Defining a reliable Planning, Monitoring and Evaluation (M&E) Framework for the implementation of a Mining Company’s Social Licence to Operate (SLO): An honest approach to community development in South African mining jurisdictions

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Table of Contents

1. INTRODUCTION

2. CONTRIBUTION OF MINING AND QUARRYING TO SOUTH AFRICA’S GROSS DOMESTIC PRODUCT

3. A DRIVE TO REGULATE THE MINERAL INDUSTRY FOR SUSTAINABLE OUTCOMES
   1. The Mine Works Program, the Environmental Management Plans and the Social and Labour Plans

4. THE RATIONALE FOR A SOCIAL LICENSE TO OPERATE
   1. Results Based Management and the Social Licence to Operate
   2. The Municipal Integrated Development Plan and the Social and Labour Plan
   3. The costs of mining project interruptions

5. BUILDING INTERNAL PLANNING, RESULTS – BASED MONITORING AND EVALUATION CAPACITY

6. PLANNING, MONITORING AND EVALUATION FRAMEWORK FOR THE IMPLEMENTATION OF A MINING COMPANY’S SOCIAL LICENSE TO OPERATE (SLO) USING A LOCAL ECONOMIC DEVELOPMENT (LED) INTERVENTION

7. APPLYING RESULTS BASED M&E TECHNIQUES TO A MINING COMPANIES LED INITIATIVE
Introduction (1)

• Attaining a SLO is important for the success of a mining project as it can decrease stoppages emanating from an unsatisfied and aggrieved community

• Modern day corporations rely on a social contract with their social partners to ensure their operations are accepted within society

• The basis of a SLO is premised on micro level details as opposed to a higher level approach - to get a better understanding of the local environment

• Most entities have already nestled this awareness within their businesses by establishing Sustainable Development (SD) or Corporate Social Responsibility (CSR) departments

• Difficult to explain what exactly a SLO is as their still fundamental gaps between academic explanations and on the ground implementation and maintenance of a SLO

• The term SLO is not a formal licensing arrangement but it is merely a metaphor that has been developed to capture the principles, ideals and activities companies need to adhere to, to gain acceptance and support from society
Introduction (2)

• In South Africa like in most matured mining jurisdictions the most difficult aspect faced by mining industry stakeholders has been to ensure the collaborative efforts made in development projects yield the intended results

  ▪ One of the problems is inadequate programme and project planning

• Results Based Monitoring and Evaluation (M&E) has been identified as having an important role to play in ensuring the commitments reached by the community and a mining company are achieved as it can allow for constant monitoring of activities against results

• The M&E tool can be utilised to advance good governance in the management of Social and Labour Plan (SLP) projects, promote modern management practices, enable organisations to improve the way they implement their SLP projects and promote accountability

  ▪ Monitoring lays emphasis on the implementation and the attainment of the intended objectives and questions whether the planned actions are being taken and whether progress is being made towards achieving the planned results

  ▪ Evaluation is essentially an assessment which takes place at a specific point in time of either finished or on-going activities to ascertain the degree to which stated results are being realized and how they influence decision making

• The SLP is a good program which can assist mining companies to contribute towards the development of its work force and the socio economic advancement of the communities in which they operate and where labour is sourced
Introduction (3)

• Paper attempts to define, develop a satisfactory planning, monitoring and evaluation framework which can be useful in guaranteeing the accurate design and implementation of a mining company’s SLP projects

  ▪ To place a mining company in a good position to achieve its SLO in line with the political economy of the South African Mineral Industry and the local socio-economic conditions where a mining operation is located

• The paper does this by arguing for the use of the Result-Based M&E techniques to properly plan and implement a mining company’s developmental intervention as positive developmental outcomes will contribute to the acceptance of a mining company’s presence within a community

• The paper utilises a local economic development and economic diversification intervention to explain its propositions
Contribution of Mining and Quarrying to South Africa’s Gross Domestic Product (1)

- South Africa is enriched with a variety of mineral resources which has enabled the country to play a significant role in world mineral reserves, production and exports.

- The country is also a leader in the production of a number of minerals which include Platinum Group Metals (PGM’s), Manganese, Chrome, Vanadium and second best producer of Gold, Zirconium and Titanium.

