



SOCIAL AND LABOUR PLAN

**AFRICAN CARBON ENERGY PTY LTD (AFRICARY)
THEUNISSEN UCG PROJECT**

**ACCOMPANYING APPLICATION FOR A MINING RIGHT OVER
TWO EXISTING PROSPECTING RIGHTS (FS30/5/1/1/2/131PR
AND FS30/5/1/1/2/132PR) renewed as: (FS
30/5/1/1/2/10046 PR and FS 30/5/1/1/2/10052 PR)**

May 2019

STATEMENT BY THE COMPILERS

Rock and Stock Investments compiled this Social and Labour Plan for, and on the directive of, African Carbon Energy (Pty) Ltd (AFRICARY) in accordance with Part II of the Regulations of the Minerals and Petroleum Resources Development Act no 28 of 2002 and, where possible, in concurrence with the sequence as prescribed by, and reference to the MPRDA Regulations (Part II, Reg. 46), to facilitate the evaluation of this plan against the applicable regulations.

All information contained in this Social and Labour Plan has been furnished by the management of African Carbon Energy (Pty) Ltd (AFRICARY) and as such Rock and Stock cannot be held liable in any form or way whatsoever should such information prove to be inaccurate. No part of this document may be used or applied out of the context of the explicit application for which it was compiled.

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Submitted on behalf of African Carbon Energy Pty Ltd and Theunissen UCG Project on November 2015.

The document has been updated after further consultation with municipal officials at the request of the DMR and is being submitted again in May 2019.

Our thanks especially go to the following named and other unnamed persons who assisted greatly in identifying and reviewing needs and our proposals: Clr S Ngangelizwe (Executive Mayor, Lejweleputswa District Municipality); Clr Nkosinjani Speelman (Executive Mayor, Matjhabeng Local Municipality); Ms Rebecca Modiro (Municipal Manager, Tswelopele); Messrs Barry Golele and Joy Alec; Mr Andries Labuschagne (CEO, Sand-Vet Water Users Association) the Free State Goldfields Chamber Of Business; and House of Hope (a charity); Harmony and Sibanye.

OBJECTIVES OF THE SOCIAL AND LABOUR PLAN

This Social and Labour Plan (SLP) has been compiled in accordance with the Mineral and Petroleum Resources Development (MPRD) Act 28/2002 for the envisaged life of mine at Theunissen UCG Project. This SLP outlines the proposed mine's plans and objectives pertaining to:

- Human resources development;
- Local economic development, and
- The management of downscaling and retrenchments.

Progress against these plans and objectives will be reported annually in the mine's SLP reports, following the commencement of operations at Theunissen UCG Project, for the remaining life of the mining right.

The objectives of the SLP are:

- To ensure effective transformation as envisaged in the Minerals and Petroleum Resources Development Act, Act 28 of 2002 (MPRDA), the Regulations and the Mining Charter;
- To promote fair and equitable employment practices as prescribed in the Employment Equity Act (Act 55 of 1998);
- To promote employment and advance the social and economic welfare of those who work for Theunissen UCG Project and to uplift all the stakeholders in the communities in which it operates;
- Positive strive towards equitable practices in accordance with the procurement plan;
- To ensure that as a holder of a Mining Right, AFRICARY contributes to the social-economic development of the communities in which it operates, including major labour sending areas.

Central to the strategic and operational parameters of AFRICARY are the objectives of the MPRDA and this SLP. AFRICARY will endeavour to meet these objectives for the benefit of our employees and our local communities.

This SLP intends to develop human potential and create opportunities for individuals to sustain themselves, their families and their communities throughout their working lives. In addition, this plan will help to minimise the socio-economic impact of job losses in the communities where AFRICARY operates.

Theunissen UCG Project plans to build skills that are recognised by the National Qualifications Framework and are portable outside the worker's current employment. Theunissen UCG Project will support the well-being of its communities through initiatives that will be integrated with the local and district municipalities' Local Economic Development and Integrated Development planning forums and processes.

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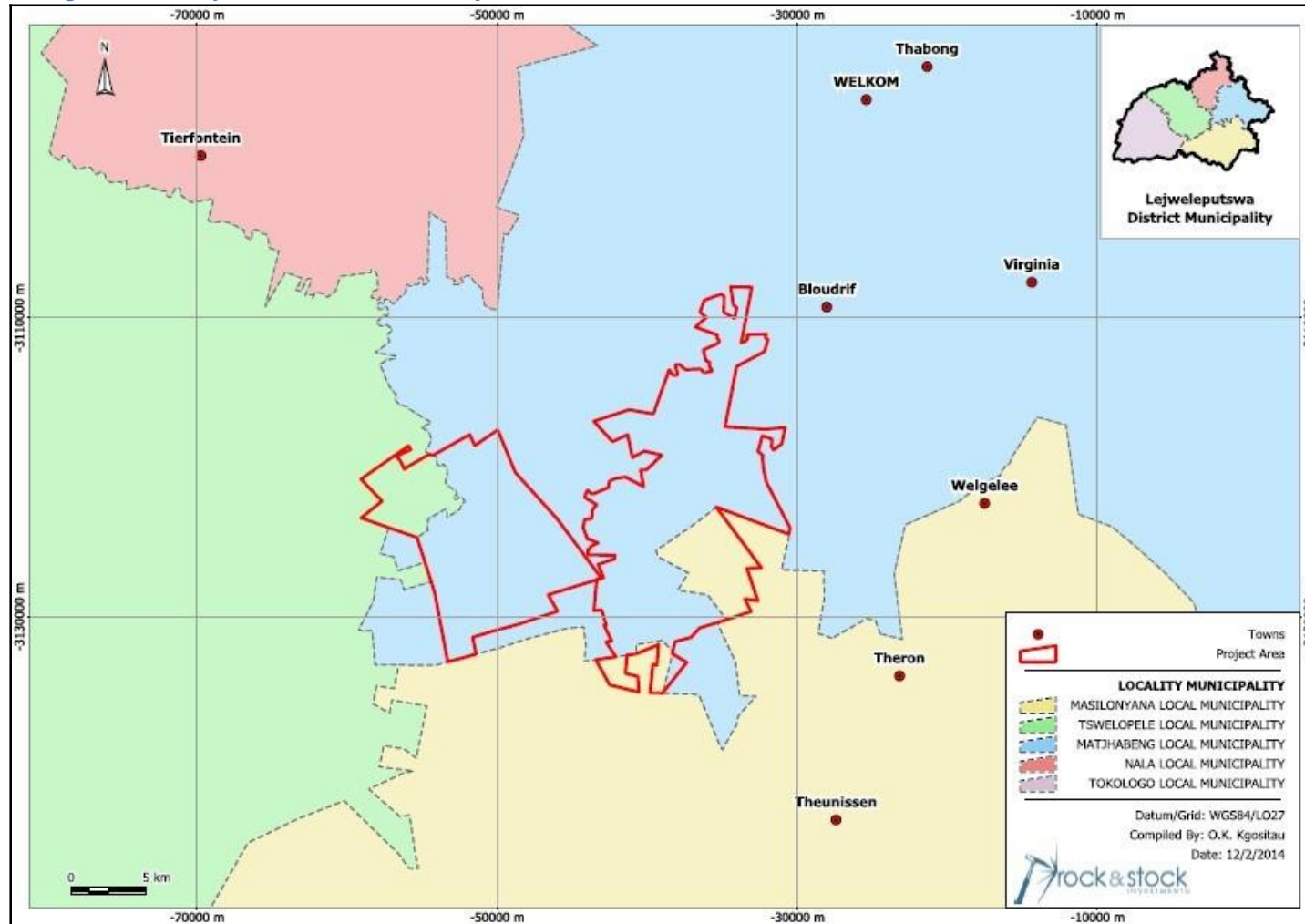
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Section 1 PREAMBLE (Regulation 64 (a))

The Theunissen UCG Project is situated approximately 30km east of Bultfontein, 12km south of Welkom and 20km north-west of Theunissen, in the Lejweleputswa District Municipality. The project area straddles across three local municipalities, namely Matjhabeng, Masilonyana and Tswelopele, with the largest portion of the project area falling within the Matjhabeng Local Municipality.

1. Name of Company	African Carbon Energy Pty Ltd
2. Name of mine	Theunissen UCG Project
3. Physical Address	Palmietkuil 548 Remainder; Matjhabeng Local Municipality
4. Postal address	26C Kerk Street, Standerton, 2430
5. Telephone number	+2717 631 9999 / +2782 651 5138
6. Facsimile:	+2717 631 1964
7. Location	Local Municipalities: Matjhabeng, Masilonyana, and Tswelopele District Municipality: Lejweleputswa Province: Free State Locality Map is included as Figure 1
8. Commodity	Coal (deep mined)
9. Estimated Life of Mine	40 years
10. Financial year-end	End of February
11. Reporting year	The reporting year will be in line with the date the Mining Right has been executed.
12. Responsible person	Mine Manager – until such time as a Mine Manager has been appointed, Mr. Johan Brand will be responsible.
13. Geographic origin of employees (mine community and labour sending areas)	
(a) Mine Community	(b) Labour Sending Area
Province	Currently this project is in the Mining Right Application phase. As such there are no employees appointed yet. Should the Mining Right Application be successful, the appropriate personnel will be appointed in accordance with essential skill requirements and local availability. An update on the geographic origin of employees will be available at the first annual reporting date. The local community on the farm will be first in line for any job to promote the local economy.
Free State	
District Municipality	
Lejweleputswa	
Local Municipality	
Matjhabeng, Masilonyana, and Tswelopele	

Figure 1. Locality of Theunissen UCG Project



Section 2 HUMAN RESOURCE DEVELOPMENT PROGRAMME (regulation 46 (b))

The primary objective of the Human Resource Development Programme (HRDP) is to ensure the availability of mining, production and operation specific skills and competencies of the workforce and the development of portable skills of employees to be utilised outside the life in the mining or production industries.

Theunissen UCG (TUCG) Project which is planned to be a continuous (24x7) operation, will employ approximately 30 employees divided into shifts as determined by operational needs at its underground coal gasification plant. Support functions include health and safety, human resources, administration and technical services. Certain functions will be outsourced. In the spirit of B-BBEE, AFRICARY and Theunissen UCG Project will ensure that permanently employed contractors within its core business will comply with the legislative requirements pertaining to labour relations and procurement.

Theunissen UCG Project's human resources development strategy incorporates several key focus areas which includes:

- Talent management
- Performance management
- Competency based career development, including learnerships, the bursary scheme and graduate trainee programmes
- Adult-based education and training (ABET)

Theunissen UCG Project intends on making a contribution to the economic, social and educational well-being of its host communities which will include local business development and providing opportunities for workers from disadvantaged backgrounds.

Theunissen UCG Project will fully subscribe to the principles of the Mining Charter and will undertake the empowerment and employment of historically disadvantaged South Africans (HDSAs) to achieve the required targets. AFRICARY will register and pay a monthly Skills Development Levy to the South African Revenue Service. AFRICARY will set aside a percentage of its turnover to the Skills Development Fund in terms of the Skills Development Levies Act.

Table 1 Statutory Elements

Regulation 46(b)(i)	Skills Development Plan
Regulation 46(b)(ii)	A Career Progression Plan and its implementation in line with the Skills Development Plan
Regulation 46(b)(iii)	A Mentorship Plan and its implementation in line with a Skills Development Plan and the needs of the empowerment groups
Regulation 46(b)(iv)	A Bursary Plan and its implementation in line with the Skills Development Plan
Regulation 46(b)(v)	The Employment Equity statistics and the mine's plan to achieve the 10% women's participation in mining and 40% HDSAs participation in management within five years of the granting of the mining right.

ALL schedules, budgets and programmes presented in this section will be revised after the commencement of operations. Cognisance of the potential changes in the community will be

taken at that time and will be taken into consideration and potential changes will be submitted accordingly on or before the first Annual Reporting Date.

2.1 Compliance with Skills Development Legislation

Africary is a startup company and this is its first project. It will register as soon as operations start.

Table 2 SETA Details

NAME OF SETA	Mining Qualifications Authority (MQA)
Registration number with the relevant SETA	Not registered yet
Has your company appointed a Skills Development Facilitator? If yes provide name	No
To which institution have you submitted your workplace skills plan? (i) Department of Labour (ii) Mining Qualifications Authority (iii) Mine Health and Safety	No Workplace Skills Plan (WSP) submitted to date

2.2 Skills Development Plan – Regulation 46(b)(1) In Conjunction with Regulation 11(1)g

A Skills Development Plan will be developed in line with the Skills Development Act, no. 97 of 1998, Skills Development Levies Act, No. 9 of 1999, Mineral and Petroleum Resources Regulations (no. 26275 Regulation 46(b)(5) and Broad-Based SocioEconomic Empowerment (B-BSEE) Charter for the South African Mining Industry.

Theunissen UCG Project will comply with the requirements of the Skills Development Act, which includes the submission of a workplace Skills Plan and an Annual Training Report as per the Sector Education and Training Authority's (SETA) requirements. The payment of levies and the claiming of grants will be conducted in accordance with the provisions of the Mining Qualifications of Authority (MQA).

2.2.1 Purpose of the Skills Development Plan

The Purpose of Theunissen UCG Project's Skills Development Plan is informed by Section 2 of the Skills Development Act, no. 97 of 1998 and includes:

- To develop the skills of the workforce of AFRICARY;
- To increase the levels of investment in education and training in AFRICARY and improve its return on investment;
- For AFRICARY to:
 - Use the workplace as an active learning environment;
 - Provide employees with opportunities to acquire new skills;
 - Provide opportunities for new entrants into the labour market;
 - Provide work experience; and
 - Employ persons who find it difficult to be employed
- To encourage workers to participate in Learnerships and other training programmes;
- To improve the employment of persons previously disadvantaged by unfair discrimination and to redress those disadvantages through training and education;

- To ensure the equality of education and training in the workplace.

AFRICARY is committed to ensuring that all its employees are given the opportunity of acquiring skills and competencies to achieve both individual and organizational goals in the context of the mine's operational and Local Economic Development (LED) objectives. In addition to this, AFRICARY will be participating in the Dept of Energy's Independent Power Producer (IPP) programme and will commit to a Social and Economic Development (SED) programme as envisaged by the IPP programme.

This Skills Development Plan provides action plans and targets of how AFRICARY intends to offer its future employees opportunities to become functionally literate and numerate; to participate in learnerships, skills development programmes and various other training initiatives; and to acquire portable skills.

The purpose of the Skills Development Plan will be to assess and formally record the levels of skills and education of all incumbent employees and to use the results as a base for future Skills Development Plans. These plans will address the skills and competency gaps on the mine and also provide for the training needs of HDSAs, the fast-tracking of individuals within the talent pool, and the various career paths and mentoring programs.

The detailed Skill Development Plan will be enhanced once AFRICARY becomes operational. It is envisaged that the updated plan will be submitted to the DMR and Department of Labour within six months from commencement of operations on the site.

AFRICARY has set targets for the development of policies as set out in the Table below. NOTE: Africary will implement the project by making use of an EPC (Engineer, Procure, Construct) partner, who will use internal and contracted resources of their choosing. Operations are expected to commence in 2022, and will be run entirely by the EPC company for an expected three years, after which they will withdraw and hand over operations to Africary.

