OXFAM SOUTH AFRICA EXTRACTIVES INDUSTRY PROGRAMME FORMATIVE EVALUATION REPORT 2016-2020

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LIST OF ACRONYMS

AMI     Alternative Mining Indaba
AMV     African Mining Vision
AQWFM   African Queens Women in Feminist Mining
CBOs    Community Based Organisation
CLEAR   Clear Relevant Economic Adequate Monitorable
CSR     Corporate Social Responsibility
DMRE    Department of Mineral Resources and Energy
EC      Eastern Cape
EIAs    Environmental Impact Assessment
EI      Extractive Industry
FPIC    Free Prior and Informed Consent
KZN     KwaZulu-Natal
MACUA,  Mining Affected Communities United in Action
MCSA    Methodist Church of southern Africa
MEAL    Monitoring Evaluation, Accountability and Learning
NGO     Non-Governmental Organisation
OZA     Oxfam South Africa
SA      Oxfam South Africa
SADC    Southern African Development Committee
SANAMI  South African National Alternative Mining Indaba
SACC    South African Council of Churches
SDCEA   South Durban Community Environmental Alliance
SERI    Socio Economic Rights Institute
SLPs    Social Labour Plans
SMART   Specific, measurable, actionable, realistic & time-based
SPICED  Subjective Participatory Interpretable Cross checked, Empowering and diverse
TKLB    Traditional and Khoi-San Leadership Bill
UN      United Nations
WAMUA   Women Affected by Mining United in Action
VEJA    Vaal Environmental Justice Association
AFFIRMATION

Except as acknowledged by the references in this evaluation to Oxfam South Africa documents, other authors and publications, the report and research findings described herein consists of CMPH group of companies PTY LTD’s work, undertaken to fulfil the terms of reference as mandated by Oxfam South Africa. The primary data was collected, collated and analysed to produce this report.
Firstly I would like to thank Oxfam South Africa for the opportunity offered CMPH Group of companies PTY LTD to conduct the Extractive Industry Programme evaluation. We would like to acknowledge the role played by the Programme lead that provided relevant documents and guide where necessary on how the programme was strategically implemented. To the senior leadership for ensuring that all plans were in place for the evaluation to be conducted. For all participants; activists, movements, NGOs, community members and other stakeholders who participated in evaluation.
EXECUTIVE SUMMARY

The formative evaluation was conducted to identify organization’s achievements and areas for future focus. From a strategic perspective, programme design, organisational structure, culture, and quality implementation, monitoring and learning, Oxfam South Africa has been effective and efficient. The planning, execution, review, strategic positioning, selection of tactics and tactical effectiveness, the organisation scored high in all areas with high scores of 5 and 4 in most areas. This indicates a programme that meets the expected Monitoring Evaluation, Accountability and Learning (MEAL) standards. The institution scored 38 points out of 40 for planning, 19 out of 20 for execution, and 25 out of 25. Strategically the organisation has been well positioned, selected good tactics and have been tactically effective.

According to the evaluation findings, Oxfam South Africa (OZA) Extractive Industry (EI) Policy position and goal has been broken down into Specific, Measurable, Actionable, Realistic and Time-based (SMART) objectives. The target country, institutions and individuals, stakeholders, movements were identified based on the objectives set; individuals categorized based on degree of supportiveness. Targets were analysed, with clear sense and examples.

Different teams in the organisation were consulted and incorporated into EI programme advocacy strategy; responsibilities and activities articulated, including what roles operations/development/etc. might play. The Organization has tracked record of successfully implementing tactics and has been positioned and sufficiently resourced to implement tactics again; opportunities for experiment and tracking/testing built into application of tactics.

The Organization has formal system to track activities and outcomes throughout initiative. The Organization has fully followed the plan; providing logical reason for changes and recording process for future initiatives through reports.

The organization tracked activities and outcomes throughout, identified most effective tactics and changed course accordingly. Advocacy effectiveness were analysed during execution; organization regularly reviewed strategic areas making adjustments to adapt strategy or re-prioritize. Organization fully followed plan; logic provided for both aberrations and continued use of plan. Oxfam South Africa (SA) achieved the desired outcomes.

EXTRACTIVE INDUSTRY PROGRAMME IMPLEMENTATION

The planned Extractive Industry programme was implemented from 2016 to 2020. From the strategic perspective, Oxfam SA vision and mission of an organisation guided it to a bigger dream of making a difference across southern Africa.

Overall the project has met the 4 objectives set at different levels as the findings illustrate in the report. It is important to note that the project had the core funding from Hewlett Foundation which became the foundation for the start of planning and enrolling staff. However, the project needed much funding to execute the planned objectives. The evaluation noted that knowing the extent of the problem to be addressed, allows for an informed budgeted with Specific, Measurable, Achievable, Realistic Time bound (SMART), Clear Relevant Economic Adequate Monitorable (CLEAR) or Subjective Participatory Interpretable Cross checked, Empowering and diverse (SPICED) indicators at output and outcome level that are achievable within budget scope and time, the three constrains of project management.

Project management principles outline that any project has to pass through the process of ideation, problem identification, planning, apply decision gates whether it’s a go or no go then design programme/project based on availability of resources with staff complement. The evaluation found out that the organisation reflected and made decisions to continue with the project and mobilise for more resources. More resources were mobilised from different institutions which had the same interest as the first funder.

The different sampled stakeholders, activists, movement representatives and mining communities, expressed how they have been part of the project and their appreciation of the role Oxfam South Africa played in capacitating activists, organised movements and ensure mining communities’ concerns and challenges with mining companies were addressed through legal representatives, organised protests and engagement with government and mines. This is allowed environmental issues from pollutions by mines to be addressed.

Despite the amplitude of the target area in South Africa as a country, mining communities in all provinces including the coastal areas, the programme was ambitious as the resources acquired were not adequate. It can be confirmed that effort has been made in ensuring that policy influence and the supported organisations have the capacity to advocate for community rights. Ambitious as the programme may have been, the 4 planned objectives and outcomes set within the 5 years of implementation, a lot of ground has been covered in empowering NGOs,
CBOs, activists, organised movements to advocate for communities in the mining sector. This is shown by the acknowledgement by all organisations, movements and NGOs such as MACUA, WAMUA, Vaal Environmental Justice Association, Activists, Artisanal miners and South Durban Community Environmental Alliance (SDCEA), SERI, Batho-Pele Artisanal Miners, Newcastle Artisanal Miners, SANAMI, Bench Marks, South African Council of churches, coordinators, Media Journalist and Lutzville community.

The strategic documents of the organisation outlined the direction in which the organisation planned to contribute towards promoting accountability and transparency in the extractive industry within South Africa and southern Africa. While the organisation understood the terrain in which they wanted to make a difference, the decision gate was correct but the strategy map did not synthesize how much was needed as benchmark of actual cost of executing a programme across southern African countries. However, the ambitious programme led to collaborations and networking with other Oxfam offices, learning from one another and using the learnings to perfect programming.

