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Transformation of the mining sector of South Africa: strategies beyond the life of the Mining Charter in 2014

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ANNEXURE A

A BALANCED SCORECARD FOR THE BROAD BASED –ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY

Elements of the Charter	Monitoring Indicators	Time frame (2015-2030) Monitoring at 5 year intervals	Direct Empowerment Score	Weight In %	Total Score In %
Human Resources	Increased development and retention of HDSA employees with the requisite skills		40%		
Advancement of Women	-More women in leadership position (top management) -Address working conditions of women		10%		
Employment Equity	-Development of core skills programmes -Increased HDSA's participation in management		100% 40%		
Sustainable development	Increased numbers of new businesses controlled and owned by HDSA		20%		
Mineral Beneficiation	-Growth of the manufacturing sector -Increased FDI flows		100%		
Ownership and joint venture	-Increased numbers of junior mining companies -Increased funding opportunities for the junior sector		26%		
Mine Community	Increased numbers of community development agreement (CDA)		100%		
Housing and living conditions	-Reduction of proliferation of informal settlements -Increased number of employees owning homes		100%		
Procurement and enterprise development	Increasing levels of local content of supplies		100%		
Consultation, Evaluation and Reporting	Improved quantitative and qualitative methods for collecting and analyzing information		100%		

The weight in score can be calculated as to how far the mining companies are in terms of achieving the empowerment score and thus arrive at the total score for the annual five year interval.

ANNEXURE B

A BALANCED SCORECARD FOR THE BROAD BASED ECONOMIC EMPOWERMENT FOR THE SOUTH AFRICAN MINING INDUSTRY

Industry Scorecard

Charter elements	Objectives	Indicators	Targets	Initiatives taken*	Results
Human resources	Increase development & retained skilled HDSAs	Number of skilled HDSAs with requisite skills	40%		
Advancement of Women	Increase women in leadership	Number of women in management and critical skills	10%		
	Address women working conditions	Suitable arrangements to cater for the unique needs of women, equality treatment			
Sustainable Development	Increase opportunities for local sustainability after life of mine	Number of new businesses; business support; alternative skills development			
Employment Equity	Increase HDSAs in management	Number of HDSAs in top management, Senior management, junior management and core and critical skills to represent the country's demographics	40%		
Mineral Beneficiation	Increase local beneficiation	Stage of beneficiation	100%		
Ownership and joint venture	Increase HDSA ownership	Share of business ownership	26%		
Mine Community	Integrate mine activities with LED through SLP or CDA	Achievements of SLP or CDA provisions and projects and LED alignment	100%		
Housing and living conditions	Improved living conditions of employees and reduction of proliferation of informal settlements and hostels	Number of employees owning homes	100%		
Procurement and enterprise development	Increase levels of local content supplies	Proportion of local content to total	100%		
Evaluation and reporting	Independent verification of progress	Independent audit reports	100%		

* initiatives taken by the company to achieve the objective

ANNEXURE C

A BALANCED SCORECARD FOR THE BROAD BASED ECONOMIC EMPOWERMENT FOR THE SOUTH AFRICAN MINING INDUSTRY

Department of Mineral Resources Scorecard

Charter elements	Objectives	Indicators	Targets	Initiatives to be taken	Results
Human Resources	Produce educated, trained with correct gender balanced nationals	Number of employable HDSAs in relevant professions	100%	Mandatory and free basic education; Increasing the education of maths and science	
Advancement of Women	Achieve equal participation of women in the sector	Numbers of women at all levels of employment	100%	Creation of Directorate of Women in Mining in the DMR to act as principal adviser; promote gender diversity	
Sustainable Development	Increase prime business activities that outlive mine life	Increased numbers of new businesses controlled and owned by HDSA	100%	Creation of Mining Institutes to educate young people start and run businesses; facilitate stakeholders support to community endeavours	
Employment Equity	Achieve balance in representation of HDSA	Skilled HDSAs in various positions	100%	Continued MQA interventions	
Mineral beneficiation	Grow the manufacturing sector	New downstream value added products	100%	Creating the right enabling environment; linking sector activities to NDP strategies	
		New inputs to mine value chains			
Ownership and Joint Venture	Increase HDSA ownership	Numbers of local entrepreneurs and shares	100%	Availability of mineral rights and usable geological information	
	Participate directly in operations, JVs	Share of state productive capacity	100%	Creation and promotion of juniors companies	
Mine Community	Linking commitments made by mining companies in their SLP*or CDA* to the IDP *of municipals	Compliance level of the mining sector in terms of undertakings	100%	Ensure alignment of projects to the provincial growth and development strategies	
Housing and Living Conditions	Achieve decent conditions of employees	Integrated employee housing with local government plans	100%	Ensure that Constitutional provisions are adhered to	
		Eradicated squatter camps			
Procurement and Enterprise Development	Maximise local procurement at all phases of mine life	Share of local content of goods and services from HDSAs	100%	Forging local markets and distribution networks	
Consultation, Evaluation and Reporting	Monitor and analyse information continuously for decision making	Improved quantitative and qualitative information	100%	Monitoring and evaluation of industry's obligation	

*SLP- Social and Labour Plans, CDA- Community Development Agreements, IDP- Integrated Development Plans