Table 3 Policy Development Targets

SLP INITIATIVE	TARGET	RESPONSIBILITY
Recruitment of Staff	2024	External recruitment agent
Appoint Skills Development Facilitator	2024	Human Resource Manager
HR Policy Development	2024	Human Resource Manager
Skills Development Committee established	2024	Skills Development Facilitator
Conduct Skills Audit	2024/5	Skills Development Facilitator
ABET (Level 1-4)	2024/5	Skills Development Facilitator
Workplace Skills Plan	Annual update	Skills Development Facilitator
Form S: Employment Equity Plan	Annual update	Human Resource Manager
Form Q: Education levels	Annual update	Skills Development Facilitator
Form R: Hard to fill vacancies	Annual update	Human Resource Manager
Form T: Procurement	Annual update	Procurement Manager
Career Progression Plan	Annual update	Skills Development Facilitator
Mentorship Policy	Annual review	Skills Development Facilitator
Internship and Bursary Policy	Annual review	Human Resource Manager

2.2.1.1 Skills Development Facilitator

Theunissen UCG Project will appoint a dedicated skills development facilitator within six months of the commencement of its operations. This facilitator will administer the development and submission of the Workplace Skills Plan and Annual Training Report to the MQA. As part of its function, the Skills Development Facilitator will ensure the set up of a multi-stakeholder Skills Development Committee to oversee the development and implementation of the human resource policy development and programmes.

2.2.1.2 Educational Profile of Employees

The Theunissen UCG Project is not operational as yet and therefore it cannot currently state the educational profile of its employees, their current literacy levels and ABET needs. AFRICARY will submit a literacy profile within six months of the commencement of operations at the project. This profile will assist to determine the illiteracy levels and ABET needs.

The nature of the work is such that a minimum requirement of Grade 12 would be required for most functions.

Members of the workforce will be encouraged to obtain skills or qualifications that are recognised by the National Qualifications Framework and are registered through the MQA. These qualifications include non-mining skills that will assist employees in areas other than mining. Such skills will be identified within the first year of operation.

A skills audit will be conducted as part of the process to develop the Skills Development Plan within 2 years of the commencement of operations. This Plan will be updated annually taking into account the needs of AFRICARY as well as race, gender, age and skill.

Table 4 Sample of Form Q

Band	NQF	Old system	MALE				FEMALE				TOTAL	
			A	C	I	W	A	C	I	W	M	F
General Education and Training (GET)	1	No qualifications										
		Grade 0/Pre										
		Grade 1/Sub A										
		Grade 2/Sub B										
		Grade 3/Std 1 /ABET 1										
		Grade 4/Std 2										
		Grade 5/Std 3 / ABET 2										
		Grade 6/Std 4										
		Grade 7/Std 5 / ABET 3										
		Grade 8/Std 6										
		Grade 9/Std 7 / ABET 4										
Further Education and Training (FET)	2	Grade 10/Std 8 / N1										
	3	Grade 11/Std 9 / N2										
	4	Grade 12/Std 10 / N3										
Higher Education and Training (HET)	5	Diplomas/Certificates										
	6	First degrees / Higher diplomas										
	7	Honours / Masters degrees										
	8	Doctorates										
		TOTAL PERMANENT										

In accordance with the Social and Labour Plan, AFRICARY will update the skills and qualification statistics of all employees at all levels annually, and submit a report on the prescribed form Q.

2.2.1.3 Types of Training

AFRICARY plans to focus on the following types of training:

- In-house training, for example Health and Safety training;
- On-the-job training such as required by the mentorship plan (see 2.3)
- Skills programmes, short learning programmes that are occupationally based and that lead to the acquisition of credits;
- Learnerships, a structured process for gaining theoretical knowledge and practical skills in the workplace. This means that learners learn on and off the job to get a qualification and workplace experience simultaneously. The five-year plan for learnerships at Theunissen UCG Project will be submitted once operations commence. The objective of this plan will be to maintain the availability of competent technical people on the operation to avoid the future possibility of shortages of these essential skills.
- Apprenticeships, a modular program for learners who wish to engage in a formal learning program to attain artisan status;
- ABET (Adult Based Education and Training) – Literacy and numeracy for adults.

The skills development plan will be an integrated design that comprises of the career progression paths, mentorship plan and employment equity plan.

2.2.2 Illiteracy Level and ABET Needs

According to the MQA almost half of the workers in the sector are at qualification levels lower than ABET level 4 (Grade 12). Based on the 2011 Census data STATSSA estimate that 26% of people in the community have not received any schooling with only 16.3% completing Grade 12 and 5.8% completing a higher education. In the absence of current employees it is anticipated that at least 40% of the future employees will require ABET training 4.

Table 5 Form 2.2.2 Illiteracy Level and ABET needs

Level	Number of illiteracy	Need	Cumulative need
No Schooling / Unknown	0		
ABET 1	4	4	4
ABET 2	6	6	10
ABET 3			10
ABET 4			10

AFRICARY will submit a literacy profile within six months of the commencement of operations.

2.2.3 ABET Training

Africary will implement the project by making use of an EPC (Engineer, Procure, Construct) partner, who will use internal and contracted resources of their choosing. Operations are expected to commence in 2022, and will be run entirely by the EPC company for an expected three years, after which they will withdraw and hand over operations to Africary. Therefore Africary will only employ staff for the project in 2024.

6 Form 2.2.3 ABET Training Planned

ABET Level	Targets and timelines						
	Note: Below, in year 1,2,3,4,5 put the actual calendar timelines						
	Needs	2020	2021	2022	2023	2024	Total budget
ABET 1	4					R 8,000	R 8,000
ABET 2	6					R 18,000	R 18,000
ABET 3							R 0
ABET 4							R 0
Total number	10	0	0	0	0	10	
Budget		R 0	R 0	R 0	R 0	R 26,000	R 26,000

This table is an estimate only. A comprehensive ABET Plan will be developed and submitted within 6 months after the commencement of operations and once the actual illiteracy levels of new employees have been determined.

- All ABET training will be facilitated by suitable qualified facilitators within a part-time programme at an accredited outsourced training facility.
- AFRICARY will encourage all relevant employees to attend ABET and make them aware of the opportunities available and subsequent benefits of thereof.
- Employees will be assessed through the established assessment programme to determine the appropriate entry level for the ABET programme.
- Progress towards achieving the targets for ABET will be reported annually within the annual SLP report and updated on Form Q.

2.2.4 Core Business Training

2.2.4.1 Core skills

Core skills refer to the skills that are essential to the basic functioning of the sector. These include the skills that new entrants to the sector need in order to safely and efficiently support sector production. AFRICARY's WSP will include sufficient focus on core skills.

2.2.4.2 Mine Health and Safety

AFRICARY recognises the importance of health and safety and training in support of mine health and safety regulations is an area of core skill that need special focus. This training will include induction and refresher training, as well as training towards qualifications required for specific positions in the sector.

2.2.4.3 HIV/AIDS awareness and prevention

AFRICARY will incorporate HIV awareness and prevention in ABET and other skills programmes, including on-the-job training.

2.2.4.4 Recognition of Prior Learning

AFRICARY recognizes that many of the workers in the sector have very little formal schooling and few formal qualifications, while most of them have many years of work experience and skill acquired in the course of their working careers. AFRICARY will build capacity for Recognition of Prior Learning in its Human Resource Development programme. These existing skills need to be assessed and awarded formal recognition and appropriate certificates given.

7 Form 2.2.4 Core Business Training

Field/ area of training	Targets and timeline					
	Note: Below, in year 1,2,3,4,5 put the actual calendar timelines					
	2020	2021	2022	2023	2024	Total budget
Recertify - Earthmoving Operators						R 0
Advanced Driver Training (Heavy Hauling)						R 0
Hazard Identification & risk management					6	R 9,000
Fire fighting training					6	R 9,000
Safety Rep training					6	R 9,000
First Aid Level 1					6	R 9,000
First Aid Level 2						R 0
Risk Assessment					2	R 3,000
Administration (computer skills)					2	R 3,000
Marketing					1	R 1,500
Total number	0	0	0	0	29	
Budget					R 43,500	R 43,500

2.2.5 Learnerships (Internal)

Employees will be offered the opportunity to participate in Learnerships, of approximately 1,5 to 2 years duration to become artisans (programmes registered with the Mining Qualifications Authority and the Department of Labour). These Learnerships will allow employees to gain the skills needed for artisan or supervisory positions.

Table 8 Five Year Plan Internal Learnerships

Field / area of training	Targets and timeline					
	Note: Below, in year 1,2,3,4,5 put the actual calendar timelines					
	2020	2021	2022	2023	2024	Total budget
Maintenance Service Person (NQF2)					1	R 22,500
Boilermaker (NQF 3/4)						
Diesel Mechanic (NQF 3/4)					1	R 22,500
Fitter (NQF 3/4)					1	R 22,500
Electrician NQF 3/4)						
Total number	0	0	0	0	3	
Budget					R 67,500	R 67,500

2.2.6 Learnerships (External)

In addition to employees AFRICARY will also accept suitable external candidates into the Learnership programme. Every learner will receive a stipend as per the guidelines of the MQA and discretionary grants provided. On the job assessment will be provided. Records of Learnerships will be kept in accordance with the Quality Management System. At the end of employment, learners will receive a Certificate of Service.

Effort will be made to retain successful Learners, or assist them to find employment opportunities outside AFRICARY.

9 Five Year Plan External Learnerships

Type / area of training	Targets and timeline					
	Note: Below, in year 1,2,3,4,5 put the actual calendar timelines					
	2020	2021	2022	2023	2024	Total budget
Electrical			1	1	1	R 19,963
Boilermaker			1	1	1	R 19,963
Diesel Mechanic			2	2	2	R 39,926
Total number	0	0	4	4	4	
Budget			R 24,960	R 26,582	R 28,310	R 79,853

2.2.7 Artisan Training

No artisan training is envisaged during the first five years of operations.

Table 10 Artisan Training

Type / Area of training	ANNUAL TARGETS					TOTAL BUDGET
	2020	2021	2022	2023	2024	
Total number						
Budget						

2.2.8 School Support and Post-matric Programmes

As part of specific projects identified by the municipality, the planting and care of fruit trees and basic business skills in running an livestock auction facility is planned.

Table 11 School Support and Post-matric Programmes

Type / area of training	Targets and timeline					
	Note: Below, in year 1,2,3,4,5 put the actual calendar timelines					
	2020	2021	2022	2023	2024	Total budget
School			8	8	8	R 109,688
Basic farming			10	10	10	R 137,110
Business skills			3	3	3	R 41,133
Total number	0	0	21	21	21	
Budget			R 90,000	R 95,850	R 102,080	R 287,930

2.3 Critical and Scarce Skills

The following table indicates the relevant critical and scarce skills identified in the mining sector and which will be addressed in the skills development plan. Theunissen UCG

Project is currently not operational and is awaiting the final approval of its application for a Mining Right, and as such has not had vacancies which have remained vacant for periods longer than 12 months.

The Table 12 indicates the critical and scarce skills as identified by the MQA for the Mining Sector in general.

Once operations commence, AFRICARY will strive to provide continuous training and development opportunities to address the critical skills shortage in South Africa and in

particular the mining sector. Hard to fill vacancies will be addressed through bursary allocation programmes, study assistance schemes and the provision of learnerships and skills programmes. Employees will be encouraged to study in fields where there is a scarcity of skills.

Table 12 Critical and Scarce Skills

OFO 10 Code	OFO Occupation
312903	Mining Technician
321202	Diesel Motor Mechanic
322303	Welder
323201	Fitter (general)
323202	Fitter and Turner
323501	Millwright
341101	Electrician (general)
441202	Fire Fighter
442204	Private Investigator
442207	Security Officer
451201	Driving Instructors
721201	Earthmoving Plant Operator (general)
721203	Bulldozer Operator
721204	Excavator Operator
721206	Loader Operator
733101	Truck Driver (general)

AFRICARY will annually report hard-to-fill vacancies on Form R.

Table 13 Form 2.3 Hard to fill Vacancies

Occupational level	Job Title of Vacancy	Main Reason for being unable to fill the vacancy
Top Management		
Professionally qualified and experienced specialist and middle management		
Skilled technically and academically, workers, junior management, supervisors, foremen and superintendents		
Semi-skilled and discretionary decision makers		
Unskilled and defined decision makers		

2.3.1 Portable Skills

The purpose of the Portable Skills Plan is to outline a plan whereby employees and external community members would be trained in those skills which are not mine related but which could be useful in other sectors, like retail, manufacturing, tourism and services. This kind of training is in recognition of the fact that some employees will, at some point in the future have to leave the mine employment, either as a result of retrenchment, resignation or injury. As part of the Corporate Social Responsibility in terms of the Mining Charter, AFRICARY will also train community members in portable skills.

AFRICARY will adopt a portable skills plan over five years, with targets based on the numbers of black men, women, youth and people with disabilities.

A 5 year portable Skills Plan will be submitted within six months after commencement of operations and will be based on the example in Table 3 below.

Table 14 Five Year Portable Skills Plan

SKILLS	2020	2021	2022	2023	2024	COST
HIV/AIDs			R 5,000	R 5,000	R 5,000	R 15,000
Animal Husbandry (large stock)			R 5,000	R 5,000	R 5,000	R 15,000
Business skills			R 5,000	R 5,000	R 5,000	R 15,000
Bricklaying			R 5,000	R 5,000	R 5,000	R 15,000
Economic planning			R 5,000	R 5,000	R 5,000	R 15,000
Carpentry - Roofing			R 5,000	R 5,000	R 5,000	R 15,000
Engineering Skills			R 5,000	R 5,000	R 5,000	R 15,000
Entrepreneurship			R 5,000	R 5,000	R 5,000	R 15,000
Landscaping			R 5,000	R 5,000	R 5,000	R 15,000
Vegetable gardening			R 5,000	R 5,000	R 5,000	R 15,000
Catering			R 5,000	R 5,000	R 5,000	R 15,000
Pig farming			R 5,000	R 5,000	R 5,000	R 15,000
Motor mechanic			R 5,000	R 5,000	R 5,000	R 15,000
Early childhood education			R 5,000	R 5,000	R 5,000	R 15,000
Painting			R 5,000	R 5,000	R 5,000	R 15,000
Plumbing			R 5,000	R 5,000	R 5,000	R 15,000
TOTAL	R 0	R 0	R 80,000	R 80,000	R 80,000	R 240,000

2.4 Career Progression Path Plan (Regulation 46(b)(ii))

While the employee is primarily responsible for his or her own career planning, the Theunissen UCG Project will support employees in managing their careers and in making more realistic career decisions. AFRICARY, through its Theunissen UCG Project will continuously look for opportunities to enhance its career development planning processes for employees and will strive to have generic career paths for all disciplines, as per the Mining Charter's requirements. Working with individuals, customised career paths will be developed that will be most suitable for each person. This initiative will be ongoing and will continuously be refined.

As the minimum platform for career development, AFRICARY will provide a detailed career progression plan (Reg 46(b)(ii)) in line with the skills development plan on how the mine is to progress the employees through the employment levels.