### Contribution to Value Added

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic Product From Mining</th>
<th>Capital Formation From Mining</th>
<th>Total Exports From Mining</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>1 272 537</td>
<td>82 770</td>
<td>291 434</td>
</tr>
<tr>
<td>2004</td>
<td>1 415 237</td>
<td>91 198</td>
<td>310 525</td>
</tr>
<tr>
<td>2005</td>
<td>1 401 067</td>
<td>105 992</td>
<td>358 361</td>
</tr>
<tr>
<td>2006</td>
<td>1 572 319</td>
<td>132 301</td>
<td>447 690</td>
</tr>
<tr>
<td>2007</td>
<td>1 792 076</td>
<td>156 970</td>
<td>533 791</td>
</tr>
<tr>
<td>2008</td>
<td>2 033 207</td>
<td>196 525</td>
<td>704 293</td>
</tr>
<tr>
<td>2009</td>
<td>2 174 512</td>
<td>196 521</td>
<td>556 432</td>
</tr>
<tr>
<td>2010</td>
<td>2 412 490</td>
<td>227 117</td>
<td>625 359</td>
</tr>
<tr>
<td>2011</td>
<td>2 670 504</td>
<td>260 381</td>
<td>746 518</td>
</tr>
<tr>
<td>2012</td>
<td>2 835 087</td>
<td>221 731</td>
<td>767 230</td>
</tr>
</tbody>
</table>
A Drive to Regulate The Mineral Industry For Sustainable Outcomes (1)

• The Mineral and Petroleum Resources Development Act, (MPRDA) Act No. 28, 2002 focused on the following issues ;(1) Transformation of the minerals and mining industry, (2) promoting equitable access to South Africa’s mineral resources,(3) promoting investment in exploration, mining and mineral beneficiation, (4) promoting socio-economic development of South Africa and (5) promoting environmental sustainability of the mining industry

• To protect the health of mineworkers and to ensure that mining activities are conducted as safely as reasonably possible the government has enacted the Mine Health and Safety Act (MHSA), of 1996.

• The domestic mining industry’s performance towards the legislated requirements for transformation in the domestic mining industry are illustrated in section 100 of the MPRDA are assessed through the mining charter

• On the 15th of April 2016 the 2016 Reviewed Broad Based Black-Empowerment Charter for the South African Mining and Minerals Industry was published and circulated for comments by the Minister of the Department of Mineral Resources :
  - A strong attempt to align the Mining Charter with the Department of Trade and Industry’s (DTI’s) Codes of Good Practice, how compliance will be measured by the regulator amidst the on-going legal review of interpretation of the once empowered always empowered 2002 mining charter principle
  - Has introduced a Skills Development Trust Fund aimed at skills development,
  - Emphasis is placed on black people participating in ownership as opposed to Historically Disadvantaged South Africa’s (HDSA’s) and the establishment of a Social Development Trust Fund
The Mine Works Program, the Environmental Management Plans and the Social and Labour Plans (1)

• The Mine Works Program (MWP), the Environmental Management Plans (EMP’s) and the Social and Labour Plans (SLP’s) are preconditions to be granted a mining right by the regulator

• The MWP needs to be developed to prove the mineral concerned can be extracted optimally

• EMP’s are developed to ensure the Mine will employ measures to manage and rehabilitate all the negative environmental impacts associated with the mineral resource development project

• The SLP ensures that a mining company develops adequate Human Resources Development Programmes (HRDP’s), Employment Equity Plans (EEP’s), local Mine Community Development Plans (MCDP’s) which also have to be implemented in a Mine’s major Labour Sending Areas (LSA’s) and plans that will play a role to save jobs and manage downscaling and or closure. The objectives of the Social and Labour Plan are to:
  - Promote economic growth and mineral and petroleum resources development in the Republic (Section 2 (e) of the (MPRDA);
  - Promote employment and advance the social and economic welfare of all South Africans (Section 2 (f) of the MPRDA);
  - Ensure that holders of mining or production rights contribute towards the socioeconomic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced (Section 2 (i) of the MPRDA, and the Charter); and
  - To utilize and expand the existing skills base for the empowerment of HDSA and to serve the community
The Rationale for a Social License to Operate (1)

- The basic principles associated with the SLO includes the need for mining companies to be transparent in all their activities, to ensure the environment is protected from mining operations, the mining company should ensure its activities empower those who reside proximate to their operations.

- In order to maintain a SLO the mining company is expected to engage with the immediate community and devise a plan on how it will meet the community’s expectations.