The Annual reports from Oxfam SA articulated various deliverables planned per each set of objective and projects. The reports outlined clearly the mobilisation of Activists, movement representatives, partnerships made, activism around mines where activists engaged mines, organising provincial and national mining Indabas and trainings of members of activists and movements. These deliverables were executed within scope and time. While the organisation can celebrate the achievement of most of the set objectives, the theory of change and the logical framework as well as the assumptions made, needed baseline data and targets set to compare the before and after of the formative evaluation. This therefore led to over planning without taking into account resources and human capital.

This was an indication that the work remains huge and need proper planning and resource mobilisation building strong partnerships with other stakeholders locally. It is important for the organisations to avoid the ‘nice to have’ programmes.

Partnerships made with other organisations such as Bench Mark, the media fraternal and legal teams, a lot has been achieved in influencing policy by holding mines accountable, for the communities across the mines in South Africa, stopping mining in environmental issues that affect the fragile areas around the coast lines, through oil and gas extraction by SASOL in South Africa and Mozambique. Achievement was made in influencing policy at government level.

A number of initiatives were supported during the programme execution, including capacity building initiatives of mining activists, artisanal miners, support of movements, communities and local NGOs. Facilitating PAMIs and National Mining Indabas, supporting legal battles for communities in mining areas where mines did not comply with SLPs and environmental issues. Utshinjo project has been one of the flagship interventions that have been singled out to have made much difference in Limpopo in Mogalakwena. Affected communities and civil society organisations were supported to effectively undertake advocacy, lobbying and engagement with the public and private sector for improved transparency and accountability in the EI sector.

This improved participation of marginalised communities of civil society in EI related processes such as; Environmental Impact Assessment (EIAs) along the coastal areas, and Vaal, Social Labour Plans (SLPs) with different mines, Corporate Social Responsibility (CSR) consultative platforms where mines were engaged by activists.

However, there is still more ground that need to be covered to ensure sustainability of communities effectively advocating for and participating in the domestication of global and continental standards on the compensation of displaced resettled communities across the country where mines are operational.

It can be confirmed in the evaluation the strengthening and mobilisation of community groups has occurred through the capacitated and empowered activists and movements. There have been linkages links at national level across provinces as well as regionally within southern Africa, in East and West African countries and internationally through engagements in Mining Indabas and collaborations. This was a process to generate pressure and increased demand on policy influence and legislative reforms on Free Prior Informed Consent (FPIC) by decision makers and the private sector.

OZA managed to support platforms for cross learning and exchange of ideas within Southern African countries (Zambia, Zimbabwe, Malawi, and Mozambique). However OZA had to reprioritize what was planned before to focus more on South Africa and have exchange ideas on lessons learnt with other countries with some advocacy interventions in Mozambique.

Based on the activists, movements, NGOs and community members interviewed, OZA covered ground in providing necessary support to key stakeholders, including, but not limited to, partner organisations, civil society, affected communities, media and parliamentarians on the concept of FPIC to enhance their capacity to engage companies and governments on the legislative and policy reforms necessary for fostering engagement. This increased the level of public and participation in extractive industries and development projects in general.

The organisation had an opportunity to support some
research on the dynamics and policies governing EI globally, continentally and in South Africa. Through the findings and evidence generated, the organisation made decision and designed an approach to support advocacy efforts at local, national and international level. This was important to ensure Free Prior I Consent was promoted through, transparency and accountability along the value chain.

In terms of transparency and accountability along the EI value chain, the objective was achieved in one form or another based on confirmation from other southern African countries. The programme had to refocus much of its effort into South Africa and Mozambique where legal teams, media, activists, movements, NGOs and communities were engaged. However, exchange learning from southern Africa through other Oxfam country offices was shared regularly to share best practices. Civil Society in Southern Africa therefore influenced the EI public and private sectors to avail information about the intrinsic and extrinsic value chain and as of 2020 some level of transparency and accountability can be attested to in some government and private sector in South Africa and other parts of southern Africa.

This has resulted in improved access to information by local communities, CBOS and civil society along the EI value chain with mines who obtained mining licenses without involving communities having to be taken to courts, review SLPs, and review of evictions made where mines started mining, adherence to environmental management.

According to stakeholders interviewed, there have been improved civil society’s communication systems through the empowered and capitated activists and movements, through workshops, campaigns to ensure that EI related information was translated, simplified and understood by impacted communities. The local radios and media platforms played an important role as part of the corroboration stakeholders.

Through projects such as Utshinjo, there has been increased support to local / affected mining communities in Limpopo, Mpumalanga, along the coastal areas that led to communities using EI information effectively influenced development outcomes campaigning for their voices to be heard, challenge evictions and compensation for victims of evictions by mines. Mines have gradually started to be responsive and show some level of accountability, involving community representatives in their SLP reviews. However, according to people interviewed, the work to be done is still huge as mines promise to commit but take their time or do not commit and account.

The organisation can celebrate milestone of supporting advocacy efforts by civil CSO and community based organisations on influencing policies, laws and other EI information that require full disclosure, including free access to EI information. The assumptions made of empowering activists and supporting movements, promoting workshops and indabas made a difference. Linkages were made at all levels within South Africa and in other parts of southern Africa where resources allowing the programme reached.

The capacity of civil society and affected communities was built and now it can be confirmed based on the organisations interviewed that they have now an understanding of general transparency and accountability mechanisms and can interpret EI information for use at local and community level. In different provinces the activists, and movements such as WAMUA, MACUA and other NGOs such as SERI, VEJA, SDCEA and SANAMI now have the capacity to demand complete access to information from governments and corporate through new and existing initiatives. However, it can be concluded that there still exist challenges that need future support for the organisations to be sustainable and have a multiplier effect.

The programme and linked projects has empowered 100 activists across provinces that, which in their area of impact empowered citizens and community groups to hold government and corporations to account for their actions at the community level along the value chain. The evaluation can illustrate through evidence based case studies how citizens and communities were empowered and held governments and mines accountable, through policies, denying mines license to mine in their areas and reject evictions across KZN, Limpopo, Eastern Cape, Western Cape and NW. In South Africa and Mozambique mines have been held accountable by empowered to adhere to international principles to disclose their SLPs. However, it can be mentioned that this is work in progress as promises made continue not to be fully accomplished.

According to the Activists and movements’ representatives Oxfam SA, supported the process of enhancing the capacity of parliamentarians at a national and regional level to exercise their legislative and oversight role on contract transparency, mandatory disclosure requirements and mineral revenue management by organizing National and Provincial Mining Indabas. The case studies will reinforce this achievement. However challenges exist that need thorough reflections for future support.

It can be evidently revealed that the collaboration with media platforms at national, provincial, regional and local level have supported the process that mining communities’ needs be addressed. A number of evictions and community involvement in mining rights and involvement in decision making have been addressed. Information has been disseminated on transparency initiatives and challenges at the national and regional level. The report has illustration of such evidence in attached annexure. Based on Media practitioners interviewed, their collaboration with Oxfam SA led to increased capacity to report on transparency.
issues and EI issues in general. The Limpopo Mogalakwena journalist is one example.