AFRICARY is in the process to develop role profiles to all employees. This will allow all employees the opportunity to obtain skills and competencies allowing members of the workforce to manage their careers more effectively by advancing along a predetermined career path, based on opportunity and suitability. The career progression plan at individual level maps out career growth opportunities within and across departments in both technical and management roles. The process identifies career options for employees which will be assisted to develop skills to ensure they are suitably qualified to assume positions that match their individual career goals as well as the needs of the Theunissen UCG Project.

Factors that are considered for effective career progression planning are outlined below:

- (a) Opportunities for all employees:

Career progression will be available to all employees based on their career interests, availability of positions, employment equity, potential assessments and performance.

(b) Cross discipline / multi-disciplinary:

An employee will be allowed to move from one discipline to another depending on the personal career interest and skill requirements.

(c) Performance Management:

Career progression plans will be managed and monitored during performance management discussions between an employee and his/her supervisor. Top performers will be considered for opportunities to advance to higher levels of the organisation.

(d) Availability of positions:

Career progression will take place based on the positions that become vacant or available; employees will therefore be promoted into these positions or act on the position for the additional career exposure.

2.4.1 Career Progression (path) Plan

A 5 year Career Progression Plan will be submitted within six months after commencement of operations and will be based on the example in the Table below.

Table 15 Five Year Career Progression Plan

Training Programmes within Career Progression Paths	Core Mining Occupations	Position starting from	Current training intervention	Target position working towards	No. Of identified employees				
					2020	2021	2022	2023	2024

2.4.1.1 Career Paths

At the Theunissen UCG Project AFRICARY will develop a specific process to follow when implementing the career progression strategy. AFRICARY has recognised that the career progression is dynamic and depends on various factors such as:

- (a) Expressed desires of employees to progress;
- (b) The specific level from where an individual desires to launch his/her career;
- (c) Processes to prepare an individual for development;
- (d) Projections of future positions available due to staff turnover and or growth.

The following Career Progression Path Process will be carried out following the steps as outlined:

Step 1: Identify appropriate candidates for career planning

Candidates will be identified in terms of:

- Performance in current positions

- Eagerness to learn and progress
- Potential for development

Step 2: Individual assessment

Assessments will be done to determine the educational levels on which the candidates function.

Step 3: Career discussion

Career discussions between a manager and employees will be planned at regular intervals to examine career issues in the light of current job performance and goals of the organisation and to clarify future career options for each employee.

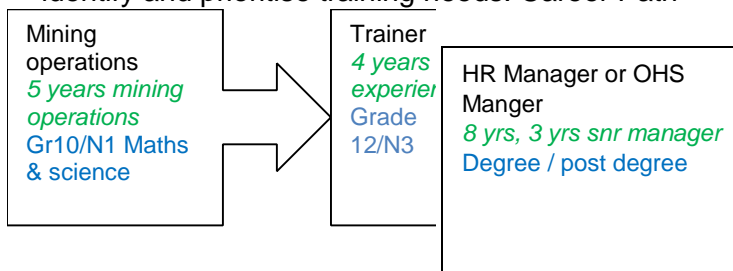
Step 4: Established career progression path

Map out career progression paths within parameters of the ability of the individual and the needs of the Theunissen UCG Project.

2.4.1.2 Trainer

Job description

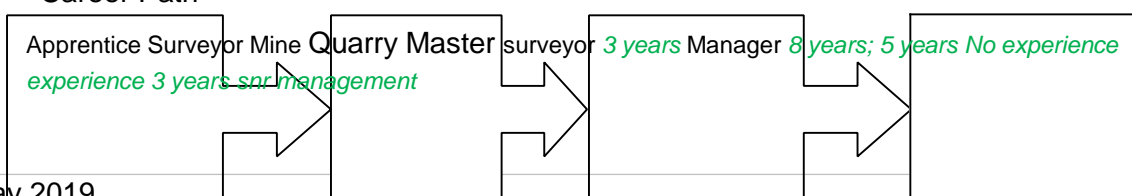
An effective, safe and productive mine needs well trained employees. A trainer will work with new and current employees to help them learn the skills and knowledge they need to safely and effectively carry out their jobs. They support and implement the goals of exploration or mine operations by communicating and encouraging best practices to co-workers. Trainers design courses, prepare teaching materials, including task and job aids. Trainers will collaborate with team leaders, superintendents and managers to identify and prioritise training needs. Career Path



2.4.1.3 Surveyor

Job description

Mine surveyors are responsible for preparing and updating the entire surface and underground plans of a mine on a monthly basis. They plan the direction and extent of all workings and use advanced surveying techniques and instruments to give these directions underground. The surveyor may assist with exploration programs in laying out survey grids, drill hole locations, right boundaries etc. Mining surveyors are technicians who carry out various tasks to assist the geologist and mining manager in an underground or open-pit mine. Career Path



Gr10/N1; Maths
Fitness
certificate

BSc Degree
/ Diploma

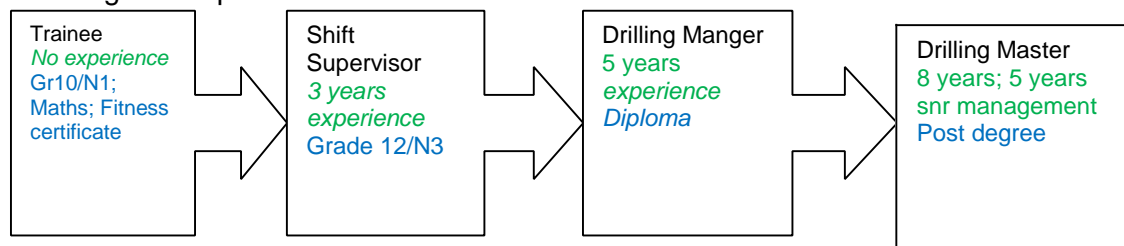
experience
BSc Hons/N.Dip

Post degree

2.4.1.4 Drilling Supervisor

Job description

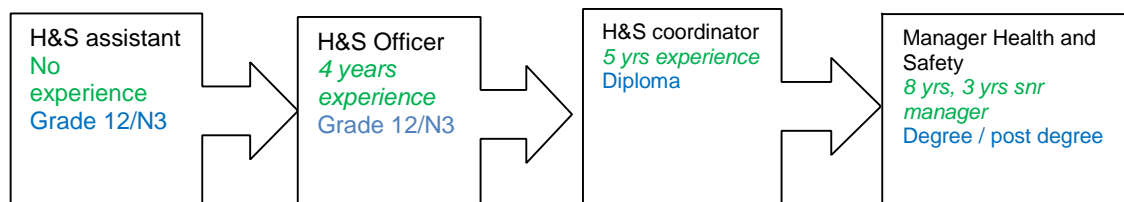
The UCG process does not involve conventional mining and therefore there are no requirements for traditional mining skills. The mining is performed by using specialised drilling techniques. Career Path



2.4.1.5 Health and Safety Coordinator

Job description

Health and safety Coordinators are part of an operations team. They are responsible for developing, implementing and monitoring health and safety guidelines. They work to ensure that all employees know, understand and follow safety rules and procedures. Career Path

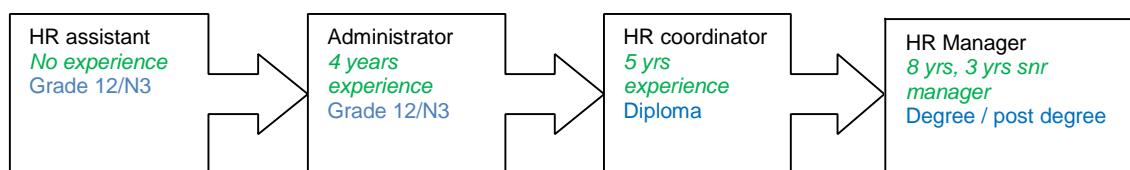


2.4.1.6 HR Officer

Job description

The Human Resource Officer is responsible for providing support in the various human resource functions, which include recruitment, staffing, training and development, performance monitoring and employee counselling. The Human Resource Officer provides advice and assistance to supervisors and staff. This may include information on training needs and opportunities, job descriptions, performance reviews and personnel policies of AFRICARY.

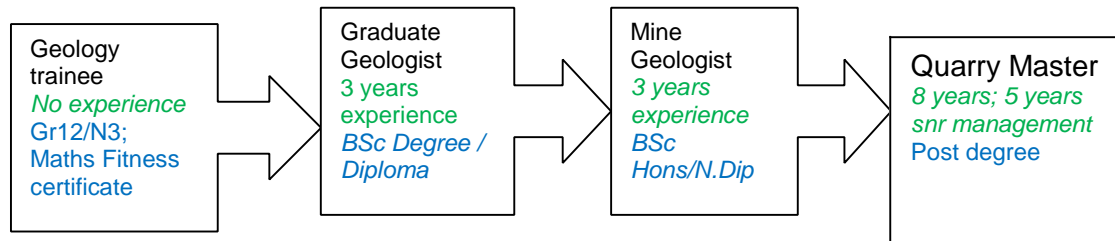
Career Path



2.4.1.7 Geologist

Job description

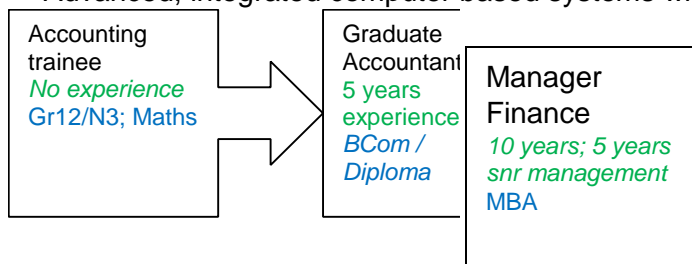
Geologists play a part in all aspects of the mining exploration /discovery /evaluation/ production cycle. In exploration geologists are responsible for finding new mineral resources that will become the mines of the future. On the mining site, the geologist is responsible for daily control over the mining activities, making sure that the miners are in the right places, that good sampling is carried out and other related activities. Career Path



2.4.1.8 Financial Officer

Job description

The finance officer will be responsible for the control of finance and expenditure and to produce financial information to assist management to make business decisions. Advanced, integrated computer based systems will assist him in his task. Career Path



2.4.1.9 Learnership

A Learnership is a work-based route for learning and gaining a qualification within the National Qualifications Framework from Level 1 to 8. Learnerships include both structured work experience (practical component) and instructional learning (theory learning component).

Learnerships will cover the full range of components: fundamental, core and elective. Learning must also achieve the Critical Cross Field Outcomes for the broader economy as well as Mineral and Mining Outcomes Learnerships relate to an occupation and must:

- Be a planned and appropriate combination of learning outcomes with a defined purpose;
- Provide qualifying learners with applied competence and a basis for further training;
- Be made up of the following 3 components: Core, Elective and Fundamental Unit Standards;
- Must have specified exit level outcomes;
- Should achieve the required credits within a range of 40% to 60% at the workplace;
- Culminate in a qualification registered on the NQF.

AFRICARY will:

- Provide the learner with appropriate training in the work environment to achieve the relevant outcomes required by the Learnership;
- Provide appropriate facilities to train the learner in accordance with the workplace component of learning;
- Provide the learner with adequate supervision at work;
- Release the learner during normal working hours to attend off-the-job education and training;
- Conduct on-the-job assessment;
- Keep up to date records of learning and periodically discuss progress with the learner.

The Learner must:

- Work for AFRICARY as part of the learning process;
- Be available for and participate in all learning and work experience required by the Learnership;
- Comply with workplace policies and procedures;
- Complete any timesheets or any written assessment tools supplied by the employer to record relevant workplace experience; and
- Attend all study and theoretical learning sessions with the Training Provider and undertake all learning conscientiously.

Learnerships will be offered to company employees and community members to enable them to become qualified miners and artisans, with possibilities of further training in the Mining and Human Resource career paths. Suitable candidates will be offered the opportunity to participate in Learnerships, of approximately 1,5 to 2 years duration, which are programmes registered with the Mining Qualifications Authority and the Department of Labour, allowing contracted learners to gain the skills needed for artisan or supervisory positions.

It will be AFRICARY ideal to work at ensuring that its employee profile more closely resembles that of the country's EAP and as we begin to achieve this it will impact on the gender/ethnic breakdown of our Learnerships.

The annual WSP will provide details of Learnerships funded by AFRICARY on an annual basis. The Learnership will benefit company employees and community members who require exposure to a work environment.

2.5 Mentorship Plan

A transparent and inclusive programme will be developed to support and mentor all suppliers of goods and services to Theunissen UCG Project. Through this programme all suppliers will be notified of all services and goods that the mine intends to procure and the conditions thereof. Suppliers will be informed through workshops on the minimum requirements for providing services to the mine.

Workshops will also be conducted for suppliers on good business management, corporate governance and business ethics. A system will also be put in place to enable the procurement office to deal with incidents of tender fraud such as fronting. A check list for HDSAs will be put in place to confirm the status of each vendor earmarked to provide services or goods to the mine. A transparent and inclusive programme will be developed to support and mentor all suppliers of goods and services to Theunissen UCG Project. Through this programme all suppliers will be notified of all services and goods that the mine intends to procure and the conditions thereof. Suppliers will be informed through workshops on the minimum requirements for providing services to the mine.

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Mentoring plays an important role in career advancement and can be defined as a “communication relationship between a senior organisations member (the mentor) and a more junior organisational member (the worker/learner)”. The mentor/learner relationship impacts on the learner’s career success, producing benefits such as increased performance, greater satisfaction and career advancement.

The aim of the Mentorship Plan will be to train Mentors and Coaches (M&C) who will then in turn mentor and coach the workforce in their fields of application.

Skills development as a whole will be focused on three areas:

1. Knowledge
2. Skills
3. Behaviour

Most training interventions only focus on knowledge and skills, whereas mentoring and coaching also encompasses the behavioural element of the developmental process.

To support mentoring, AFRICARY will implement a formal mentoring programme to ensure the success of the skills development and career progression paths as part of the talent management and personal development planning processes. Specific focus will be on HDSAs with particular emphasis on the development of women. The envisaged route of mentors and coaches has been mapped out below.