- The community then grants the mining company a right to conduct its operations and withdraws the right when it perceives the mining company no longer meets the community’s expectations. The right or trust given to the mining company by the community is the SLO.

- A mining company goes through a number of community approval stages before it is granted the SLO.
  1. Local community members will describe a mining company that has partially being given a SLO as being legitimate meaning that there’s some level of acceptance of the mining company within the community.
     - At this stage the Mine is still operating within an unstable and uncertain environment as the community is merely giving the Mine the opportunity to prove its credibility to the local community.
  2. Once the mine is perceived to be reliable and dependable the community then moves to upgrade the Mine’s status from legitimate to credible this is the stage where the Mine attains its SLO.
Results Based Management and the Social Licence to Operate (1)

• The five year cycle of the SLP presents a good period for the Mine and the community to collaborate towards achieving sustainable development outcomes linked to the mining project to assist the Mine to maintain its SLO.

• What is equally concerning are several SLP community development projects which have tended not to yield the intended results as projects were traditionally not planned properly and were not adequately monitored and evaluated.

• It is ideal to employ Results Based Management (RBM) as an all-inclusive management strategy to improve management effectiveness and accountability through the employment of a transparent and participatory approach in outlining:
  - Accurate expected results, monitoring progress towards the attainment of expected results, evaluating and reporting on performance and integrating lessons learned into mine community development management decisions.

**Figure 1: The Results Chain**

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>OUTCOMES</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources deployed to do the work</td>
<td>Work undertaken to achieve results</td>
<td>What is realised immediately after completing all activities</td>
<td>Some kind of behavioural change in the targeted population</td>
<td>A change we see in the larger society</td>
</tr>
</tbody>
</table>
The Municipal Integrated Development Plan and the Social and Labour Plan (1)

• Integrated Development Plan (IDP) a five year cycle plan for a municipality needs to be developed to steer the municipality towards a sustainable developmental trajectory
• The MPRDA advocates for the strict alignment of the SLP with the IDP
• Skills shortage is intensified as local municipalities are finding it difficult to attract critical skills which include spatial planners, chartered accountants and engineers
The Costs of Mining Project Interruptions (1)

- All interruptions to a mining company’s operations have proven to add additional unplanned costs to the mining project
  1. Unplanned costs which result from a mining company’s efforts to prevent or respond to a conflict this includes, personnel costs, risk management and security costs
  2. Those costs which result from the outcome of the conflict associated with an aggrieved community these include; reputational impact, impact on capital, loss of productivity, project modification costs, redress, impacts on personnel and material damage and loss of value

- Mining companies are in a difficult position as their collaborative efforts with local authorities may have enabled them to be granted a legal licence to operate by the mineral industry regulator as they would have adhered to the required legislative requirements

- Obtaining and sustaining a SLO still poses a serious challenge and a threat to a number of mining operations as this is a license which is given by the community and can be taken away by the community at any time

- The failure to effectively plan, monitor and evaluate SLP projects is one of the reasons why SLP projects tend to fail to meet their intended objectives. This has contributed to most mining operations losing their SLO
Building Internal Planning, Results – Based Monitoring and Evaluation Capacity (1)

• At the inception of the process of developing internal planning, monitoring and evaluation capacity an entity (the Mining Company) has to assess already existing performance management systems as the M&E capabilities will be structured on already existing performance management skills

• The capabilities of already existing data and technology systems will have to be assessed to align them with the planned M&E function coupled with the relevant training and the provision of the appropriate budget to support this initiative

• The entity (the Mining Company) will then have to conduct an M&E Readiness Assessment preferably nestled within the mining company’s transformation, sustainable development or community development unit

• The readiness assessment will assist in assessing an organization’s capabilities in monitoring and evaluating its projects. The eight areas to be considered and reviewed in detail when conducting a readiness assessment are as follows;
  ▪ (1) What potential pressures are encouraging the establishment for the M&E system and why;
  ▪ (2) Who is the advocate for the M&E system?;
  ▪ (3) What is motivating the champion to support such an effort?;
  ▪ (4) Who will own the system?; (Who will benefit from the system & How much information do they really want);
  ▪ (5) How will the system directly support better resource allocation and the achievement of programme goals;
  ▪ (6) How will the organisation, the champions, and the staff react to negative information generated by the M&E system?
  ▪ (7) Where does capacity exist to support a Results-Based M&E system?
  ▪ (8) How will the M&E system link project, programme, sector and national goals?
Planning, Monitoring and Evaluation Framework for the Implementation of a Mining Company’s SLO using an LED Intervention (1)

- The planning of a mining company’s community development project should both be participatory and interactive with all affected stakeholders (those who affect and are affected by the project).