Despite the fact that the organisation had planned to mobilise and organize Artisanal miners, to advocate for their discrimination, formalization in southern Africa, and some ground have been covered in South Africa than the rest of region. By 2020 Artisanal miners in KZN, North West and Northern Cape involved in Diamond mining through MACUA have been at a higher level of being formalized, more work still need to be done across the country as the policies and government commitment needs enhancement, as well as the miners themselves need continued support to avoid divisions experienced in some parts of Northern Cape, where the whole system has been politicized and diamond buyers have infiltrated the system with a divide and rule technique. A strategic approach is needed in future to achieve this objective. The objective needs some review narrowing it down to country level than regional. This does not exempt the possibility of shared learning and community of practice within Southern Africa Development Committee (SADC) region.

Based on the evaluation findings, through the formation of WAMUA gender has been mainstreamed in the artisanal mining. Apart from the WAMUA movement, in the Northern Cape an Artisanal Miners organisation was established in South Africa. However, in other provinces like in New Castle formalization of the miners is yet to happen. Artisanal miners including women and the youth have increased access, ownership and control of minerals. In the Northern Cape, they now have improved access to markets and a fair share of benefits from extractive activities. However, the dynamics of the mining industry have seen invasions by buyers causing the formalized Artisanal miners to be divided again. However, more still need to be done in the regional countries’ artisanal mining space if resources are available or through shared learnings as partnership.

There has been organized and legal actions against mines such as Anglo American, SASOL other coal mines to change their way of doing business and limit pollution of rivers and environment across provinces such as KZN, Free State in the Vaal and Western Cape. Mines have revisited their environmental policies and attempted to adhere to national environmental laws and policies. VEJA, SERI and SDCEA have been spear heading the campaigns and legal challenges. An improved and sustainable working conditions and mining practices in the last 3 years has emerged that respect environmental, health and safety standards. However this needs continued effort as mines are output and profit orientated than community’s rights and environment.

Oxfam South Africa managed to identify and mobilise artisanal miners across South Africa to establish associations that represent the interest of artisanal miners. ThisThese led to movements such as WAMUA and MACUA working together and builds their active agency in engaging the government on key issues affecting them including women miners in general.

According to organisations interviewed the established movements and Artisanal mining groups were gender sensitive and promoted gender equity looking into the welfare of women miners. It has been confirmed that collaborations has been fostered among artisanal miners and have built solidarity and political pressure at national, provincial and regional level on the decriminalisation of artisanal miners across provinces. While the work is still far from over with increased divisions mounting, other artisanal miners not yet organized, political interventions by buyers of minerals, new approach needs to be developed in the future.

Oxfam South Africa has supported organised artisanal miners and assisted them to register, and obtain operating licenses in different provinces. In terms of facilitate access to financing and fight for their rights as miners in different provinces, more work still need to be done. The evaluation can confirm that few artisanal miners have registered and obtained operating licenses such as in the Northern Cape. In other provinces there is still need for more advocacies by activists to decriminalize artisanal mining. The case studies shared in the evaluation expagorate the current situation.

The programme have made impact in supporting advocacy efforts by activists and movements towards legal policy and institutional reforms for increasing the community’s access, control and ownership of mineral and other natural resources in South Africa and Mozambique. The other regional countries benefited indirectly through shared learning.

As of 2020 women in the extractive industry have been empowered and now have capacity in the industry. How it must be noted that there looking at the numbers of women involved and empowered there is significant need to mobilise more women to participate in this male led industry. The OZA EI programme has contributed significantly towards the formation of a vibrant and active Southern Africa women’s movement. However the movements have been strongly functional in South Africa participating in policy influence, engaging government through established structures, through workshops and indabas such as National Mining Indaba, provincial Mining Indabas and in actual mining business including the Artisanal mining. Women have been in the forefront as activists mobilizing communities and challenging mines to account and be transparent in the mining business including involving communities and community rights.

Women now have successfully advocated on policy issues, legally have challenged the licenses given to mining companies in different provinces and continue to fight for
legislative reforms so that they can benefit women along the EI value chain. Despite the great work done in the programme cycle, the road ahead and the journey to have fully emancipated women in the EI value chain is long. It will take many more years to come to fully have an extractive industry with 50% women involved.

**LESSONS LEARNT**

Well planned programmes that follow the MEAL approach can lead to better impact and outcomes. Capacity building is the vehicle to community ownership of advocacy in the EI. The Oxfam South Africa programme implemented capacity building of movement members, NGOs, activists, and advocating for transparency and accountability. Despite achievements of set objectives, some challenges existed that future programmes if any has to manage them well. Some of the movements, NGOs and activists despite being capacitated or supported to attend workshops and Indabas, they remain fragile, as they continue to depend on volunteers whose participation can change anytime. The dependency syndrome still exists in some local organisations as they can thrive.

An example is SANAMI that wish they can have a permanent structure with resources to make things happen or encourage members to commit and earn a living. Lack of resources to communicate effectively remains a challenge to some local organisations. The shrinking funding has affected NGOs and movements such as SANAMI, WEJA and other leading to planned events not being met. For example in 2019 SANAMI did not have provincial mining indaba.

Governments in southern Africa and South Africa in particular strive to review mining policies. However, mines always try to put in front their agenda of profiteering. This need continuous engagement by communities, activists and all interested NGOs. Beyond training some mentoring and coaching is needed. According to the chairperson of SANAMI, the consultants chosen by Oxfam to train MACUA and SANAMI members did the training but the steering committee does not have mechanism to track or monitor whether all trained members actually acquired skills from the training. Those trained were not prepared to go and train others. There is a long journey to ensure all women in mining were capacitated and empowered.

It is important to look at these challenges holistically as in development, there are no scientific formulae to solve problems but depend upon particular assumptions. The majority of women are yet to be involved in holding mines accountable in their Social Labour Plans. This does not mean some are not trying their best. The rate of response of mines is terrible as they promise to commit and account but they take their time or do not respond at all. The challenges remain enormous despite the achievements as mines continue to make promises they cannot fulfil. Evictions and lack of compensation are the order of the day. Mines promise money, jobs and mining community sign up hoping things will be better only to realise their land has been taken. More NGOs have committed to spear head support, advocacy and lobbying till that level when activists and movements are well resourced. However, strong partnerships should be enhanced.

The South African government has not finalised its stance in legalising artisanal mining. It is still a journey and environmental pollution continues where mines are operational. Mines continue mushrooming fast despite the continued community empowerment process.
As Oxfam South Africa celebrates the achievement made of the objectives to capacitate activists, communities, movements and NGOs, there is need for future work to develop a sustainability plan to ensure local partners as theoretically planned can implement programmes. The roles and responsibilities of each partner must be well drawn to ensure ownership, depth and depth of programme.