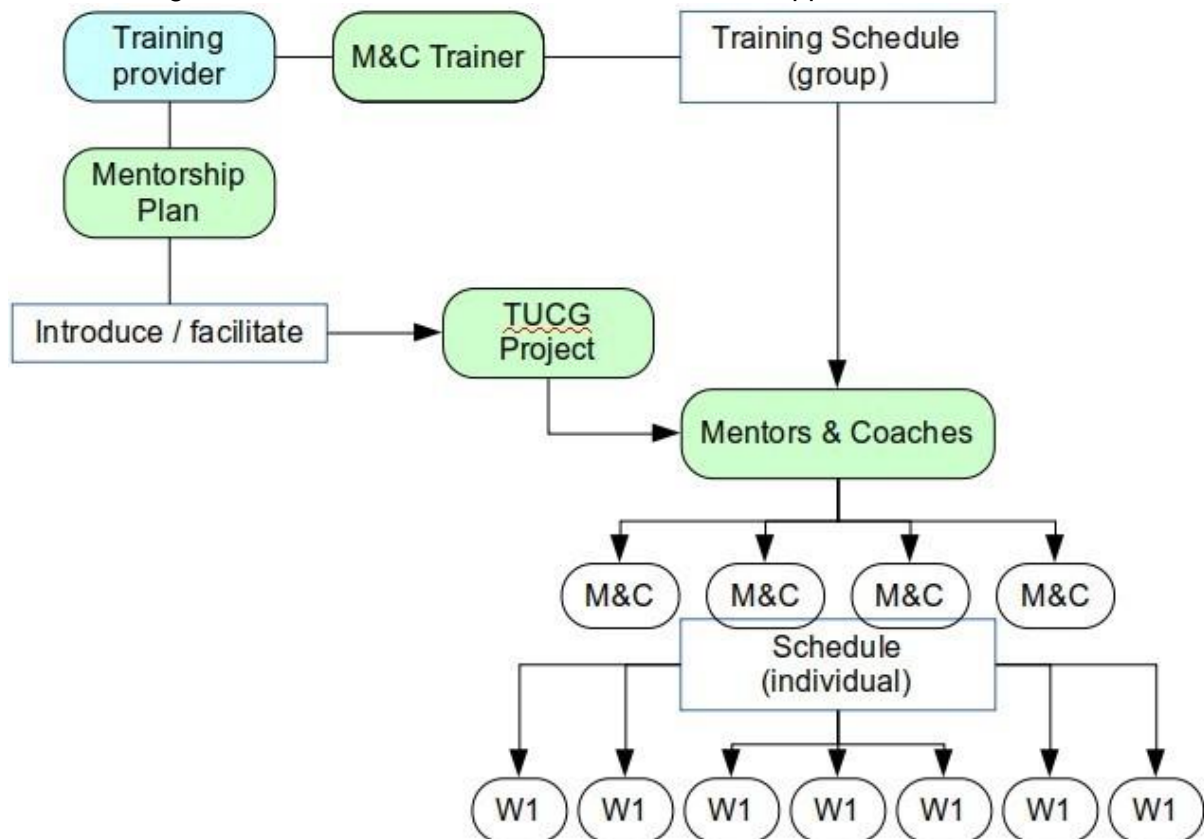


Figure 2 Mentorship Structure

The focus of the mentoring plan will be:

1. Transferring skills from those who possess them;
2. Mentoring and coaching employees with regard to learnership opportunities;
3. Ensuring that mentors/coaches are sufficiently trained and capacitated for their role;
4. Offering rewards for mentors/coaches who perform well and are successful;
5. Ensuring that protégés are matched with suitable mentors or coaches (in terms of personality type);
6. Providing accelerated individualised development programmes for those employees identified as having sufficient potential and aspirations.

2.5.1 Implementation Plan

1. *Introduce concept to management*
2. *Theunissen UCG Project identifies candidate mentors/coaches in the workplace.* Basic preferential candidate qualities include:
 - Supervisory position (Note – a supervisory position does not automatically qualify someone as a mentor and coach)
 - Good to excellent communication skills
 - Fair to good resonance with co-workers and subordinates
 - Subject matter experts
3. *Meet with candidate mentors/coaches.* The first meeting is set to:
 - Introduce the concept and involved parties
 - Initiate foundational relationships
 - Establish level of interest and commitment
 - Formulate and project common vision and desired outcomes.
4. *Train the Mentors.* The mentorship training programme will be implemented in year two to equip mentors with skills to guide learners through their career paths. It is a skills programme and is to be completed over a period of one year. The program includes concepts such as supervision, leadership, management, facilitation, training, communication, conflict management etc. A basic record keeping system to record the progress of the workers (learners) will also be introduced.
5. *Identify a common area/space conducive to a counselling type environment.* The chosen space must have the following qualities:
 - Be easily accessible
 - Private
 - Free of excessive noise and disturbances
 - Be able to accommodate a group of up to ten people (depending on the size of AFRICARY) for group and training sessions
 - Have ample space for required seating and working arrangements
 - Have a whiteboard or space to set up a portable board and/or electronic presentation media
6. *Set up schedule (group and individual).* The negotiated schedule must have the following qualities:
 - Suit both the M&C trainees and the trainer
 - Cause minimal interference with the operations of AFRICARY

- Allow for changes with at least one week's notice from either party
- Goals and outcomes to be achieved
- Reporting guidelines

7. Implement and monitor protégés progress

8. Evaluate and fine-tune the process.

The above process will focus specifically on targeting individuals from designated groups in order to facilitate upward mobility and the achievement of transformation goals. The main target for Mentoring and Coaching will be the hard-to-fill categories as well as HDSAs. As part of the plan AFRICARY will evaluate the following strategic programmes:

- Women in Mining Programme
- Black managers development programme
- Sustainable Development Programme, aimed at developing skills in environmental and people development.

Targets and time frames for the mentorship programmes will be established once the workforce is in place. Typically a 5 year Mentoring Implementation Plan for Identified employees will be established (Table 16).

Table 16 Mentoring Programme Implementation Time line

Task	Description	Time Period
PLANNING:		Months One to Three
Pre-Planning	Conduct Needs Assessment.	Varies by Program
Pre-Program Development	Review the <i>Elements of Effective Practice</i> .	
Structure the Mentoring Program	Determine the purpose, type of youth/student needs, goals, mentoring model and structure of the program as outlined in the <i>Elements</i> .	
	Assign/hire program coordinator.	
	Form an advisory committee.	
	Develop/select forms and determine budget.	
MENTOR/MENTEE RECRUITMENT AND SELECTION:		Month Four
Mentor Recruitment	Identify potential sources for recruitment.	
	Develop public relations materials.	
	Make contacts and mail marketing/public relations information.	
	Follow up on all sources.	
Mentee Recruitment	Develop criteria for mentee selection.	
	Determine if prospective mentees meet criteria.	
Mentor/Mentee Selection	Select only those who fit the established criteria.	
Document Data about Mentees	Choose data to document on the basis of the outcomes you wish to accomplish. Also, disseminate a pre-mentoring survey to mentees.	
ORIENTATION AND TRAINING:		Months Five and Six
Pre-Orientation and Training	Identify trainers.	
	Conduct staff training.	
Mentor Orientation	Orient potential mentors to the program. Potential mentors complete application form and consent to a background check.	
Mentee Orientation	Orient interested youth to the program. Expectations should be clearly communicated. Potential mentees complete an application form. Parent permission is granted.	
Mentor Training	Mentors can attend a mentor training held by one of MENTOR's State or Local <i>Mentoring Partnerships</i> , or programs can conduct their own training.	
Mentor Application Review, Screening and Selection	Applications are reviewed and screening/background checks are completed.	

Task	Description	Time Period
MATCHING:		
Pre-Matching	Develop criteria for matching.	Prior to orientation
	Match students and mentors on the basis of information from application (gender, interests, career interest, skills).	
Kick-Off	Formal opening of the program that allows for the first mentor/mentee meeting and "getting to know you" activities. Parents may be invited.	Varies according to program
Mentor/Mentee Activities	Arrange for group activities on a regular basis.	Could be held monthly, but should be held at least quarterly
	Assist mentors/mentees with activity ideas.	Regularly
ONGOING MAINTENANCE AND SUPPORT:		
Feedback from Mentors and Mentees	Determine a mechanism for getting regular feedback from the mentors and mentees.	Prior to mentor training
Additional Mentor Training and Support Sessions	Conduct regular mentor support meetings.	Varies according to the program
	Monitor mentor/mentee relationships.	Monthly
RECOGNITION:	Celebrate and recognize the accomplishments of the program and mentors'/mentees' contributions. Invite stakeholders.	Annually at a minimum
EVALUATION:		
	Determine what outcomes to measure and evaluate.	During planning phase
	Collect data on participants and mentors related to your outcomes.	Monthly
	Measure outcomes and conduct evaluation.	Annually
	Review program progress and refine as needed.	Annually
	Reflect on and disseminate findings.	Annually

It is not possible to determine which programmes would be most suitable. A detailed Mentorship Plan will be submitted within six months after commencement of operations and will be based on the example in the Table below.

Table 17 Detailed Mentorship Plan

Mentoring Programme	Career Deliverables	Duration	TARGET		GENDER	
			HDSA	Non-HDSA	Male	Female

2.6 Bursary and Internship Plan

AFRICARY will establish a company policy and procedure with regards to the grant of bursaries, internships, workplace experience and apprenticeships in accordance with the Skills Development Act No. 97 of 1998, Amendment Bill 2008, the Skills Development Levies Act No. 9 of 1999 and the Mineral and Petroleum Resources Regulations (no. 26275) Regulation 46(b)(iv).

It is the intention of AFRICARY to invest in human capital by providing financial assistance, depending on the availability of funds, to members of employees and members of the community who wish to obtain formal tertiary qualifications at any recognised learning institution. The purpose of this Internship and Bursary plan will be to increase the number of technical graduates with the necessary training and qualifications required for professional employment in the Mining and Minerals Sector and other sectors.

Objectives

The policy will be applicable to all members of employees and their immediate families within the Theunissen UCG Project who wish to obtain pre-tertiary, undergraduate and post-graduate qualifications. The policy will be applicable to students from communities who wish to obtain tertiary qualifications in line with the functions of Theunissen UCG Project. Preference will be given to historically disadvantaged groups.

The objectives will be:

- To equip employees with the knowledge and skills required to achieve the strategic objectives of the Theunissen UCG Project.
- To encourage employees to develop themselves in order to improve their career path.
- To give opportunity to candidates who have the potential, but because of their financial status cannot afford to pay for their tertiary education.
- To develop skills in historically disadvantaged individuals and communities from the surrounding municipalities with particular emphasis on building economic empowerment capacity and to enable them to compete favourably in the labour market.
- To cultivate a culture of lifelong learning.
- To ensure that Theunissen UCG Project recruit and attract potential officials in the scarce skills category.
- To redress past imbalances with regard to representation in specific fields of study and sectors and disadvantaged communities, rural populace, women and persons with disabilities.

Bursaries, internships and apprenticeships granted and taken over by students must be for courses that are relevant to the functions performed within the Theunissen UCG Project in order to achieve its objectives. The direction of study must also be appropriate to occupational classes within Theunissen UCG Project so as to ensure that the candidate's career opportunities within Theunissen UCG Project will be further enhanced by the attainment of the relevant qualification.

2.6.1 Bursaries to be Awarded (Internal)

AFRICARY will award 3 bursaries to employees and 3 bursaries to staff members within the first 5 years of operation.

Table 18 Bursary Plan (Internal)

Bursary Field	Targets and timelines.									
	Note: Below, in year 1,2,3,4,5 put the actual calendar timelines									
	2020	2021		2022		2023		2024		Total budget
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	
To be Identified										
To be Identified										
To be Identified										
Total number	0	0	0	0	0	0	0	0	0	
Budget										R 0

2.6.2 Bursaries to be Awarded (External)

AFRICARY will award 3 bursaries to employees and 3 bursaries to community members within the first 5 years of operation.

Table 19 Bursary Plan (Community)

Bursary Field	Targets and timelines.									
	Note: Below, in year 1,2,3,4,5 put the actual calendar timelines									
	2020	2021		2022		2023		2024		TOTAL
	New Intake	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	
To be Identified				1			1		1	R 81,658
To be Identified						1			1	R 54,439
To be Identified								1		R 27,219
Total number	0	0	0	1	0	1	1	1	2	
Budget				R 25,000	R 0	R 26,625	R 26,625	R 28,356	R 56,711	R 163,317

2.6.3 Internships

AFRICARY's Internship Programme will be made up of two main components focussing employees and students. The programme is aimed at providing candidates with an accelerated exposure to a real work environment as part of their development programme. This will also enable AFRICARY to retain qualifying candidates through the internship program, as employees after and during their internship programme.

The internship programme will also provide learners from local communities to visit the operations in order to learn about the different career opportunities within AFRICARY.

However, Africary will implement the project by making use of an EPC (Engineer, Procure, Construct) partner, who will use internal and contracted resources of their choosing. Operations are expected to commence in 2022, and will be run entirely by the EPC company for an expected three years, after which they will withdraw and hand over operations to Africary. Therefore Africary is not expecting to have an internship programme during this period.

Table 20 Internship Programme

Programme type	ANNUAL TARGETS					TOTAL BUDGET
	2020	2018	2019	2020	2021	
Experiential trainees						
Vacation students						

Total number						
Budget						

2.7 Employment Equity Plan

An Employment Equity Plan will be developed in line with the Employment Equity Act, no. 55 of 1998, the Mineral and Petroleum Resources Regulations (no. 26275) Regulation 46 (b)(5) and the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry.

The purpose of AFRICARY's employment equity plan is informed by the Employment Equity Act and includes:

- To promote the constitutional right of equality and the exercise of true democracy;
- To eliminate unfair discrimination in employment;
- Ensure the implementation of employment equity to redress the effects of discrimination;
- Achieve a diverse workforce broadly representative of our people; and
- Promote economic development and efficiency in the workforce, and give effect to the obligations of the Republic as a member of the International Labour Organisation.

2.7.1 Employment Equity Strategy and Implementation

Theunissen UCG Project's Employment Equity policy is an integral part of the Mine's commitment to building an effective and representative workforce and to ensuring equality for all employees. AFRICARY will enhance its Employment Equity vision through attracting high-calibre staff, encouraging development through the provision of high-quality education and retaining talent. Particular effort will be directed at identifying HDSAs with talent, and providing accelerated training and development initiatives to assist their progression.

Theunissen UCG Project is committed to the social-economic empowerment of people who were previously disadvantaged and believes that Gender Equity is critical to economic growth and wealth creation in South Africa. Furthermore, AFRICARY recognises that sustainable business performance relies largely on the effective and equitable utilisation of human resources.

The Employment Equity initiative will affect designated (blacks, women and people with disabilities) and non-designated employees. All Stakeholders will be identified and involved in planning, implementation and monitoring of Employment Equity.

All designated and non-designated employees will be made aware of the Employment Equity Act, the strategic, policies and procedures that Theunissen UCG Project has adopted.

Theunissen UCG Project will ensure that the recruitment, selection and placement policies and practices are equitable and appropriately affirming. The placement of designated employees will allow meaningful participation and contribution to AFRICARY.

Theunissen UCG Project will ensure that the classification and grading of jobs are based on equitable system of job evaluation based on the role descriptions or any other common system equally applied for all employees.

For the holistic view on implementation of the Employment Equity Plan, consideration will be given for other laws that govern the employer-employee relationship in the work place. Specific references will be made to:

- The Constitution of the Republic of South Africa;
- The Promotion of Equality and the Prevention of Discrimination Act; • Labour Relations Act;
- Basic Conditions of Employment Act;
- Skills Development Act;
- Minerals and Petroleum Resources Development Act;
- Broad Based Socio-Economic Empowerment (B-BSEE) for mining Industry;
- The Mining Scorecard

2.7.2 Legal Compliance

Theunissen UCG Project will submit an Employment Equity Report (EEA2) and Income Differential Statement (EEA4) to the Director General once a year as stipulated.

2.7.3 Consultation with employees

AFRICARY also undertakes to establish a Future Forum that will reflect the interests of employees of all occupational categories and levels and among other things be responsible to handle matters concerning the employment equity of AFRICARY. Meetings will be held on a quarterly basis. Relevant information for effective consultation will be disclosed to the Future Forum.