- The development project chosen should be based on solving the root causes of the problems affecting a particular community residing proximate to a mining operation.

- A root cause analysis should be conducted to recognise the root causes of a particular problem, this analysis is conducted to understand the problem and the various issues concerning the problem:
  - A typical problem tree technique as a tool of analysis as this tool will enable the identification of problems and related issues and cause and effect relationship.
  - The principal or focal problem is identified along with the problems and related direct and higher level effects.
  - This analysis will assist us in providing the appropriate developmental intervention to deal with the problem by translating the identified problem into a solution or outcome statements.

- Outcome statements explain what we want to come out from the inputs and activities devoted to an intervention. Outcomes are goals set at a results level which provides the true level of what the success of an intervention should look like.

- A results chain or also called a logic model needs to be devised. A results chain is a map which illustrates how the program or project is performing and the reason for the performance observed at a particular point in time.
Planning, Monitoring and Evaluation Framework for the Implementation of a Mining Company’s SLO using an LED Intervention (2)

- Within a results chain the logic of the programme or project is depicted visually outlining the manner in which activities will achieve outputs, outcomes and the desired developmental impact
- The anticipated results from the results chain (logic model) are identified in the results based performance framework
- Feasible measurable indicators are established and listed for each identified result in relation to the logic model along with the unit of measuring the indicators;
  - The manner in which results will be defined and calculated is also identified by the results based performance framework,
  - Parties responsible with carrying out certain functions are identified along with the sources where data for performance reporting will be sourced,
  - The process of data and information collection and the periodic intervals or frequency for the measurement of indicators is depicted within the results based performance framework
- To sequentially structure and illustrate the existing linkages between the main elements of an initiative a logical framework will have to be developed
  - Assists in the identification of causal relationships between the various elements of a project
  - The first column of the logical framework assesses progress in relation to results and activities at the four levels of the hierarchy
  - The second column provides objectively verifiable indicators which are both qualitative and quantitative measures to explain the extent in which intended results are achieved within the 4 levels of the results and activities hierarchy,
  - The third column provides the means of verification it informs us of where we will obtain the proof about the performance being made towards the set results,
  - The forth column deals with the assumed required condition that will enable the successful attainment of the cause and effect linkages amongst the different levels of the results hierarchy. These assumptions maps out the pre-conditions required for the planned changes to happen
Applying Results Based M&E Techniques to a Mining Company’s LED initiative (1)

• A detailed problem analysis (root cause analysis) will be conducted using the problem tree technique, a two column table will be used to illustrate the specific concerns directly related to the problem identified in the problem analysis

• These concerns will then be used to develop outcome statements

• A results chain will then be produced illustrating the required inputs, activities, expected outputs, intended outcomes and desired impacts

• The information from the problem analysis will also be used to develop a logical framework matrix for the selected intervention

• A comprehensive results-focused performance framework containing indicators and proxy indicator for the selected intervention and an indicators-data grid will be provided
Applying Results Based M&E Techniques to a Mining Companies LED initiative: Root Cause Analysis (2)
Applying Results Based M&E Techniques to a Mining Companies LED initiative: Outcome Statements (3)

- Using a 2-column table the three primary concerns outlined in the problem tree will be reformulated to become three outcome statements

<table>
<thead>
<tr>
<th>CONCERNS</th>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Few people employed from the local community</td>
<td>1. Increased local employment</td>
</tr>
<tr>
<td>2. No entrepreneurial or self-help initiatives</td>
<td>2. Entrepreneurial and self-help initiatives established</td>
</tr>
<tr>
<td>3. Businesses not locating in this area</td>
<td>3. Business located in this area</td>
</tr>
</tbody>
</table>
Applying Results Based M&E Techniques to a Mining Company’s LED initiative: Results Chain (4)

A detailed results-chain for the intervention which illustrates the necessary inputs, required activities, expected outputs, intended outcomes and desired impacts (s) is presented

**INPUTS**
- Funds/Budget
- Training program for alternative skills
- Venue to conduct the training
- Service providers to provide the training
- Service providers to provide recommendations for the development of alternative economic sectors and economic infrastructure
- Legal experts, Economists, Engineers etc.
- Labour (social workers, psychologists)

**ACTIVITIES**
- Invest in alternative economic sectors
- Create alternative sector skills attainment project
- Invest in economic infrastructure

**OUTPUTS**
- A program for local economic skills development and economic diversification

**OUTCOMES**
- Increased local employment
- Entrepreneurial and self-help initiatives established
- Business located in this area

**IMPACTS**
- Prosperous community
- Wealth creation
- Diversified local economy
Applying Results Based M&E Techniques to a Mining Company’s LED initiative: A Log-Frame Matrix (5)

A log-frame matrix will be developed for the selected intervention based on the problem analysis from the problem tree technique earlier undertaken.