NGOs such as Oxfam South Africa must invest more in training local activists on basic media relations. This would ensure that activists know how to highlight their issues to journalists across a diverse and wide spectrum. Getting issues into the media is important in that once an issue gets publicised it forces those who are perpetrating injustice to comply with regulations. In this time of the "new normal" during and post Covid 19, 4th industrial revolution and social media should be promoted and included in the future programme to plan and implement advocacy on EI. It would also help to utilise social media platforms for education purposes and also for spreading news about atrocities committed by mining companies and for mobilising communities.

Partners need to work together to address issues affecting mining communities. The mines and the NGOs should partner with mines being proactive than reactive. Organisations should plan, implement and reflect together in socio-economic issues that affect communities. This should go beyond collaboration.

A monitoring committee needs to be established where mining companies develop systems where communities can be represented by a third party as a facilitator than directly liaising with mines who can use their technical muscles to overcome them. Local NGOs must partner together to empower communities on mining and development. Through a facilitating institution community complaints can be directed and executed.

Community voices must be heard and facilitation platforms for meetings created. Oxfam South Africa has to involve other stakeholders that can make the process work, thus involve journalists, community radio stations, chapter 9 institutions as well as the South African Human Rights commission.
INTRODUCTION
BACKGROUND

Oxfam South Africa (OZA) is an non-governmental organisation whose mission is to contribute to lasting solutions to the injustice of poverty through mobilising the power of people to claim their rights and participate as full agents in their societies and lives, challenge systems which perpetuate poverty and inequality and participate fully in shaping decisions, policies and processes which affect their lives and hold power to account. The vision of Oxfam South Africa is a self-organised people actively creating a just, democratic and sustainable world where power and resources are shared, everyone lives in dignity, and poverty and inequality are no more (Oxfam South Africa strategic plan, 2016-2020).

The organisation developed programmes based on strategic focus areas: Supporting women’s organisation for full autonomy over their lives and bodies, freedom from violence and to enjoy full social, economic and political participation, equality and dignity. Oxfam promotes transformative women’s leadership and activism, prioritising the needs and interests of young women. Oxfam South Africa also supports initiatives that advance the rights of LGBTIQ/gender non-conforming people to self-determination and full equality.

Supporting and promoting initiatives for the deepening of democracy and transparent governance, building people’s organising power to hold States and corporations accountable, and influence policy and decisions which affect their lives. Oxfam prioritises youth-led initiatives and youth active participation in public governance, discourse, and the active influencing of social change (Oxfam South Africa strategic plan, 2016-2020).

Advancing economic justice, with an emphasis on a just distribution of resources, just economic policies rooted in sustainable models of development, the right to food and just, sustainable food systems, responsible and transparent governance of mineral resources, fiscal management and tax justice (Oxfam South Africa strategic plan, 2016-2020).

Highlighting South Africa’s positive role in Africa and the world. Oxfam influences African multilateral actors and institutions for the same. Oxfam promotes people-to-people solidarity and South-South cooperation. As a member of the global Oxfam confederation, Oxfam contributes towards shaping the global development agenda by influencing development actors and international multilateral institutions (Oxfam South Africa strategic plan, 2016-2020).

Oxfam South Africa consolidated its position as an established thought leader in the domestic scene in all matters that had to do with the crux of the project’s strategic intents such as advancing the calls for Free, Prior and Informed Consent (FPIC); openness, transparency and accountability in natural resource governance; women in mining and the decriminalization and promotion of artisanal mining. OZA has not only played a crucial role as convener of sacred civil society spaces, human rights defender and capacity builder for activists impacted by mining activities, but also raised substantial resources and technical assistance towards this end.

1.2 PROBLEM STATEMENT

Within the advancing economic justice cluster, OZA has been cognizant of the many externally driven challenges facing civil society, in particular local communities, in the EI sector that tend to compromise their involvement, participation and contribution to development. These include; restrictive policy and legal framework; targeted attacks, especially on human rights groups; restriction of fundamental freedoms of expression, association and assembly; suspicion between civil society organisations and national governments; declining levels of funding to civil society organisations; and competition for visibility and resources which affects coordinated engagements (Extractive industries country and regional programme for South Africa, 2017).

There has been diminishing social mobilization, organizing capacity and a general fear of confronting governments in the region (de-politicization and demobilization). OZA’s work is situated in an ideologically contested terrain with the balance of forces hugely tipped in favor of the status quo. In addition, the internal variables with all stakeholder demands flexibility and tactical acumen. Therefore, OZA needs to constantly think and adapt where and how it can have maximum impact.

Artisanal mining as a real alternative development framework for Southern Africa’s mining sector and the role of women in mining, as an economy, and their role as custodians of the care economy within mining communities (Extractive industries country and regional programme for South Africa, 2017).

1.2 2016-2020 PLANNED AND INTENDED INTERVENTIONS

In the period 2016-2020 Oxfam South Africa implemented the project based on the three different funding sources thus Hewllet Foundation, Open Society Foundation and Australian government ANCP funding. The different funding sources had objectives focused on extractive mining and its inclusivity of the mining companies, government and the communities that surround the mines (women, civil
society, and mining activists).

1.2.1 CAPACITY DEVELOPMENT AND COMMUNITY MOBILIZATION

Empowering communities to demand their rights, based on international principles and or conventions / standards within the EI sector. Supporting ASMs. This is mainly done through interfacing with ASMs on challenges and empowering them to push for formalization. Developing the capacity of CBOs to monitor mining companies, and to enhance transparency and accountability (Extractive industries country and regional programme for South Africa, 2017).

Sensitizing communities on the principles of the AMV and the SADC Mining Protocol as important instruments among other international initiatives for transparency and accountability.

- Participatory researches - identify issues affecting communities.
- Sharing experiences and challenges faced by women in mining.
- AMV and the SADC Mining Protocol as important instruments
- Exchanging knowledge and understanding of community dynamics.

Undertaking capacity development for communities to get publicly available data and simplification of research to ease information dissemination.

- Sensitising communities on relevant United Nations [UN] Guiding Principles and FPIC with the expectation that they will be used for informing advocacy actions.
- Facilitating and supporting exchange knowledge and understanding of community dynamics.
- Training of data extractors on EIAs, company information. Empowering communities to translate and utilize information on EI.

1.2.2 FACILITATING AND / OR ORGANIZING YOUTH DIALOGUES

- Undertaking / supporting civic engagement along the value chain.
- Supporting civic education on the mining law, displacements and compensation, including working with human rights defenders (Extractive industries country and regional programme for South Africa, 2017).

Supporting organizing communities and aiding the legal registration of community groups with relevant local and national authorities to enhance recognition and facilitate community participation.