2.7.3.1 Manager for the Employment Equity Plan

AFRICARY will

- Assign a senior manager to take responsibility for monitoring and implementing the Employment Equity Plan
- Provide the manger with the authority and means to perform his/her functions
 - Take reasonable steps to ensure that the manager perform his/her functions.

2.7.3.2 Duty to Inform

AFRICARY will

- Display a summary of the provisions of the Act in languages relevant to the workforce
- Place at the administration office, which is accessible to all employees
- The most recent report submitted by AFRICARY
- Any other document concerning this Act
- The employment equity plan

2.7.3.3 Record Keeping

AFRICARY will establish and maintain records in respect of its workforce, its employment equity plan and any other records relevant to its compliance with this Act. A record system, manual and electronic, will be developed.

2.7.3.4 Analysis

AFRICARY will collect data and conduct an analysis of its employment policies, practices, procedures and the working environment to identify employment barriers that may adversely affect people from designated groups. On the basis of this document, the employment equity action plan has been developed containing all categories referred to in the Department of Labour's Employment Equity Report.

The Mining Charter aims to achieve 40% representation of HDSA employees in different categories within AFRICARY in the sector. AFRICARY is committed to reach this target from commencement of operations and to maintain it throughout the life of the project.

The employment Equity plan to be submitted in 2 years from commencement of operations (June 2016) will be compliant with the requirements of the Broad-Based Socio-Economic Empowerment Charter for the South African Mining and Minerals Industry as amended. Accordingly AFRICARY will ensure that 40% HDSA demographic representation is attained in the following categories of employees as required by the amended Mining Charter:

- Executive Management and Board
- Senior Management
- Core and Critical Skills
- Middle Management
- Junior Management

AFRICARY will comply with planning and reporting requirements of the Employment Equity Act by adopting an EE Plan, reviewed annually and reported to the department of Labour as required.

The Skills Development Plan, Mentoring Plan and Career Management Plan reflects this commitment.

2.7.3.5 Composition of Board of Directors

50% of the members of the board of AFRICARY are from previously disadvantaged groups. This currently exceeds the 40% representation required by the Mining Charter. Throughout the recruitment process AFRICARY will work towards Employment Equity levels as prescribed by the Mining Charter (10% women and 40% HDSA employment)

Form T will be completed and submitted to the DMR within 6 months of commencement of operations. A detailed employment equity plan will be developed in line with the Mining Charter Targets and levels at the time and submitted within 6 months.

Form: Example Form T

Occupation Level	MALE				FEMALE				TOTAL		% HDSA
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified specialist and mid-management											
Skilled technically academically qualified foreman											
Semiskilled and discretionary decision making											
Unskilled and defined decision making											
Total permanent											
Non permanent											
GRAND TOTAL											

Detailed employment equity plan will be developed in line with the Mining Charter Targets and levels at the time and submitted within 2 years of the commencement of operations (September 2016)

2.7.3.6 Women participation

Women have traditionally been excluded from mining by legislation and culture. However, attitudes are changing due to the current non-discriminatory labour dispensation. AFRICARY is committed to ensuring that women constitute no less than 10% of the workforce and that they participate at all levels of operations, practical as determined by available skills.

Human resources policies such as sexual harassment and employment equity will be used to ensure maximum participation and protection of women in AFRICARY. To ensure that women are accommodated in actual practice, AFRICARY will take the following measures to achieve a non-sexist, female friendly and happy working environment:

- Appointment of a Gender Relations Officer to be responsible for Gender Equality and Empowerment;
- Establishment of a Gender Relations Office;
- Development of an Anti-Sexual Harassment Policy to eliminate sexual harassment in the workplace;
- A workplace Skills plan that will promote the skills of women and their career prospects;
- Career Progression Plans which will ensure that women's promotion within AFRICARY is planned;
- HIV/AIDS prevention and treatment plans will be developed to enable women to receive counselling, treatment and care;
- Grievance Procedure Manual will be developed to ensure that women's workplace grievances are speedily resolved;
- Portable skills plan will be developed keeping in mind that women are to be trained in non-mine related skills for the future.

Section 3 LOCAL ECONOMIC DEVELOPMENT PROGRAMME

AFRICARY and the Theunissen UCG Project is committed to delivering improvements in the social and human capacities of the people who surround its operations, not only to maintain its licence to operate, but to create real opportunities for social-economic advancement.

The Local Economic Development plan (LED) represented here will be updated annually to reflect changes in community priorities and needs. The results of feasibility studies that are undertaken for the various sustainable development projects will also be used to update the LED plan.

It is envisaged by the MPRDA that each Social and Labour Plan (SLP) should contribute to the Local Economic Development of labour sending areas and communities surrounding the mine. The specific activities of the SLP should therefore relate to this while linking up with local and district Integrated Development Plans (IDPs).

In line with this Theunissen UCG Project's LED plan aims towards:

- Creating enterprising opportunities for local communities which will contribute towards the creation of sustainable livelihoods and social upliftment;
- Integration of Theunissen UCG Projects SLP into the Matjhabeng and Masilonyana Local Municipality IDP, by means of serving on the LED and IDP Forums;
- Assisting in implementing selected LED projects identified in the IDP, in partnership with local government, business and affected communities;
- Undertaking and supporting identified sustainable development initiatives in surrounding and affected communities;
- Providing HDSAs who possess the required technical ability, with a preferred supplier status in procurement.

The Theunissen UCG Project has prioritised the following

- Creation of employment opportunities;
- Education programmes • Infrastructure development • Social and welfare.

These priorities will continue to help to focus AFRICARY's involvement in communities in such a way that projects are aligned with the objectives of the relevant IDP.

3.1 Social and Economic Background Information (Regulation 46(c)(I))

The project largely falls within the jurisdiction of the Matjhabeng Local Municipality but there are minor parts of the project within the jurisdiction of the Masilonyana and Tswelopele Local Municipalities. These three local municipalities form part of the Lejweleputswa District Municipality in the Free State Province.

The background information data used in this SLP is largely based on statistical data from the census conducted by Statistics South Africa (StatsSA) in 2011. Table 21 shows key statistics for the three local municipalities based on this latest national census. This census indicated negative population growth in all the three local municipalities.

Some of the background information has been derived from documents prepared by the local municipalities: the Matjhabeng Local Municipality – First Draft: Annual IDP Review (2010/11), the Masilonyana Local Municipality Integrated Development Plan (IDP) (2012 – 2017) and the Lejweleputswa District Municipality Draft IDP for 2012 – 2017. For the latest revision we also consulted: 2009-to-2039-InfrastructureMasterplan-2010.pdf; FS181 Masilonyana IDP 2015 2016 doc.pdf; FS183 Tsweolpele IDP 2019.pdf; FS184 Matjhabeng Final IDP 2017-18.pdf; High-Level-Agri-Park-MasterBP-Lejweleputswa.pdf; lejwe ADOPTED-IDP-18-19-31MAY2018.pdf; lejwe IDP-20172022-.pdf; masilo Draft-IDP-Format-2017-2022.pdf; Masilonyana-IDP-draft-20182019.pdf; Matjhabeng-local-municipality-IDP 2017-2019.pdf; matjha IDP-ProcessPlan-2017-2022.pdf

The statistics in these documents are based on the Census Community Survey of 2007. Although the most recent official statistics are based on the 2011 Census, the figures from the Census Community Survey of 2007 compare very well with the figures from the official census of 2011. Therefore, the statistical figures in the IDP documents can be considered valid to reflect the current situation in these local municipalities.

Table 21 Key statistics (Census 2011, StatsSA)

Description	Local Municipality		
	Matjhabeng	Masilonyana	Tswelopele
Total population	406 461	63 334	47 625
Young age (0 – 14)	27.3%	29.8%	33.8%
Working age (15 – 64)	68.1%	64.4%	60.8%
Elderly (65+)	4.7%	5.8%	5.4%
Growth rate	-0.04%	-0.17%	-1.20%
Population density	79 persons / km2	9 persons / km2	7 persons / km2
Unemployment rate	37%	38.8%	34.8%
Youth unemployment	49.7%	49.8%	46.2%
Number of households	123 195	17 575	11 992
Average household size	3.1	3.3	3.8
Formal dwellings	78.5%	82.9%	80.4%
Piped water inside dwelling	54.8%	28.9%	31.9%
Electricity for lighting	91.1%	93.2%	91.9%

The race profile for the local municipalities, shown in Table 22 and illustrated in Figure 3, indicates that the majority of the population is black: 87.7% for the Matjhabeng Local Municipality, 91.6% for the Masilonyana Local Municipality and 91.2% for the Tswelopele Local Municipality.

Table 22 Local Municipality Race Profile (modified after Census 2011, StatsSA)

Race	Matjhabeng	Masilonyana	Tswelopele
Black African	356 466 (87.7%)	58 014 (91.6%)	43 434 (91.2%)
Coloured	8 536 (2.1%)	697 (1.1%)	572 (1.2%)
Indian / Asian	1 626 (0.4%)	190 (0.3%)	190 (0.4%)
White	39 020 (9.6%)	4 243 (6.7%)	3 286 (6.9%)
Other	813 (0.2%)	190 (0.3%)	143 (0.3%)
Total	406 461 (100%)	63 334 (100%)	47 625 (100%)

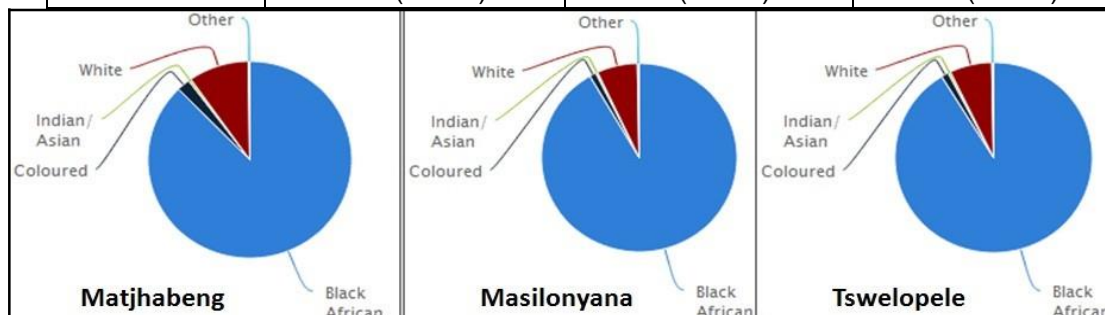


Figure 3 Population groups profile (modified after Census 2011, StatsSA)

According to the 2011 Census, the male gender constitutes 48.7% of the national population. However, the proportions of males in the Matjhabeng Local Municipality and Masilonyana Local Municipality, as shown in Table 23 and illustrated in Figure 4, are significantly higher than the national proportion of males at 49.6% and 50.5% respectively.

The high number of males is influenced by males employed by the mining industry around the local municipalities. This trend is common in towns where the mining industry is predominantly male oriented. There is no mining activity in the Tswelopele Local Municipality and the male gender constitutes 48% of the total population. This proportion compares very well with the national proportion thereby supporting the attribution of high male numbers in the other two local municipalities to the mining industry.

Table 23. Local Municipality Gender Profile (Census 2011, StatsSA)

Gender	Matjhabeng	Masilonyana	Tswelopele
Female	204 856 (50.4%)	31 350 (49.5%)	24 765 (52%)
Male	201 605 (49.6%)	31 984 (50.5%)	22 860 (48%)
Total	406 461 (100%)	63 334 (100%)	47 625 (100%)

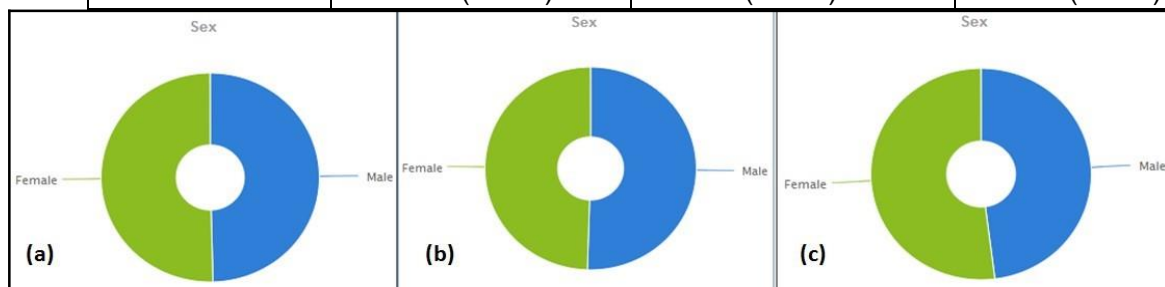


Figure 4. Gender distribution by geography: (a) Matjhabeng LM, (b) Masilonyana LM and (c) Tswelopele LM

Figure 5 shows the industry profile for the local municipalities in the Lejweleputswa District Municipality and supports the hypothesis that the mining and quarrying industry influences the high number of males in the Matjhabeng Local Municipality and the Masilonyana Local Municipality.

In the Matjhabeng Local Municipality the mining sector is the dominant industry with mining activities around the towns of Welkom, Virginia, Allanridge and Hennenman.

The mining sector in the Masilonyana Local Municipality is dominated by three mines in the town of Theunissen; these are Joel mine (Harmony), Beatrix Operations (Sibanye Gold) and Star Diamond mine (Petra Diamonds).

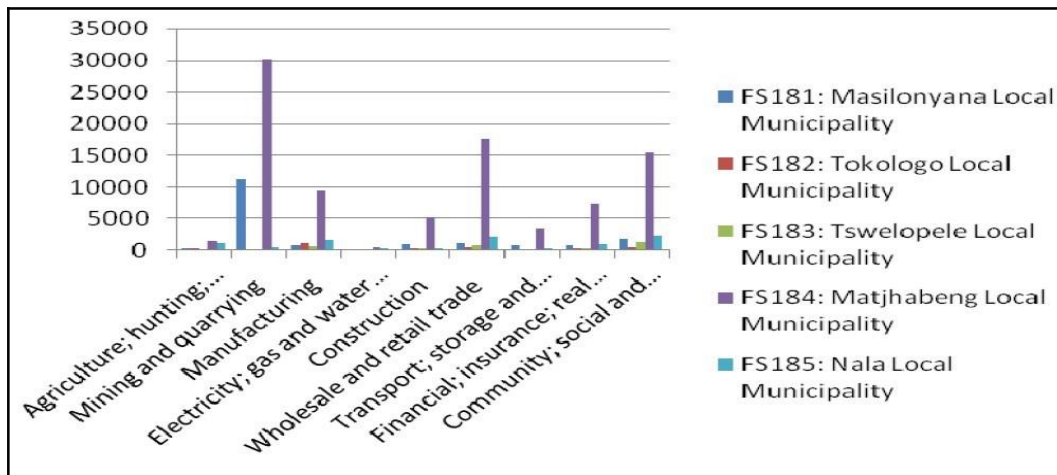


Figure 5 Local Municipality Industry Profile (Census Community Survey 2007)

Based on the Census Community Survey of 2007, people without income in all the three local municipalities constitute the majority of the population as illustrated in Figure 6.

For example, almost 55% of the economically active population in Matjhabeng Local Municipality earn no income at all. In general terms, the majority of households in the municipalities earns less than the poverty line (about R1,600 per household per month) and can be considered poor.

Those classified as economically active are largely employed in the mining and agriculture sectors. However, the income profile of households within the municipalities has shown a marked improvement since 2001. Despite this improvement, most of the households depend on social grants e.g. old age pension and disability and child support grants.