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>SUMMARY</th>
<th>OBJECTIVELY VERIFIABLE INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
</table>
| IMPACTS | • Wealth creation  
• Diversified local economy | • Household wealth  
• Households assets  
  ○ Number of households owning a particular asset  
• Percentage increase in total business revenue  
• Gross regional product | • Stats SA Census community employment data  
• Local IDP data on local economy  
• Reports (e.g. Stats SA)  
• Local municipality business register | • Majority of locals are working and earning a decent income to meet all their daily needs  
• There SMME’s are fully operational and are making profit  
• Money stays and is circulated and invested within the local economy  
• Different economic sectors are successfully imbedded within the community |
| OUTCOMES | • Increased local employment  
• Entrepreneurial and self-help activities established  
• Businesses located in this area | • Percentage of the community members employed  
• Number of SMME’s operating within the community  
• Number of economic sectors established within the community | • STATS SA household profiles  
  ○ Sources of income for households  
  ○ Monthly household expenditure category  
• Municipal Integrated Development Plans  
  ○ Sources of income for households  
  ○ Annual household expenditure category  
• Municipal Integrated Development Plans  
  ○ Section on Spatial Economy and Economic Sectors  
• Regional business reports and magazines/publications | |
Applying Results Based M&E Techniques to a Mining Company’s LED initiative: A Log-Frame Matrix (6)

<table>
<thead>
<tr>
<th>OUTPUTS</th>
<th>ACTIVITIES</th>
<th>STATS SA household profiles</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A programme for local economic skills development and economic diversification</td>
<td>• Invest in alternative economic sectors</td>
<td>• Sources of income for households</td>
</tr>
<tr>
<td>• Percentage of community members who are aware and participate in the programme</td>
<td>• Create alternative economic sector skills training projects</td>
<td>• Monthly household expenditure category</td>
</tr>
<tr>
<td>• Community surveys</td>
<td>• Invest in economic infrastructure</td>
<td>• Municipal Integrated Development Plans</td>
</tr>
<tr>
<td>• Roundtable with community representatives</td>
<td>• Number of investment projects into alternative economic sectors</td>
<td>• Sources of income for households</td>
</tr>
<tr>
<td>• Alternative sector employment opportunities are created and offered to locals</td>
<td>• Amount invested in alternative economic sectors</td>
<td>• Annual household expenditure category</td>
</tr>
<tr>
<td>• Locals are equipped with entrepreneurial skills, self-help skills and resources to start their own small enterprises</td>
<td>• Number of alternative economic sector skills/training projects established</td>
<td>• Municipal Integrated Development Plans</td>
</tr>
<tr>
<td>• Businesses are offered investment incentives to relocate to the community</td>
<td>• Number of economic infrastructure projects established</td>
<td>• Section on Spatial Economy and Economic Sectors</td>
</tr>
<tr>
<td>• Investment is made towards alternative economic sectors</td>
<td>• Amount invested in economic infrastructure projects</td>
<td>• Regional and local business reports and magazines/publications</td>
</tr>
<tr>
<td>• Alternative economic sectors skills training projects are created</td>
<td>• Investment is made towards the required infrastructure</td>
<td>• Local enterprise register</td>
</tr>
</tbody>
</table>
Applying Results Based M&E Techniques to a Mining Company’s LED initiative: Results-Based Performance Framework – A Result Measurement Matrix (7)

A Results-Based Performance Framework will be constructed comprising indicators, of which one will be a proxy indicator for the selected intervention outlining a results measurement matrix and an indicators-data grid.