- Working with various media stakeholders to enhance information dissemination and support advocacy efforts.
- Capacitating communities to use both social and mainstream media.
- Working with women’s groups and youth to enhance their capacity to engage and their involvement in ASM, as vulnerable groups and agents of change.
- Supporting CSOs and communities - capacity building on human rights demanding accountability from the respective authorities at various levels (Extractive industries country and regional programme for South Africa, 2017).

1.2.3 POLICY ADVOCACY (I.E. HOLDING GOVERNMENT AND THE PRIVATE SECTOR IN THE EI TO ACCOUNT).

Advocating for improved access to information.

- Engaging companies (in Els) and Governments on establishing and /or compliance with relevant UN guiding principles and standards.
- Advocating for / and or developing alternatives to mining in a more “just” framework.
- Advocating for the domestication of the AMV and the SADC Mining Protocol
- Documenting experiences from programmatic work (and impact)
- Advocating for the adoption of FPIC (through policy and legislative reforms)
- Undertaking policy engagement with campaign /
advocacy targets

• Advocating for the formalisation of ASMs (Extractive industries country and regional programme for South Africa, 2017).

1.2.4 LITIGATION

• Supporting litigation for human rights violations of activists.
• Advocating for the protection of human rights within the legal framework governing the EI sector.
• Public interest litigation on environmental issues
• Facilitating affected communities’ access to litigation services (Extractive industries country and regional programme for South Africa, 2017).

1.2.5 NETWORKING, ALLIANCE BUILDING / ESTABLISHING DIALOGUE PLATFORMS.

• Implementation and or participation in the Alternative Mining Indabas (AMI) at provincial, national and international level.
• Active participation in well-known networks / coalitions such as; the Publish What You Pay Campaign, Tax Me If You Can (at the national, regional and international levels)
• Engagement with the Extractive Industries Transparency Initiative / process (some are advocating for the adoption of the EITI, while others are participating in the EITI where it’s been adopted)
• Undertaking information dissemination on the Open Governance Partnership, while other CSOs are actively engaging in the OGP process. This is still very limited in scope (Extractive industries country and regional programme for South Africa, 2017).

The programme covered the whole of South Africa and the southern African region in collaboration with other Oxfam countries.

1.3 EVALUATION QUESTIONS

Key evaluation questions included:

1. How was Oxfam strategy executed to achieve the set goal, outcomes and interventions?

2. What went well and what did not go well in the implementation of the project?

3. What successes and failures based on MEAL Approach have been made in the project administration and achievement of set immediate and intermediate outcomes?

4. What lessons were learnt in the management, implementation and monitoring of the project?

5. What recommendations can be made for future similar project planning and execution?

6. How relevant, efficient and effective was the project?

1.4 ETHICAL CONSIDERATION

The evaluation was approved by the board and senior management. The evaluation terms of reference were developed in line with the programme. The evaluation considered ethical issues thus a) Informed consent from participants to be interviewed, b) Respect for anonymity and confidentiality thus names of respondents are not shared in the evaluation report except their positions in their organizations c) The respect for opinions expressed by participants.
2.0 METHODOLOGY AND STUDY DESIGN
EVALUATION METHODOLOGY

The Evaluation applied the MEAL approach. This allowed the evaluation to apply different techniques as listed below. Through the MEAL standards, the evaluation assessed the impact of the programme focusing on the vision, mission, values, and theory of change. Under programme quality, the investigation included evidence based best practice, learning, technical excellence, accountability, monitoring and evaluation. Under operation quality, the focus has been on organisational structure, thus HR management, MEAL systems, partnership management, project management, finance, advocacy campaign, and logistics. With quality culture, the focus has been on organisational culture, thus capacity, performance management, assessment, feedback and resourcing (see figure 1 below).

The evaluation also applied, outcome mapping, and contribution analysis. Structured interviews were conducted with all relevant stakeholders, from activists, movement’s representatives, community members, NGO representatives and Oxfam staff (South Africa, Zambia, Mozambique and Zimbabwe). The findings were analysed thematically and graphically.

MEAL STANDARDS FOLLOWED:

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>Vision, Mission, Values, Theory of change</th>
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<tr>
<td>Programme quality</td>
<td>Evidence based</td>
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<td>Organisation structure</td>
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<th>Operation quality</th>
<th>HR Management</th>
<th>Meal system</th>
<th>Technical excellence</th>
<th>Partnership Management</th>
<th>Project Management</th>
<th>Logistics</th>
<th>Advocacy Campaign</th>
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<td>Organisation culture</td>
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<th>Quality</th>
<th>Capacity</th>
<th>Performance Management</th>
<th>Assessment</th>
<th>Feedback and Resourcing</th>
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</table>

FIGURE 1: MEAL STANDARDS CONSIDERED

2.1 MEAL APPROACH

MEAL approach applied in the evaluation covered the Long-term or ultimate outcomes of the programme Extractive Industry (EI) - Impact: thus sustainable, significant and measurable changes. These are changes at the impact level influenced by factors directly addressed by a project or initiative, as well as other factors.

The evaluation also focused on immediate and intermediate outcomes - Outcome: thus changes on individual behaviours (e.g. individuals [activists] putting into practice new knowledge, attitudes or commitments) and changes that are structural or systemic (e.g. mining and environmental policy changes, new practices), that can be seen in different populations.

Some logical Output deliverables analysis based on the secondary data reviewed and interview findings: thus direct results of activities implemented by a project or initiative. This includes the results of training, such as the number of women trained, capacity building, such as the number of activists trained.

Inputs used in the programme were evaluated thus: set of resources that were needed by the project or initiative in order to deliver its commitments. These included what the programme organised itself to deliver thus: the human and financial resources, physical facilities, equipment, materials, logistics, in-kind contributions and operational polices that enable services to be delivered.

2.1.1 MEAL PRINCIPLES

Evaluation applied MEAL systems and practices to assess levels of accountability, generating solid and accessible evidence that clearly and transparently explains Oxfam South Africa’s work, the reach of its actions thus (what was done, where it worked and the people reached) and impact story (the contribution to impact and outcomes); and by deliberately setting up mechanisms to engage and involve multiple actors.

Evaluation applied MEAL systems and practices to document learning and the potentially multiplying Impact, by generating and documenting evidence that strengthens the organizational memory and expertise, plus energizes learning dialogues and the identification of successful models and/or opportunities for scale-up.

Evaluation applied the MEAL systems and practices for adaptation, by tracking, interpreting and summarizing key data related to changes in social, economic, structural, environmental or other dimensions that a project or initiative should be critically aware of and constantly adapt to.

Evaluation applied the MEAL systems and practices to balance purpose, methodological rigor and capacity, by identifying the most appropriate combination of methods to address: purpose (contribution / attribution), evidence needs and uses, resources, capacity, technology requirements and other factors.

Evaluation applied the MEAL systems and practices for ethical implications and gender equality, always
respecting the dignity of the stakeholders with whom Oxfam South Africa worked with; incorporating gender and power elements when monitoring and evaluating.