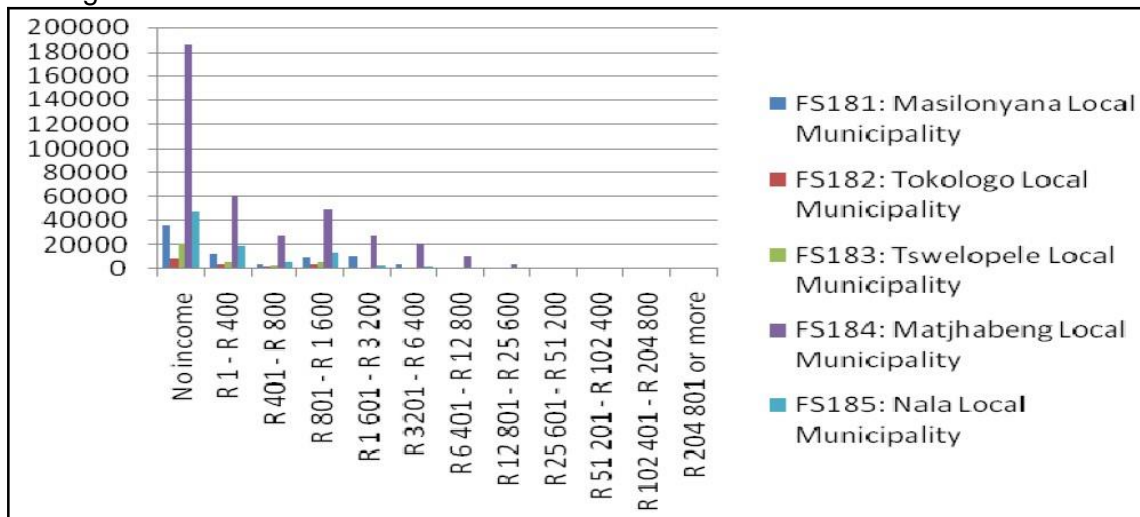


Figure 6. Local Municipality Income Profile (Census Community Survey 2007)

The three local municipalities are dominated by a youthful population with 49.6% of the total population falling in the age group of 0-24 years as shown in Table 24. This identifies the need for specific capacity building and skills development programs that targets the youth. According to StatsSA figures shown in Table 21, average youth unemployment in the three municipalities is 48.6%.

Table 24. Local Municipality Age Profile (modified after Census 2011, StatsSA)

Age (years)	Local Municipality		
	Matjhabeng	Masilonyana	Tswelopele
0 - 4	10.4%	10.9%	12.3%
5 - 9	8.6%	10.0%	11.0%
10 - 14	8.3%	8.9%	10.5%
15 - 19	9.1%	9.2%	9.4%
20 - 24	10.5%	9.5%	10.1%
25 - 29	9.5%	8.4%	8.8%
30 - 34	7.6%	7.3%	6.6%
35 - 39	6.5%	6.6%	5.6%
40 - 44	6.3%	6.2%	5.3%
45 - 49	6.4%	6.1%	4.4%
50 - 54	5.6%	4.9%	4.0%
55 - 59	3.9%	3.8%	3.7%
60 - 64	2.6%	2.8%	2.6%
65 - 69	1.8%	2.0%	2.0%
70 - 74	1.3%	1.5%	1.4%
75 - 79	0.9%	1.1%	1.2%
80 - 84	0.4%	0.5%	0.6%
85+	0.3%	0.3%	0.5%

In terms of living conditions established by Census 2011, 90% of the households in the Matjhabeng Local Municipality and the Tswelopele Local Municipality have access to piped water either inside their dwellings or in the yard. However, a paltry 28.9% of the households in the Masilonyana Local Municipality have access to piped water either inside their dwellings or in the yard. Households without access to piped water in all the three local municipalities do not exceed 3% of the total households as shown in Table 25.

Table 25 Access to piped water (Census 2011, StatsSA)

Description	Local Municipality		
	Matjhabeng	Masilonyana	Tswelopele
Households	123 195	17 575	12 461
Households with piped water inside dwelling or yard	90.8%	28.9%	90.0%
Households without piped water	2.0%	2.4%	3.0%

Based on the 2011 Census the majority of households in the municipalities get their water from regional or local water schemes that are operated by municipalities or other water service providers. A significant number of households in the Tswelopele Local Municipality utilises boreholes as source of water as shown in Table 26.

Table 26 Source of water (Census 2011, StatsSA)

Source of water	Local Municipality		
	Matjhabeng	Masilonyana	Tswelopele
Regional/Local water scheme (operated by municipality or other water service provider)	95.0%	88.9%	76.2%
Borehole	2.3%	7.1%	17.0%
Spring	0.0%	0.1%	0.2%
Rain water tank	0.1%	0.3%	0.4%
Dam/Pool/Stagnant water	0.1%	0.6%	1.1%
River/Stream	0.0%	0.0%	0.8%
Water vendor	0.2%	0.3%	0.6%
Water tanker	0.3%	1.0%	1.4%
Other	1.9%	1.8%	2.4%

Electricity is widely used by all the three local municipalities as the source of energy for cooking and lighting. Paraffin, wood and gas are the other common sources of energy for cooking. The Matjhabeng Local Municipality has the least households (0.6%) that rely on wood for cooking. An average of 6% of the households in these local municipalities uses candles for lighting purposes. The distribution of energy sources is shown in Table 27.

Table 27 Source of energy (Census 2011, StatsSA)

Source of energy	Local Municipality		
	Matjhabeng	Masilonyana	Tswelopele
Electricity for cooking	87.7%	88.4%	87.7%
Paraffin for cooking	9.4%	6.6%	6.1%
Wood for cooking	0.6%	2.2%	3.4%
Gas for cooking	1.8%	2.0%	2.3%
Electricity for lighting	91.1%	93.2%	91.9%
Candles for lighting	5.9%	5.7%	6.9%

More than 70% of households in all the three local municipalities have access to flush toilets that are connected to sewerage systems. The bucket toilet system is still a prevalent method of sanitation with over a quarter of the households in the Masilonyana Local Municipality and 4.4% of the households in the Matjhabeng Local Municipality using this method. Table 28 shows the distribution of the different toilet facilities used in the three municipalities.

Table 28 Sanitation (Census 2011, StatsSA)

Toilet facility	Local Municipality		
	Matjhabeng	Masilonyana	Tswelopele
None	2.5%	3.3%	6.3%

Flush toilet (connected to sewerage system)	81.1%	70.5%	76.8%
Flush toilet (with septic tank)	0.8%	5.1%	4.4%
Chemical toilet	0.1%	0.2%	1.2%

Toilet facility	Local Municipality		
	Matjhabeng	Masilonyana	Tswelopele
Pit toilet with ventilation	0.4%	0.8%	2.3%
Pit toilet without ventilation	8.4%	3.2%	6.8%
Bucket	4.4%	16.1%	0.7%
Other	2.2%	0.8%	1.6%

3.2 Key Guiding Principles

Mayoral Strategic Priorities (IDP P47)

1. Roads maintenance
2. Street lights maintenance
3. Replacement of asbestos water pipes
4. Achieve housing accreditation
5. Economic development

Key Developmental Challenges

- Ageing road infrastructure
- Decaying water infrastructure resulting in high water loss
- Ageing and vandalism of street lighting infrastructure
- Availability of residential sites for low and high income housing
- Low economic growth and High unemployment rate particularly among youth
- Ageing service delivery vehicles
- High levels of crime

Minister, DOE Africa Keynote Address at Energy Indaba 2019:

In order to balance seemingly competing requirements, including environmental and socio-economic imperatives, we have adopted a number of objectives that inform our approach to meeting our energy needs in a developmental state. These are:-

- Ensuring security of supply;
- pursuing economically available energy resources;
- affordability;
- driving universal access;
- improving social equity;
- creating employment;
- environmental prudence;
- honouring international commitments;
- Municipal infrastructure

The so-called last mile for the delivery of electricity occurs at municipalities. The municipal electricity business model has invariably come under severe financial pressure as wholesale tariffs increase, as residents fail to pay for services, and as municipal revenue collection systems prove even more inadequate. Unless the problem relating to municipal financial viability is arrested, we run the risk of more and more African municipalities failing to provide basic services.

Municipalities are also keen to generate their own power albeit on a small scale. As wholesale electricity tariffs rise, or as we fail to provide electricity for the residential sector, we can expect more rooftop PV systems, biogas, waste to energy, and wind turbines to be installed at municipal level.

Research into indigenous systems

Embedded generation systems based on solar and wind technologies are tricky to manage in a power system, given the variability of their energy production. One cannot order the wind to blow, neither can we rely on PV energy on a cloudy day or in the night. As such, across the world storage technologies have seen billions of dollars of investment in research and development.

South Africa's specific focus is more on the hydrogen economy rather than battery storage technology, and the progress achieved through this effort is epitomized by the hydrogen initiative (or Hy-Sa) based at the University of the Western Cape. This is a collaborative effort between South African and international research agencies, industry and government. Amongst the Hy-Sa programmes is the development of hydrogen and Fuel Cell systems, prototype development, technology validation and system integration. **Conclusion**

In conclusion, the provision of a reliable, efficient and continuous supply of electricity is the missing link that is essential for African economies to develop and flourish. We have to be honest and acknowledge that the challenges with electricity supply have had a stunting effect on our economies and we have therefore not fully exploited the potential for job creation. Our communities are also demanding adequate service delivery including the supply of affordable electricity. We are duty-bound as government leaders.

Principles in proposing projects:

Derived during consultation with municipal officials:

- Give preference to initiatives on Mayor's hot list
- Avoid project where different units have a hand in (possible in-fighting, and jockeying)
- Avoid projects which have had problems /failed in the past (e.g. bucket toilets see p122 6.3.5)
- Avoid projects which are receiving funding from govt sources (e.g. bucket toilets – let the responsibility lie where it is)
- Avoid projects which are the responsibility of govt entities (e.g. canal – DWS)
- Try to lever by-products (especially ones which are a cost to company)

3.3 Key Economic Activities

The main economic activities in the Lejweleputswa District are mining and agriculture. Matjhabeng, the largest local municipality, hosts the most mining activity and generates about 72% of the district's economic output.

The relative contributions from Matjhabeng and Masilonyana have decreased since 1996 largely due to the overall decline of the mining industry. Recently there has been an economic downturn within the mining sector, especially in the gold mining region.

The mining sector has been restructuring for some years and is still retrenching people. This restructuring process is particularly affecting the mining towns of Welkom, Virginia, Odendaalsrus and Allanridge. Most of the retrenched people, mainly unskilled labourers, remain in the region, adding to the social problems associated with declining economic conditions.

The sudden surge in fuel price has also exacerbated the already negative economic growth in the area.

However, mining still dominates the local economic scene by contributing 58% of the GDP of the district and 19% of the province. The key mining operations in the immediate vicinity of the TUCG Project are Sibanye Gold, and Harmony Gold. There are no other mines within the boundaries of the Prospecting Right.

Over 65% of agricultural output in the district comes from Tswelopele and Nala. The agricultural sector is also experiencing negative growth due to a number of factors including drought and market conditions. In addition, most farmers are mechanising their operations causing job losses and migration of workers to urban areas.

3.4 Impact of the Mining Operations

The Theunissen UCG Project has embarked on an extensive Environmental Impact Assessment and compilation of an Environmental Management Programme as part of the Mining Right Application process. It is expected that the Theunissen UCG Project will have a positive socio-economic impact through the creation of job opportunities and skills training. Theunissen UCG Project will employ people from surrounding communities, while also facilitating the growth and development of the area's small enterprise sector.

The environmental report has identified potential negative impacts:

- Minimal loss of grazing land; and
- That consultation with community leaders during the construction phase of the project should take place.

3.4.1 Potential loss of grazing land

The area that has been demarcated for mining of the Theunissen UCG Project will not be lost for grazing or other farming activities. From a mining perspective, the amount of land impacted is very little more than that for a normal borehole.

The danger of animals wandering into the mine area will be mitigated by erecting fencing around the dangerous areas and ensuring access control is enforced. Once the impacted areas have been decommissioned the area will be returned to as close as possible to its original environmental status.

3.5 Needs of the Area

The area of the the Lejweleputswa District Municipality has been experiencing an ongoing decline of industrial activity. For example, in the Welkom area alone, some 100,000 people have left the area.

(<http://www.financialmail.co.za/coverstory/2014/11/20/virginia-and-welkom-a-tale-of-two-towns>)

The area is very dry. The UCG technology requires far less water than conventional coal mining (only about 10% of the conventional water use.)

The most important needs are probably

- Poverty Eradication
- Infrastructure

3.5.1 Infrastructure and Poverty Eradication Projects

The largest extent of Theunissen UCG Project falls within Ward 24 of the Matjhabeng Local Municipality. Ward 24 is predominantly a farming community. The Community Needs per ward for the period 2012 – 2017 as indicated in the IDP of Lejweleputswa District Municipality and in the Matjhabeng IDP excludes Ward 24.

Therefore, projects related to infrastructure and poverty eradication have been identified in other wards in Matjhabeng. The Theunissen UCG Project is committed to assist the local municipalities in which they operate in to achieve their goals and has prioritised the projects listed in Table 29.

3.5.2 Consultation with municipality and community

Theunissen UCG Project has met with the Municipality officials to discuss the commitment to participate in the prioritised projects listed in Table 29 and the discussions are ongoing.

Africary is a start up company and has no existing income base. Therefore it was agreed that the focus should be on a few achievable priority projects than to adopt a shotgun approach to many projects with unrealistic expectations. [Table 29 Prioritised projects](#)

Project	Ward
Road maintenance	Communities of Lejweleputswa
Provision of fruit trees to townships and emerging and subsistence farmer	Matjhabeng LM Ward 24; Tswelopele LM; Masilonyana LM
The establishment of Livestock market centre (Auction Centre) and incorporation of livestock pound	Community of Matjhabeng Local Municipality

3.6 Projects

A project plan has been developed to address the needs of the community as discussed in Section 3.4. This Project Plan is seen as dynamic and will be adjusted with the annual review of the SLP and through discussions with the Future Forum.