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>INDICATORS</th>
<th>BASELINES</th>
<th>INTERIM TARGETS</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPACTS</td>
<td>• Wealth creation</td>
<td>Household assets in the year of 2016: 1000 worth R100 000</td>
<td>Household assets in the year of 2020: 50000 worth R 500 000</td>
<td>Household assets in the year of 2024: 100 000 worth R 1 000 000</td>
</tr>
<tr>
<td>• Diversified local economy</td>
<td>Growth Rate</td>
<td>In 2016 the regional growth rate is -5%</td>
<td>In 2020 the regional growth rate should be 5%</td>
<td>In 2024 the regional growth rate should be 15%</td>
</tr>
<tr>
<td>OUTCOMES</td>
<td>• Increased local employment</td>
<td>Percentage of the community members employed</td>
<td>In 2016 only 20% of the working age population of the local community is employed</td>
<td>In 2018 60% of the working age population of the local community is employed</td>
</tr>
<tr>
<td>• Entrepreneurial and self-help activities established</td>
<td>Number of SMME’s operating within the community</td>
<td>In 2016 only 5 SMME’s are operating within the community</td>
<td>In 2018 40 SMME’s are operating within the community</td>
<td></td>
</tr>
<tr>
<td>• Businesses located in this area</td>
<td>Number of economic sectors established within the community</td>
<td>In 2016 there’s only one economic sector established with the community</td>
<td>In 2018 their 4 economic sectors established with the community</td>
<td>In 2022 their 8 economic sectors established within the community</td>
</tr>
<tr>
<td>OUTPUT</td>
<td>• A programme for local economic skills development and economic diversification</td>
<td>Percentage of community members who are aware and participate in the programme</td>
<td>In 2016 only 20% of the community is aware and participates in the programme</td>
<td>In 2017 60% of the community is aware and participates in the programme</td>
</tr>
<tr>
<td></td>
<td>Number of unemployment protests</td>
<td>In 2016 they were 15 unemployment protests</td>
<td>In 2017 they were 5 unemployment protests</td>
<td>No unemployment protests in 2020</td>
</tr>
</tbody>
</table>
# Applying Results Based M&E Techniques to a Mining Company’s LED initiative: Results-Based Performance Framework - An Indicators-Data Grid (8)

<table>
<thead>
<tr>
<th>RESULT</th>
<th>INDICATOR</th>
<th>DATA SOURCE</th>
<th>DATA COLLECTION METHOD</th>
<th>FREQ OF DATA COLLECTION</th>
<th>WHO WILL COLLECT DATA</th>
<th>FREQ OF DATA COLLATING</th>
<th>WHO WILL COLLATE DATA</th>
<th>WHO WILL ANALYSE DATA</th>
<th>DATA RELATED COSTS</th>
<th>WHO WILL REPORT</th>
<th>WHO WILL USE</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPACTS</td>
<td>Wealth creation</td>
<td>Number of households owning a particular asset</td>
<td>Stats SA, Local municipality</td>
<td>Review records</td>
<td>Quarterly</td>
<td>Mine community development practitioner</td>
<td>Every second quarter</td>
<td>Data specialist</td>
<td>$50,000.00</td>
<td>Mine General Manager</td>
<td>CEO of a Mining Company to report SLO activities to the board of directors</td>
</tr>
<tr>
<td>OUTCOME</td>
<td>Increased local employment</td>
<td>Percentage of the community members employed</td>
<td>Stats SA, Local municipality</td>
<td>Review records</td>
<td>Monthly</td>
<td>Mine community development practitioner</td>
<td>Quarterly</td>
<td>Data specialist</td>
<td>$400,000.00</td>
<td>Mine General Manager</td>
<td>CEO of a Mining Company to report SLO activities to the board of directors</td>
</tr>
<tr>
<td>OUTPUT</td>
<td>A programme for local economic skills development and economic diversification</td>
<td>Percentage of community members who are aware and participate in the programme</td>
<td>Local municipality, Mining Company’s SLP, Community Survey</td>
<td>Weekly</td>
<td>Mine community development practitioner</td>
<td>Monthly</td>
<td>Data specialist</td>
<td>$150,000.00</td>
<td>Mine General Manager</td>
<td>CEO of a Mining Company to report SLO activities to the board of directors</td>
<td></td>
</tr>
</tbody>
</table>

**Impacts**

- Wealth creation
- Diversified local economy

**Outcome**

- Increased local employment
- Entrepreneurial and self-help activities established
- Businesses located in this area

**Outputs**

- A programme for local economic skills development and economic diversification

**Remarks**

- Results and cost are reported monthly to the board of directors by the mine general manager and the CEO of the mining company.
QUESTIONS