Evaluation applied the MEAL systems and practices on how the organisation planned and executed various iterations of monitoring, evaluation, accountability and learning moments throughout the life of a project or initiative, for informed decision-making spaces, and actions.

The Theory of change has been evaluated based on MEAL system to investigate the comprehensive explanation of the desired changes, the different pathways to get to the desired change and causality.

Through evaluation of Cost-effectiveness the evaluation analysed cost-effectiveness based on financial reports, record of expenditures utilization linked with the identified outcome indicators, in order to be able to demonstrate the cost-effectiveness of certain strategies or outcome areas.

### 2.2 OUTCOME EVALUATION

The formative evaluation also evaluated moments, tools and resources used throughout the life of the project or initiative, to track key behavioural changes in some actors or strategic elements that set the causal linkage between outputs and outcomes and impact.

Outcome monitoring helps generating indicative information (qualitative and quantitative) of what’s changing and what’s not / what’s working and what’s not, as the project or initiative advances towards the expected outcomes.

Outcome monitoring may or may not have the same levels of representativeness of an evaluation, nevertheless, it does provide with important indications of progress and learning around the way the project is progressing towards contribution to change, the appropriateness of the strategies used and the validity of the assumptions in the theory of change. The monitoring actions [collecting, reporting or analysing data] might have to consider the availability of time and predisposition of project staff or to project participants?

### 2.3 TRIANGULATION APPROACH

The evaluation questions were addressed through a triangulation approach to the evaluation.

Several different research designs utilised in qualitative research have been identified. These include phenomenology which aims to understand a phenomenon, a happening, a life situation, a social situation, through the use of e.g. case histories in which a person is interviewed and their "lived experience. Ethnography attempts to "paint a picture" of the community and culture of the participants.

MEAL systems and practices become critical to "unpack" the WHO, WHAT, HOW and WHY of social change: This involved Long-term or ultimate outcomes – Impact, Immediate and intermediate outcomes Outcome, and Outputs. The inputs: Includes the set of resources that are needed by a project or initiative in order to deliver its commitments. These include the human and financial resources, physical facilities, equipment, materials, logistics, and operational polices that enable services to be delivered.

### 2.4 ACCOUNTABILITY

Evaluation also looked at programme designs for accountability to determine if a relationship can be established between an advocacy effort and its observed results.

This is to investigate the advocacy efforts a standard of contribution over attribution, determining if a plausible and defensible case can be made that advocacy efforts played a meaningful role in producing the intended results.

### 2.4.1 SINGLE- OR MULTIPLE-CASE STUDIES

Case studies are one of the most common advocacy evaluation designs. They allow for the examination of context, causal processes, results, and unintended results or unexpected consequences. Case studies typically look at different aspects of the advocacy effort from beginning to end and gather data from a broad range of stakeholders either involved in the effort or targeted by it. This entails a full and in-depth story about what happened rather than provide isolated data points that tell only part of the story. The evaluation therefore focused on case studies of activists, movements, and the role of the media journalists in the mining communities, community development coordinators, local NGOs and individual families that have been affected by mining activities. Comparisons across the cases identify either consistent patterns, or new or divergent themes.

### 2.4.2 THE GENERAL ELIMINATION METHOD

It was used to choose the case study on activist in Newcastle, to determine whether a plausible and defensible case can be made that the capacity had an impact (to determine contribution) on activist’s ability to empower communities and hold mines accountable as well as the journalist in Limpopo who contributed to mining community rights.

### 2.4.3 CONTRIBUTION ANALYSIS

The evaluation also applied the contribution analysis to determine whether a credible and plausible case can be made that an advocacy effort contributed to its policy
related outcomes or impacts. The mapping advocacy results used a logic model, outcomes chain or similar approach. Explanations for the results were explored to determine whether they might provide a better explanation of the observed results than the advocacy effort being examined.

2.4.5 PARTICIPATORY PERFORMANCE STORY REPORTING

Performance stories are short reports about how efforts contributed to their intended outcomes. They attempt to answer questions about impact. The stories can vary in format, but they are designed to be concise, link to a plausible results map or logic model, feature empirical evidence to support claims made in the story, and discuss context. The picketing stories from different mines, the SASOL case along the coast and the story of evicted households are some of the reports the evaluation focused on.

2.4.6 ADVOCACY SPHERE OF INFLUENCE

The advocacy sphere of influence analysis was conducted to provide a bigger picture of the logic in how EI programme was implemented.

**FIGURE 2: SPHERE OF INFLUENCE**

Individuals, groups and organisations with which the programme interacted directly and opportunities for influence created within boundary partners, as key to influencing strategic objectives.
2.4.7 PROBLEM TREE AND STAKEHOLDER MAPPING AND ANALYSIS

Evaluation also investigated the Problem tree used to identify solutions by mapping out the nature of cause and effect. Evaluation of stakeholders involved and how they were identified.

The evaluation analyses the application of different models and techniques from design, planning, implementation, monitoring. This includes the analysis of Advocacy mapping, theory of change, contribution analysis, organizational capacity, knowledge, resources, awareness, organisation structure, culture and quality.

2.5 LIMITATIONS

The study was conducted based on the methodology chosen to accommodate both face to face and virtual interviews due to the outbreak of the Covid 19 pandemic.

All respective participants took part in the evaluation process including southern Africa regional office staff, Oxfam South Africa management staff, local NGOs, activists, movements, and community members.

2.6 DATA ANALYSIS AND DATA PRESENTATION

The data was thematically analyzed from planning, implementation, monitoring and based on case studies. The report therefore has been outlined based on executive summary, introduction, methodology, finding results, analysis, conclusion and recommendations. Data collection tools have been included in the appendix.
3.0 EVALUATION FINDINGS AND RESULTS
The evaluation took into consideration the 4 objectives set by the project, the outcomes and the logical framework of project with linkage to the strategy.
3.1 EVALUATION OF THE TRANSPARENCY AND ACCOUNTABILITY OF MINING COMMUNITIES

The Extractive Industry programme of promoting governance, transparency and accountability of government and mining companies had a clear vision of ensuring communities rights are observed in the mining communities. Oxfam South Africa’s vision, has been, self-organised people actively creating a just, democratic and sustainable world where power and resources are shared, everyone lives in dignity, and poverty and inequality are no more. Oxfam South Africa’s mission has been to mobilise the power of people to claim their rights and participate fully in shaping decisions, policies and processes that affect their lives and hold power to account, challenging systems which perpetuate poverty and inequality. The values of Oxfam South Africa were: Empowerment. Our approach means that everyone involved with Oxfam South Africa, from staff and supporters to people living in poverty should feel they can make change happen, accountable, and inclusive.

The implementation therefore focused at promoting learning platforms where Oxfam staff from Zambia, Zimbabwe, Malawi, Mozambique and South Africa exchanged ideas. The learning allowed countries to share their experiences, best practices and challenges. The programmatic arm can be identified that instead it reached the South Africa and Mozambique through the Oil and gas initiative which included engagement through lawyers on SASOL and the intended mining exploration along the coast.