3.7 Proposed Projects

Table 30 Project 1: Road Maintenance

Project name	Road maintenance		Classification of Project		Basic infrastructure		
Background	Roads maintenance is a key Mayoral priority. Roads in all communities are in need of repair, especially in the poorer areas. (See Matjhabeng IDP p47, Tswelopele projects MIG/FS1068/CF/18/19, MIG/FS1069/CF/18/19, MIG/FS1072/CF/18/19, MIG/FS1082/CF/19/20						
Project Beneficiaries	Communities of Lejweleputswa.						
Geographic Local	Lejweleputswa District Municipality	As determined each year in consultation with MM		Project Start Date	2020	Project End Date	2023
Output	Key Performance Indicator	Responsible Entity Inclusive of all role players	Quarterly Time Line and year	Quarterly Time Line and year	Quarterly Time Line and year	Quarterly Time Line and year	Budget
Serviceable roads	Number of meters of road repaired	Lejweleputswa District Municipality and Africary	List of roads and budget allocation in 2020	List of roads and budget allocation in 2021	List of roads and budget allocation in 2022	List of roads and budget allocation in 2023	R1,100,000 over a four year period
Classification of Jobs	Males employed	Females Employed	Male Youth Employed	Female Youth Employed	Total Jobs	Comments	
Short Term	1	1	3	3	8		
Medium term							
Long term	1				1		

Completion Date	Dec 2023	Exit Strategy	Hand over to infrastructure and roads department
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Table 31 Project 2: Provision of Fruit Trees to Emerging and Subsistence Farmers

Project name	Provision of fruit trees to townships and emerging and subsistence farmer		Classification of Project		Enterprise Development and Poverty Alleviation		
Background	Economic Development is a key Mayoral priority. The TUCG project and Mining Right is located in a rural area of the municipalities (See Tswelopele project MIG/FS1089/CF/19/20						
Project Beneficiaries	Emerging farmers and households. Two new jobs will be created – one lead and one youth to educate beneficiaries on the planting and treatment of the trees planted. However, in built up areas, the overall attractiveness will aid towards improving the attractiveness and mood of the area, as well as providing quality nourishment once the trees start bearing fruit. Local nurseries will be supported. Females will be encouraged since they are the keepers of the home and most concerned about nutrition. Training to be provided in Y1.						
Geographic Local	Matjhabeng LM Ward 24	Tswelopele LM	Masilonyana LM	Project Start Date	2020	Project End Date	2023
Output	Key Performance Indicator	Responsible Entity Inclusive of all role players	Quarterly Time Line and year	Quarterly Time Line and year	Quarterly Time Line and year	Quarterly Time Line and year	Budget
Fruit trees planted	Number of trees planted	Local Municipality and Africary	List of beneficiaries and budget allocation in 2020	List of beneficiaries and budget allocation in 2021	List of roads and budget allocation in 2022	List of roads and budget allocation in 2023	R350,000 over a four year period
Classification of Jobs	Males employed	Females Employed	Male Youth Employed	Female Youth Employed	Total Jobs	Comments	
Short Term		1		1	2		
Medium term							

Long term		1		1	2		
Completion Date	Dec 2022	Exit Strategy		Flourishing trees in emerging farms and townships			

Table 32 Project 3: the establishment of Livestock market centre (Auction Centre)

Project name	The establishment of Livestock market centre (Auction Centre) and incorporation of livestock pound in farm Kalkkuil 153, situated near Odendaalsrus. Phase one establishment of kraals		Classification of Project		Enterprise Development and Poverty Alleviation		
Background	Economic Development is a key Mayoral priority. There are currently no potential auction facilities for the livestock owners of Matjhabeng and livestock auctions is regarded as the most important marketing channel for livestock. Livestock auctions bring buyers and sellers together at regular times and at strategic points. Livestock market centre (Auction Centre) will be established next to the planned Farmer Production Support Unit (FPSU). Farmer Production Support Unit (FPSU) is one component of Agri-Park also being a rural outreach unit connected with the Agri-Hub and focusses on primary collection, storage, processing, and extension services including mechanization. The (FPSU) f would do primary collection, some storage, some processing for the local market and extension services, including mechanisation and inputs supplies for subsidised emerging farmer support. So the establishment. of Livestock market centre (Auction Centre) will be used for trading of livestock.						
Project Beneficiaries	Community of Matjhabeng Local Municipality						
Geographic Local	Matjhabeng Local Municipality			Project Start Date	2020	Project End Date	2023
Output	Key Performance Indicator	Responsible Entity Inclusive of all role players	Quarterly Time Line and year	Quarterly Time Line and year	Quarterly Time Line and year	Quarterly Time Line and year	Budget

Stalls and basic infrastructure as per approved drawings and plans.	Fully Number of occupied stalls	Matjhabeng LM and Africary	Designs, stalls and budget allocation in 2020	Designs, stalls and budget allocation in 2021	Designs, stalls and budget allocation in 2022		R2,500,000 over a four year period
Classification of Jobs	Males employed	Females Employed	Male Youth Employed	Female Youth Employed	Total Jobs	Comments	
Short Term	10	5	20	20	55		

Project name	The establishment of Livestock market centre (Auction Centre) and incorporation of livestock pound in farm Kalkkuil 153, situated near Odendaalsrus. Phase one establishment of kraals		Classification of Project		Enterprise Development and Poverty Alleviation		
Medium term							
Long term	1	1	1	1	4		
Completion Date	Dec 2022	Exit Strategy		Hand over Auction Centre management to Municipality			

3.8 Project Implementation

The TUCG project will be implemented in conjunction with the IPP Programme. The IPP programme includes Social & Economic Development goals which are mandatory and aspirational.

It is envisaged that these plans will be finalised within six months of operations being under way. They will be aligned with the Social & Labour Plan in order to gain the most effective results.

3.9 Measures to address Housing and Living Conditions

The provision of housing remains a challenge in South Africa as a result of the segregated development policy of the previous dispensation. The recent economic crisis experienced throughout the globe has also negatively affected the ability of South Africans to own houses. This has been exacerbated by the stringent requirements for qualifications for housing finance of the financial institutions on the already hard pressed consumers.

African Carbon Energy Pty Ltd is fully aware of the above state of affairs with regard to housing in South Africa and would like to contribute towards alleviating the plight of its employees by developing strategies to assist them to own houses of their own.

Although the mine intends to attract the majority of its workforce from local communities, this will not be possible for all occupations that require special skills, some of which are scarce on a national scale. In the light of this the mine will have to make provision for housing and accommodation in order to attract and retain skilled and competent employees for optimum productivity and long term sustainability.

It is envisaged that the provision of housing and accommodation by the mine will not only benefit the mine employees but the larger mining community as housing will be done in consultation with the local municipalities and other relevant authorities.

The current status of available dwellings for employees will be verified once the mine is operational and the workforce has been employed. Theunissen UCG Project will develop a housing policy which will serve as a guideline for the ultimate housing strategy which should lead to the attainment of the policy objectives.

Housing will not be provided on site, but assistance will be given to employees based on criteria which are still to be defined, and will take into account national policies regarding the provision of housing to previously disadvantaged employees.

3.9.1 Compliance with the principles of the Housing and Living Conditions Standards for the South African Mineral Industry 2009

AFRICARY fully support the Government's efforts to ensure that suitable housing and living standards are provided for mine workers in order to achieve the dream of sustainable human settlement.

In support of this endeavour the Theunissen UCG Project will align its housing policy and strategy with the following principles as published in the government gazette no 32166 of 29 April 2009:

- Ensure a decent standard of housing for mine workers
-

- Develop social, physical and economic integrated housing development within or outside the mining areas;

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- Be responsive to housing demand
- Ensure the involvement of employees in the housing administrative systems
- Ensure secure tenure for the employees in housing institution on the basis of the general provision
- Promote best practices and compliance with minimum norms and standards in relation to the delivery and management of housing
- Promote the use of financing schemes in such a manner that it is transparent and accountable.

3.9.1.1 Encouraging home ownership

The history of South Africa with regard to the provision of housing and accommodation in mining and migrant labour systems has caused serious harm to the family structures and has also contributed to the spread of deadly diseases such as HIV/AIDS and TB. Theunissen UCG Project will strive to mitigate this damage by encouraging home ownership among its employees.

3.9.1.2 Partnerships with Private Sector

Where possible, partnerships will be established with the private sector in the property industry to secure housing and accommodation for mine employees. The mine will also approach financial institutions to secure deals that will assist it in its efforts to provide housing and accommodation to its workforce.

3.9.2 Participation in Municipal Housing Forum and IDP Process

Theunissen UCG Project regard municipalities as authorities on matters of housing and in recognition of this, it will use the IDPs of Matjhabeng Local Municipality as points of reference when it develops its housing strategy. The IDP will provide the mine with crucial information with regard to intended developments in housing and infrastructure requirements in the municipal areas.

The municipality will be in the best positions to advise the mine on the best route to follow if the mine wants to contribute to housing provision, especially because housing development will require provision of basic services such as water, sanitation and electricity.

3.10 Possible Housing Policy Options

A number of options exist for Theunissen UCG Project to provide support to housing and accommodation to its employees. The most suitable option will be selected once the policy and strategy has been developed in consultation with all stakeholders. The following are some of the examples that the mine might implement:

- *Home Rent Subsidies*
The home rent subsidy may be provided to employees who reside in rented accommodation near the mine operations.
- *Home Ownership Allowance*

Home Owners allowance may be provided to employees who are permanently employed by AFRICARY as a measure to encourage home ownership.

- *Employer Assisted Housing Scheme Allowance*
Through the Employer assisted Housing Scheme, AFRICARY facilitate government subsidies and top up funding from commercial institutions to qualifying employees.

3.10.1 Measures to address the Nutrition of Mine Employees

The nutrition of mine employees falls within the employee wellness programme which will be implemented as part of the mines' human resource development plan. As such the provision of adequate and nourishing nutrition for mine workers is an integral part of Theunissen UCG Project's desire to have productive and healthy workforce. However since the mine will not be having hostels, no meals will be provided to workers after working hours. Supplementary nutritional facilities will be provided.

The mine will make provision for canteen to be built inside the plant so that employees should be able to access food during lunch and morning and afternoon breaks. Guidelines will be provided to the enterprise that will be running the canteen with regard to the type of food that must be sold to the employees.

As part of the Employee Wellness programme, the mine will conduct regular nutrition awareness campaigns to inform employees about the importance of a good, balanced and nutritious diet. The information during these sessions will also be useful for miners to utilise when they purchase food for their families.

3.10.2 Procurement Progression Plan

Theunissen UCG Project regards procurement as a key vehicle through which it can contribute to the economic empowerment of HDSAs. The mine will develop a preferential procurement policy in order to ensure that its procurement processes are aligned with the endeavour to contribute towards the empowerment of HDSAs.

As part of its Procurement Progression Policy and Procedure, Theunissen UCG Project will set achievable targets for the procurement of goods and services from HDSAs. All procurement processes will be centralised and monitored as required by the DMRs Mining Charter and the DTIs Code of Good Practice Preferential Procurement Pillar. Regular reports on procurement performance will be submitted to the Future Forum and other relevant bodies to ensure that the mine achieves its targets.

In order to ensure maximum benefit of local communities in the procurement processes of the mine, preference will be given to local suppliers and service providers. A database of service providers and suppliers will be created in such a way that it classifies vendors in terms of their municipal areas to enable the mine to identify and procure from local vendors. Local vendors will include vendors from the Matjhabeng Local Municipality, Masilonyana Local Municipality, Tswelopele Local Municipality, Lejweleputswa District Municipality and the Free State Province respectively.

The enterprise development programme will be utilised to encourage local communities to establish enterprises that will cater for the procurement needs of the mine. A number of procurement opportunities will be ring-fenced for local communities only after a thorough assessment of available vendors' capacity to supply the mine. The enterprise development programme will also be used to develop the capacity of local vendors where it is found lacking.

The following will form part of the ring fenced opportunities:

- Corporate gifts
- Entertainment
- Catering
- Cleaning
- Security services
- Building contractors
- Building maintenance
- Road transport
- Consumable goods
- Courier services
- Training services for non-technical skills
- Labour hire
- Travel agency

AFRICARY would like to contribute to job creation and in turn grow the economy of the mining community and the Free State Province.

3.10.3 Mentoring of HDSA Enterprises

A transparent and inclusive programme will be developed to support and mentor all suppliers of goods and services to Theunissen UCG Project. Through this programme all suppliers will be notified of all services and goods that the mine intends to procure and the conditions thereof. Suppliers will be informed through workshops on the minimum requirements for providing services to the mine.

Workshops will also be conducted for suppliers on good business management, corporate governance and business ethics. A system will also be put in place to enable the procurement office to deal with incidents of tender fraud such as fronting. A check list for HDSAs will be put in place to confirm the status of each vendor earmarked to provide services or goods to the mine.

Section 4 MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

The primary objective of downscaling and retrenchment management is to ensure that there are no other viable options to achieve operational requirements before considering the downscaling of workers.

The Theunissen UCG Project will follow the guidelines provided by the Department of Labour and the prescriptions of the Labour Relations Act. In addition Theunissen UCG Project will also have an agreement with Unions and through the Future Forum on the process which will be followed in the unlikely event of downscaling and / or retrenchment.

AFRICARY also aligns itself with the outcome of the 1998 Presidential Job Summit, where employers, government and the workers represented by unions agreed to a “social plan” aimed at:

- Preventing retrenchments;
- Managing retrenchments humanly where they are unavoidable and
- Developing measures to assist affected people and communities to alternative forms of employment where large scale retrenchments have taken place.

The Theunissen UCG Project will promote continuous communication with stakeholders to ensure that they are aware of the performance of the Mine at all times. This will assist all stakeholders to anticipate downscaling and retrenchments on time, should they be necessary.

4.1 Establishment of Future Forum

The Mine will establish a Future Forum, as soon as the mine becomes operations, with the primary purpose of serving as a forum to monitor the implementation of the Social and Labour Plan.

This Future Forum will be constituted of Mine Management, employees and representatives of the workforce from different areas of the community at large. The following will be the additional functions of the forum:

- Acting as a communication mechanism on mine related issues;
- Generating awareness of the Social and Labour Plan and its associated activities;
- Identifying solutions to problems and challenges which may arise and impact on the operation of the mine;
- Identify future problems regarding mine operations and productivity and find solutions in order to prevent or reduce job losses;
- Develop turnaround strategies and reduce job losses;
- Implement resolutions agreed to by Management and Employees;
- Coordinating the notification process during retrenchments or closure; and
- Serve as a structure to communicate with the Department of Labour, Social Plan services e.g. Technical assistance, Job Advice Centre, Retrenchment Response Team on matters of mutual interest.

The Theunissen UCG Project will be responsible to build the capacity of members of the Future Forum through training and provision of relevant information.

4.2 Mechanisms to save Jobs and Avoid Job Losses and a Decline in Employment

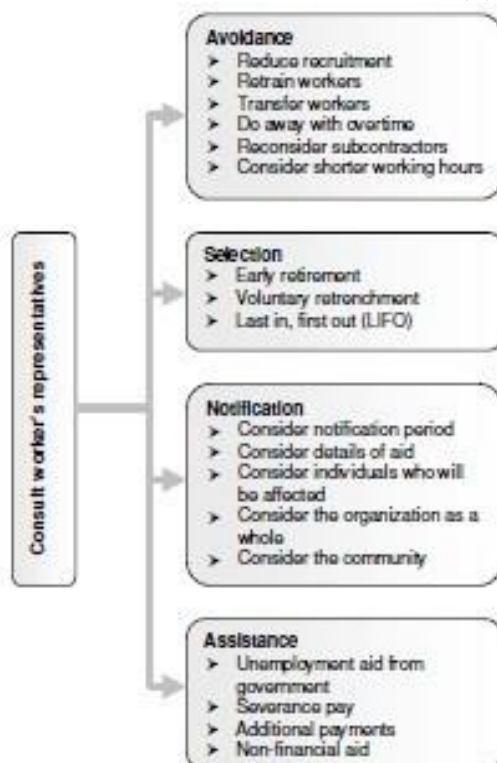
Although it is unforeseen that retrenchments and job losses will not occur in the project area The Theunissen UCG Project will develop strategies to deal with retrenchments and job losses once the mine has become operational.

