacks a **comprehensive database and systematic tracking**.
- 2) Grievance mechanisms exist but are **underutilized and poorly communicated**.
- 3) Website content and external communication:
 - Current drafts are **overly detailed**, risk overpromising, and omit gender/youth inclusivity.
 - Messages need simplification, realism, and consistent annual review.
- 4) Local governance structures are weak in some areas (Musha), requiring closer partnership with district authorities and NGOs.

5. Conclusions and Recommendations

The mission confirmed that Trinity Metals has a strong strategic foundation through Vision 2030, supported by existing community and environmental objectives. However, gaps remain in integration, inclusivity, and implementation. Field visits reinforced that communities face pressing socio-economic and environmental challenges that require targeted interventions.

5.1. Conclusions

- 1) Strategic Gaps: ESG, CSR, and CDPs exist as separate strands but lack a single unified framework. This weakens coherence and risks duplication.
- 2) Community Needs: Water access, livelihoods, education, and inclusivity are the most urgent needs, alongside addressing illegal mining pressures.
- 3) Environmental Risks: Water scarcity, erosion, and rehabilitation remain critical issues, with climate change not yet fully mainstreamed.
- 4) Governance Weaknesses: Stakeholder engagement is not fully systematized; grievance mechanisms are weak; local governance support is uneven.
- 5) Communication Risks: Current draft commitments risk overpromising and exclude visible gender/youth priorities.

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5.2. Recommendations

5.2.1. Strategic Framework

- 1) Develop a formal ESG strategy document that consolidates existing commitments.
- 2) Position CSR as a subset of ESG, with CDPs feeding into CSR.
- 3) Define 3–4 strategic pillars with measurable objectives.

5.2.2. Community Development

- 1) Prioritize investments in water infrastructure, education, and livelihoods in affected communities.
- 2) Create alternative livelihood programs for those impacted by illegal mining.
- 3) Explicitly integrate gender equality and youth empowerment into all CDPs.

5.2.3. Environment & Sustainability

- 1) Strengthen water and waste management systems at sites.
- 2) Scale up reforestation and erosion control projects.
- 3) Finalize and implement a climate change policy and mine closure framework.

5.2.4. Governance & Engagement

- 1) Establish a central stakeholder database with systematic tracking of consultations.
- 2) Reinforce and publicize the grievance redress mechanism, with regular reporting.
- 3) Build stronger collaboration with district authorities and NGOs (e.g., World Vision).

5.2.5. Communication & Reporting

- 1) Simplify website commitments to avoid overpromising.
- 2) Ensure content reflects achievable objectives, reviewed annually.
- 3) Highlight gender and youth inclusion visibly in external communications.



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6. Next Steps / Way Forward

The mission covered a five-day program of intensive work in Rwanda, combining management consultations, partner meetings, and field visits. Govern Well Rwanda Ltd contributed both local facilitation and technical input throughout:

- 1) **Day 1-2:** Meetings with Trinity Metals leadership to align on objectives, frameworks, and expectations.
- 2) **Day 3:** Field visit to **Rutongo concession**, engagement with World Vision, consultations with company staff and local community members.
- 3) **Day 4:** Visit to **Musha concession**, engagement with World Vision and local stakeholders.
- 4) **Day 5:** Follow-up consultations in Musha, review of land use, governance, and concession-community interface.

In total, 5 working days were devoted to this mission (exclusive of preparatory work, travel coordination, and reporting).

Immediate Next Steps

- 1) **Trinity Metals** to share presentations, strategy drafts, and reference documents (ESG, CSR, community, environment).
- 2) **Govern Well Rwanda Ltd** to refine the consolidated CDP framework and integrate field visit findings.
- 3) **International consultant (Tony Barbour)** to review and align with consolidated framework.
- 4) **Joint review session** to finalize ESG-CSR-CDP alignment and agree on project prioritization.
- 5) **Website content update** (Lydia to confirm timeline), simplifying commitments and ensuring inclusivity.

Follow-up Timeline

- 1) **Within 2 weeks:** Circulate all outstanding presentations/documents.
- 2) **By next reporting cycle:** Deliver revised CDP framework and draft CSR strategy outline.
- 3) **Quarterly:** Progress review on stakeholder database, grievance mechanism, and priority interventions.

Done at Kigali, September 25, 2025

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