Overall the project has met the set 4 objectives at different levels as the findings illustrate in the report. It is important to note that the project had the core funding from Hewlett Foundation which provided the foundation to start off the programme, design, plan and enrol staff. However, the project needed much more funding to execute the planned objectives. The evaluation noted that knowing the extent of the problem to be addressed, the planned project technically was not well budgeted for thus having clear objectives, SMART or SPICED indicators at output and outcome level that are achievable within budget scope and time, the three constrains of project management.

Project management outlines that any project has to pass through the process of ideation, problem identification, planning, apply decision gates whether it’s a go or no go then design programme/project based on availability of resources with staff complement. The evaluation found out that the organisation reflected and made decisions to continue with the project and mobilise for more resources. More resources were mobilised from different institutions which had the same interest as the first funder. However what is not clear is the appreciation and agreement from the three funders that they agreed in having their resources compensate each other.

The different sampled stakeholders, activists, movement representatives and mining communities, expressed how they have been part of the project and their appreciation of the role OXFAM SA played in capacitating activists, organised movements and ensures mining communities’ concerns and challenges with mining companies were addressed through legal representatives, organised protests and engagement with government and mines.

This is allowed environmental issues from pollutions by mines to be addressed. Despite the amplitude of the target area thus South Africa as a country, mining communities in all provinces including the coastal areas, the programme was ambitious as the resources acquired were not adequate. It can be confirmed that effort has been made in ensuring that policy influence and the supported organisations have the capacity to advocate for community rights. Ambitious as the programme may have been, the 4 planned objectives and outcomes set within the 5 years of implementation, a lot of ground has been covered in empowering NGOs, Community Based Organisations (CBOs), activists, organised movements to advocate for communities in the mining sector. This is shown by the acknowledgement by all organisations, movements and NGOs such as MACUA, WAMUA, Vaal Environmental Justice Association, Activists, Artisanal miners and South Durban Community Environmental Alliance (SDCEA), SERI, Batho-Pele Artisanal Miners, Newcastle Artisanal Miners, SANAMI, Bench Marks, South African Council of churches, coordinators, Media Journalist and Lutzville community.

3.2 MONITORING EVALUATION ACCOUNTABILITY AND LEARNING

3.2.1 OUTPUT IMPLEMENTATION AND MONITORING

The strategic documents of the organisation outlined the direction in which the organisation planned to contribute towards promoting accountability and transparency in the extractive industry within South Africa and southern Africa. While the organisation understood the terrain in which they wanted to make a difference, the decision gate was correct but the strategy map did not synthesize well how much was needed or benchmarking based on other initiatives the actual cost of executing a programme across southern African countries where other Oxfam offices existed and had their own mandate and strategies in place.
However, the ambitious programme led to collaborations and networking with other Oxfam offices, learning from one another and using the learnings perfect programming.

The Annual reports from Oxfam SA articulated various deliverables planned per each set objective and projects. The reports outlined clearly the mobilisation of Activists, movement representatives, partnerships made, activism around mines where activists engaged mines, organising provincial and national mining Indabas and trainings of members of activists and movements. These deliverables were executed within scope and time. While the organisation can celebrate the achievement of most of the set objectives, the theory of change and the logical framework as well as the assumptions made was not clearly baselined and targets set. This therefore led to over planning without taking into account resources and human capital.

However the evaluation noted that the ambitious programme did not have adequate funding despite the three funding sources to implement programmes across the southern Africa region. This was an indication that the work remains huge and need thorough planning and resource mobilisation as well as development of partnerships with other stakeholders locally. Organisations have to avoid the nice to have programmes.

With the partnerships with other organisations such as Bench Mark, the media fraternal and legal teams, a lot has been achieved in influencing policy, in holding mines accountable, in representing communities across the mines in South Africa, stopping mining in environmentally fragile areas such as the coasts, oil and gas extraction by SASOL in South Africa and Mozambique. The achievement made in policy influence at government level can be celebrated.

3.2 ACHIEVEMENT OF OBJECTIVES

OUTCOMES AND OUTPUTS

Affected communities and civil society organisations were supported to effectively undertake advocacy, lobbying and engagement with the public and private sector for improved transparency and accountability in the EI sector.

This improved participation of marginalised communities of civil society in EI related processes such as; Environmental Impact Assessment (EIAs) along the coastal areas, and Vaal, Social Labour Plans (SLPs) with different mines, Corporate Social Responsibility (CSR) consultative platforms where mines were engaged by activists.

However, there is still more ground that need to be covered to ensure sustainability of communities effectively advocating for and participating in the domestication of global and continental standards on the compensation of displaced resettled communities across the country where mines are operational.

3.2.1 PROGRAMME DELIVERABLES

It can be confirmed in the evaluation based on the organisations interviewed that support for the establishment, strengthening and mobilization of community groups has occurred through the capacitated and empowered activists and movements. There have been linkages at national level precisely across provinces as well as regional within southern Africa, in East and West African countries and internationally through engagements in Mining Indabas and collaborations. This was a process to generate pressure and increased demand on policies influence and legislative reforms on FPIC by decision makers and the private sector.

OZA managed to support platforms for cross learning and exchange of ideas within Southern African countries (Zambia, Zimbabwe, Malawi, and Mozambique). However OZA had to reprioritize what was planned before to focus more on South Africa and have had exchange of ideas on lessons learnt with other countries. This has contributed immensely on how EI have been implemented in the southern Africa region. The evaluation report will illustrate the achievements of other countries other than South Africa thus Zambia, Zimbabwe, and Mozambique.

Based on the activists, movements, NGOs and community members interviewed, OZA covered ground in providing necessary support to key stakeholders, including, but not limited to, partner organisations, civil society, affected communities, media and parliamentarians on the concept of FPIC to enhance their capacity to engage companies and governments on the legislative and policy reforms necessary for fostering engagement. This increased the level of public and participation in extractive industries and development projects in general.

The organisation had an opportunity to support some research on the dynamics and policies governing EI globally, continentally and in South Africa. Through the findings and evidence generated, the organisation made decision and designed an approach to support advocacy efforts at local, national and international level. This was paramount in ensuring FPIC was promoted through, transparency and accountability along the value chain.

3.2.2 OUTPUT PLANNED STATISTICS

According to the project report, the planned programme had targeted numbers across Oxfam SA projects. However, the numbers were not benchmarked with baseline to
allow realistic numbers populated. The organisation from 2016 to 2019 aimed to reach out a number of organisations and projects. In 2017/2018 a target of reaching 166 835 organisations through 11 projects. The expected influencing reach was 11 projects thus 4 on right to be heard, 1 on gender justice, 3 savings lives now and the future and 2 for sustainable food, 1 for financing development, 3 projects for capacity building influence, 5 projects for leveraging through convening and brokering, 1 lobbying project, 1 solidarity and stronger voice, 9 project Change in policy and/or decision making.