This strategy will be based on the fundamental principles that Theunissen UCG Project will do everything in its power to minimise the impact on employees that would be affected. The strategy will be dynamic and will be discussed and implemented by the Future Forum once the mine has become operational and the Forum has been established. It is envisaged that the strategy will include the following:

- Transferring employees to other positions, or job sharing;
- Liaising with the National Productivity Institute (NPI) to identify other sectors or ventures where employees could be absorbed;
- Conducting extensive business investigation to determine where employees could become involved in other related business, i.e. training of portable skills is essential to the success of this initiative.

In the event the Mine finds itself in a position where the profit to revenue ratio over a twelve-month period drops to a figure lower than six percent, the Mine will:

- Consult with the employees as required by Section 52(1) of the Mineral and Petroleum Resources Development Act, no 28 of 2002.
- Notify the Chairperson of the Minerals and Mining Development Board in terms of Section 52(1)(a) of the MPRDA.



In the event that dismissals for operational requirements in excess of ten percent of the workforce are contemplated:

- Notify the Minister of Labour
- Inform the workforce and Future Forum
- Commit to implementing Section 189 of the Labour Relation Act.

4.3 Mechanism to Provide Alternative Solutions and Procedure for Creating Job Security where Job Losses cannot be avoided

AFRICARY will develop an integrated approach to create job security and ensure employee mobility within the workplace. The Mine's Human Resource Development Strategy will be the main vehicle used to ensure that key interventions such as the Skills Development Programme, Learnerships and Portable skills training provide employees and the mine with support structures to deal with incidents of job losses.

An aggregate quarry can be forced to close down due to technological changes, adverse economic and trading conditions and business process streamlining. When retrenchments are unavoidable, AFRICARY will follow the procedure of downscaling and retrenchment as laid down by the Department of Labour and the Labour Laws. Under these circumstances the key issues to be considered are the degree of dependence of the community and the labour sending areas on the mine's operations, and the policies and procedures in place at the Theunissen UCG Project to help provide financial security for individual employees. AFRICARY will, in agreement with labour, adopt a Retrenchment Policy, Retirement Policy and Medical Repatriation Policy to ensure the provision of compensation to coincide with South African labour legislation for job loss or retirement funding.

The following plan will be implemented to manage the downscaling and retrenchment process:

- Consultation process in terms of Section 52(1) of the MPRDA;
- Implementation of section 189 of the Labour Relations Act, 1995 which regulates the process for planned retrenchments;
- Notification to the Minerals and Mining Development Board in terms of Section 52 (1)(b) of the Act;
- Complying with the Ministers directive and confirming how corrective measures will be taken.
- Providing training for proxy earners.
- Re-skilling of workers for other jobs on the mine or for jobs outside the mining sector.
- Managing unavoidable retrenchment humanely, ie. Through formulation of an appropriate retrenchment proposal in consultation with the relevant parties;
- Establishing a strong line of communication with affected employees to ensure proper understanding of the process;
- Informing employees of possible retrenchments;
- Informing other affected parties (sending areas, municipalities etc) of the possible retrenchments at the operation; and
- Informing outside parties (media) of the possible retrenchments at the operation;
- Providing affected employees with standardized information relating to the severance packages, retirement funds, and other support mechanisms and services available;
- Managing employee morale to prevent spin off effects within the operation.

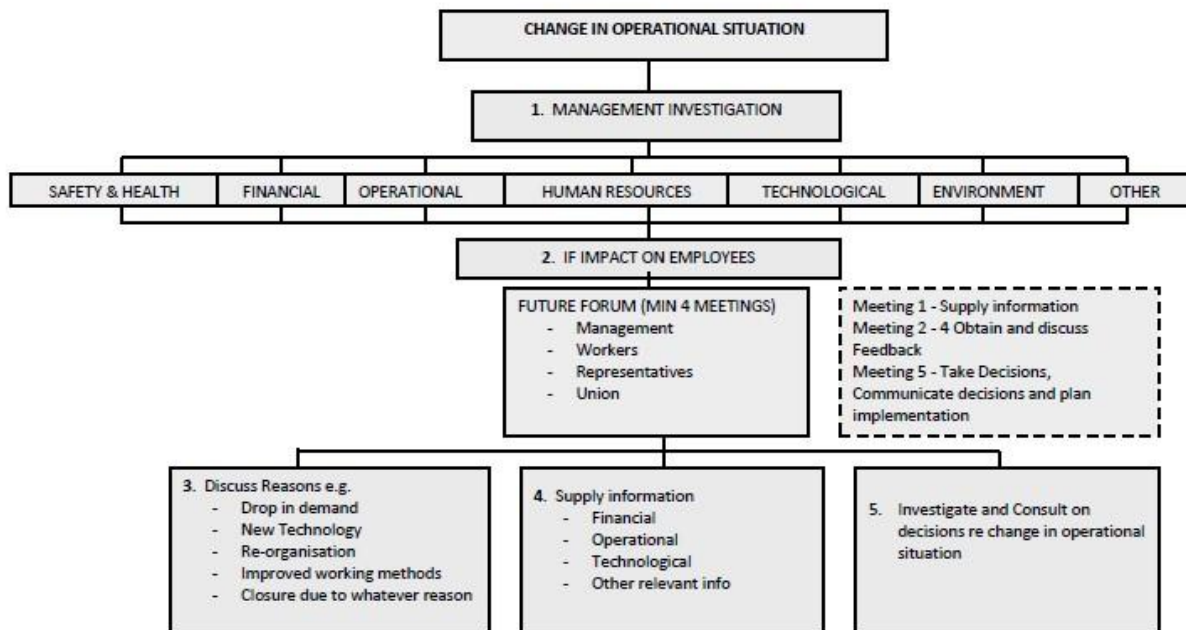


Figure 7. Process for change in operational situation

The recommendation will be amongst other, include the following measures:

- Voluntary / compulsory early retirement
- Voluntary severance packages
- Termination of service of temporary and contract labour;
- Moratorium on new recruitment;
- Portable skills programmes;
- Sponsoring of Extended leave
- Adjustments to working arrangements; and
- The AFRICARY HRD programme (Section 2) will be implemented throughout the life of the mine which will attempt to enable employees to access alternative livelihood opportunities after closure.

The following action plan will be implemented during this phase:

- Establishing a retrenchee database including information regarding existing skills, experience and expertise. This will be used to identify potential employment opportunities within or outside;
- Identifying appropriate people from the retrenchee pool to be considered for potential SMME opportunities within AFRICARY and DTI;
- Appropriate training e.g. plumbing, carpeting, vegetable growing etc. In order to find alternative employment in the open job market;
- Educating with regard to sustainable means by which to utilise their retrenchment packages, investments opportunities;
- Work hand in hand with Department of Labour and assist the Job Advice Centre to council retrenched employees and assist them in locating alternative employment.

4.4 Mechanism to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies where Retrenchment or Closure of the Operation is certain

When a mine ceases to operate as a result of loss in production, or it is forced to reduce its workforce the affect is felt not only by the employees of the mine, but also by the immediate mining community and labour sending areas.

In line with the requirements of the MPRDA, Theunissen UCG Project proposes a number of measures which will be implemented to ameliorate the impact of the closure or retrenchments will have on employees, communities, regions and their economies.

4.4.1 Implementation of assessment and counselling services

Retrenchment means loss of income and will normally cause stress and discomfort to employees and their immediate families. In order to mitigate the impact of retrenchment, the Theunissen UCG Project will use the services of professional employee wellness practitioners to provide intensive counselling to all affected employees.

The Department of Human Resource Development will be tasked with the responsibility of managing the counselling programme as part of their responsibility towards the wellness of employees.

4.4.2 Implementation of comprehensive self-employment training programmes

Training programmes will be developed as part of the mine's skills development and enterprise support programme for employees who are keen to establish their own business for self-employment. In this regard employees will be trained on basic business and management skills to provide them with the skills that they will need to run their own enterprises.

This support will also be extended to members of the affected communities in consultation with local municipalities and traditional councils. Other agencies, such as the Department of Economic Development and Conservation and Department of Trade and Industry will also be consulted in order to solicit support to enterprises established through this initiative.

AFRICARY will consult unions in considering the provision of counselling through professional service providers. The Human Resource manager will liaise with the Department of Labour throughout this process to assist with counselling services.

4.4.3 Implementation of comprehensive training and re-employment programmes

As part of its social responsibility Theunissen UCG Project will provide its employees and members of the community with portable skills to enable them to make a living even when the mine is not there. The portable skills programme will form part of the mine's skills development programme and overall human resource development plan.

These programmes will be aligned to the

- Provincial Growth and Development Strategy of the North West Province
- National Human Resource Development Strategy
- Skills Development Act, 1998
- Employment Equity Act, 1998
- New Growth Path

- National Development Plan 2030

The Future Forum will be responsible for managing these self employment training and re-employment programmes for all employees affected by retrenchments.

Some of the portable training areas that will be covered includes:

- Bricklaying
- Computer skills
- Carpentry
- Plumbing
- Basic Electrical wiring
- Torch cutting
- Basic Business Skills
- Welding
- Painting
- Tiling

4.4.4 Post Closure Planning

A Closure Framework will be drafted as soon as commencement of operations has started. This Closure Framework will consider the optimum use of mine land and infrastructure during the operational phase as well as the closure phase of the mining life cycle.

Given the nature of the UCG process, when the mine closes down it will leave no physical assets.

However, the rehabilitated land will be restored to former use.

4.5 Training and Mentoring of Community Members

Over and above the portable skills training programme and support to enterprises listed in Section 4.4.3, Theunissen UCG Project will also provide training and mentoring of community structures and business entities on business and other technical skills training.

This will be a long term investment by the mine as part of the SLP, to enable communities to manage their resources effectively and independently beyond the lifespan of the mine.

The following will be some of the capacity building training initiatives:

- Learnerships and management
- Conflict management
- Negotiations
- Cooperative governance
- Community Development

Section 5 FINANCIAL PROVISION FOR THE IMPLEMENTATION OF THE SOCIAL AND LABOUR PLAN

Theunissen UCG Project will fund its Human Resource Department by means of its own budget resources, the mandatory grant as well as the discretionary grant.

Table 33 Financial Provision for SLP in terms of Human Resources Development Plan

Item	2020	2021	2022	2023	2024	Total
2.2.3 ABET Training Planned	R 0	R 0	R 0	R 0	R 26,000	R 26,000
2.2.4 Core Business Training	R 0	R 0	R 0	R 0	R 43,500	R 43,500
2.2.5 Learnerships (Internal) –	R 0	R 0	R 0	R 0	R 67,500	R 67,500
2.2.6 Learnerships (External)	R 0	R 0	R 24,960	R 26,582	R 28,310	R 79,853
2.2.7 Artisans Training						
2.2.8 School support and post matric programmes	R 0	R 0	R 90,000	R 95,850	R 102,080	R 287,930
2.3.1 Portable Skills	R 0	R 0	R 80,000	R 80,000	R 80,000	R 240,000
2.6.1 Bursaries to be awarded (Internal)	R 0	R 0	R 0	R 0	R 0	R 0
2.6.2 Bursary to be awarded (external)	R 0	R 0	R 25,000	R 53,250	R 85,067	R 163,317
2.6.3 Internships	R 0	R 0	R 0	R 0	R 0	R 0
Total	R 0	R 0	R 219,960	R 255,682	R 432,457	R 908,100

Table 34 Financial Provision for the implementation of the SLP in terms of the Local Economic Development

Item	2020	2021	2022	2023	2024	Total
Enterprise Development and Poverty Alleviation	R 0	R 200,000	R 550,000	R 950,000	R 1,150,000	R 2,850,000
Basic Infrastructure	R 0	R 100,000	R 100,000	R 300,000	R 600,000	R 1,100,000
Education & Community Development	R 0	R 0	R 0	R 0	R 0	R 0
Housing Programme	R 0	R 0	R 0	R 0	R 0	R 0
Nutrition Programme	R 0	R 0	R 0	R 0	R 0	R 0
Total	R 0	R 300,000	R 650,000	R 1,250,000	R 1,750,000	R 3,950,000

Table 35 Financial Provision for the implementation of the SLP in terms of the Management Downscaling and Retrenchment

Item	2020	2021	2022	2023	2024	Total
Management Downscaling and Retrenchment						R 0
						R 0
Total	R 0	R 0	R 0	R 0	R 0	R 0

Note that African Carbon Energy is planning to start the mine as part of a DOE IPP programme. Construction is estimated to start towards the end of 2021. The construction will be done by an EPC (Engineer, Procure, Construct) partner, who will use internal and contracted resources of their choosing. Operations are expected to commence in 2022, and will be run entirely by the EPC company for an expected three years, after which they will withdraw and hand over operations to Africary. Therefore, it is not expected that there will be any downscaling or retrenchments during this period on the part of Africary. The small amounts are provided to develop the policies and procedures that will be put in place after the EPC has handed over.

Section 6 UNDERTAKING TO ENSURE COMPLIANCE WITH THE SLP

The management of African Carbon Energy (Pty) Ltd undertakes to:

1. Actively ensure the implementation and provisions of this SOCIAL AND LABOUR PLAN;
2. To ensure the contents and requirements of this SOCIAL AND LABOUR PLAN are regularly communicated to all employees;

3. To promote upliftment and advancement in the community as a whole;
4. To regularly monitor the implementation of the Plan, and to propose positive adjustments, when require;
5. To submit the prescribed reports to the relevant authorities;
6. To submit an annual report on the compliance with the SOCIAL AND LABOUR PLAN to the relevant Regional Manager or Designated Agency.

Herewith I, the person whose name and Identity number is stated below, confirm that I am the Applicant or the person authorised to act as representative of the Applicant in terms of the resolution submitted with the application, and undertake to implement this Social & Labour Plan and adhere to the proposals set out therein.

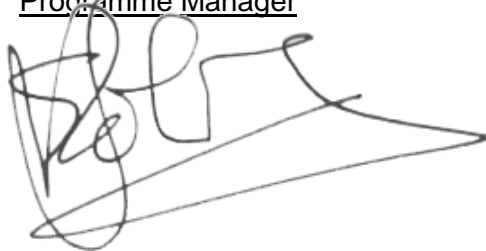
Signed at Krugersdorp on this 20 day of May 2019.

Name: Elmar Josef Roberg

ID Number: 530305 5149 085

Designation: Programme Manager

Signature:



APPROVED:

Signed at _____ on this _____ day of _____ 20____.

Signature:

Designation:

Section 7 REFERENCES

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2. Broad-based Socio-Economic Empowerment Charter for the South African Mining Industry
3. Department of Labour Guide to the Labour Relations Act (Act 66 of 1995)
4. Department of Minerals and Energy Social and Labour Guidelines
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6. Labour Relations Act (Act 66 of 1995 as amended)
7. Mineral and Petroleum Resources Development Act (Act 28 of 2002)
8. Mineral and Petroleum Resources Regulations (no. 26275)
9. Preferential Procurement Policy Framework Act, Act No 5 of 2000
10. Skills Development Act (Act 97 of 1998 as amended)
11. Skills Development Levies Act (Act 9 of 1999 as amended)
12. African Carbon Energy (Pty) Ltd Scoping Report for Theunissen UCG Project
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