In 2017 1161 activists were empowered, thus 401 on Right to be heard; people claiming their right to a better life, 500 on Gender justice, 200 on financing development – universal essential services and 6 on sustainable food. Activists expected to be empowered on GROW were 60, 450 on were supposed to be trained on even it Up (Inequality), 500 on Enough, raising awareness 49 activists were empowered, 500 on solidarity and stronger voice, 47 on developing and evidence base, and 505 capacitated on change in policy and/or decision making. 60 activists, capacitated on equipping people to claim their rights. 92 partners were involved in the project in 2017.

The project in 2018 planned to reach 300 people on Fair and equitable taxation and distribution of public revenues and proceeds from natural resources reduces poverty, gender and economic inequalities for improved livelihoods and household food security 60% were supposed to be women. The indirect were expected to be 35 000 in South Africa.

For 2016/2017 on fair sharing of natural resources the target was 200, 60% were women and the indirect, the indirect number was expected to be 30 0000 in South Africa.

Online campaign was supposed to reach 25 activists. In 2018/2019 the fair share of natural resources had no target. Number of people equipped to claim their rights 47. Change in policy and/or decision making capacitated 39 455. 1700 people to action and contacted or met decision-makers, 100 signed petitions, 151 of activists organised events and supporter groups, and a total of 38 400 attended demonstrations. A total of 40 251 people participated.

### 3.3 Transparency and Accountability, Along the EI Value Chain

In terms of objective 2 on transparency and accountability along the EI value chain, the objective was partially achieved as not all countries and sector organisations in southern Africa were targeted. The programme had to refocus much of its effort into South Africa and Mozambique where legal teams, media, activists, movements, NGOs and communities were engaged. However, exchange learning from southern Africa through other Oxfam country offices was shared regularly to share best practices. Civil Society in Southern Africa therefore influenced the EI public and private sectors to avail information about the intrinsic and extrinsic value chain and as of 2020 some level of transparency and accountability can be attested to in some government and private sector in South Africa and other parts of southern Africa.

#### 3.3.1 Achievement of Outcomes by 2020

Hence forth there has been improved access to information by local communities, CBOS and civil society along the EI value chain with mines who obtained mining licenses without involving communities have to be taken to courts, review of SLRs, and review of evictions made where mines started mining, adherence to environmental management or exploration.

According to stakeholders interviewed, there have been improved civil society’s communication systems through the empowered and capitated activists and movements, through workshops, campaigns to ensure that EI related information was translated, simplified and understood by impacted communities. The local radios and media platforms played an important role as part of the corroboration stakeholders.

Through projects such as Utshinjo, there has been increased support to local / affected mining communities in Limpopo, Mpumalanga, along the coastal areas that led to communities using EI information effectively influenced development outcomes campaigning for their voices to be heard, challenge evictions and compensation for victims of evictions by mines. Mines have gradually started to be responsive and show some level of accountability, involving community representatives in their SLP reviews. However, according to people interviewed, the work to be done is still huge as mines promise to commit but take their time or do not commit and account.

#### 3.3.2 Achievement of Deliverables

It can be logically be celebrated that the milestone of supporting advocacy efforts by civil CSO and community based organisations on initiatives for influencing policies, laws and other EI information that require full disclosure, including free access to EI information has been achieved. The assumptions made of empowering activists and supporting movements, promoting workshops and indabas made a difference. Linkages were made at all levels within South Africa and in other parts of southern Africa where resources allowing the programme reached.
The capacity of civil society and affected communities was built and now it can be confirmed based on the organisations interviewed that they have now an understanding of general transparency and accountability mechanisms and can interpret EI information for use at local and community level. In different provinces the activists, and movements such as WAMUA, MACUA and other NGOs such as SERI, VEJA, DCEAS and SANAMI now have the capacity to demand complete access to information from governments and corporate through new and existing initiatives. However, it can be concluded that there still exist challenges that need future support for the organisations to be sustainable and have a multiplier effect.

The programme and linked projects has empowered 100 activists across provinces that in their area of impact empowered citizens and community groups to hold government and corporations to account for their actions at the community level along the value chain. The evaluation can illustrate through evidence based case studies how citizens and communities were empowered and held governments and mines accountable, through policies, denying mines license to mine in their areas and reject evictions across KZN, Limpopo, EC, Western Cape and NW. In South Africa and Mozambique mines have been held accountable by empowered to adhere to international principles to disclose their SLPs. However, it can be mentioned that this is work in progress as promises made continue not to be fully accomplished.

According to the Activists and movements’ representatives Oxfam SA, supported the process of enhancing the capacity of parliamentarians at a national and regional level to exercise their legislative and oversight role on contract transparency, mandatory disclosure requirements and mineral revenue management by organizing National and Provincial Mining Indabas. The case studies will reinforce this achievement. However challenges exist that need thorough reflections for future support.

It can be evidently revealed that the collaboration with media platforms at national, provincial, regional and local level have supported the process that mining communities’ needs be addressed. A number of evictions and community involvement in mining rights and involvement in decision making have been addressed. Information has been disseminated on transparency initiatives and challenges at the national and regional level. The report has illustration of such evidence in attached annexure. Based on Media practitioners interviewed, their collaboration with Oxfam SA led to increased capacity to report on transparency issues and EI issues in general. The Limpopo Mogalakwena journalist is one example.

### 3.4.1 Achievement of Outcomes by 2020

Based on the evaluation findings, through the formation of WAMUA gender has been mainstreamed in the artisanal mining. Apart from the WAMUA movement, in the Northern Cape an Artisanal Miners organisation was established in South Africa. However, in other provinces like in Newcastle formalization of the miners is yet to happen. Artisanal miners including women and the youth have increased access, ownership and control of minerals. In the Northern Cape, they now have improved access to markets and a fair share of benefits from extractive activities. However, the dynamics of the mining industry have seen invasions by buyers causing the formalized Artisanal miners to be divided again. However, more still need to be done in the regional countries’ artisanal mining space if resources are available or through shared learnings as partnership.

There has been organized and legal actions against mines such as Anglo American, SASOL other coal mines to change their way of doing business and limit pollution of rivers and environment across provinces such as KZN, Free State in the Vaal and Western Cape. Mines have revisited their environmental policies and attempted to adhere to national environmental laws and policies. VEJA, SERI and SDCEA have been spear heading the campaigns and legal challenges. An improved and sustainable working conditions and mining practices in the last 3 years has emerged that respect environmental, health and safety standards. However this needs continued effort as mines are output and profit orientated than community’s rights and environment.

### 3.4 Artisanal Mining

Despite the fact that the organisation had planned to mobilise and organize Artisanal miners to advocate for their discrimination, formalization in southern Africa, and some ground have been covered in South Africa than the rest of region. By 2020 Artisanal miners in KZN, North West and Northern Cape involved in Diamond mining through MACUA have been at a higher level of being formalized more work still need to be done across the country as the policies and government commitment needs enhancement as well as the miners themselves need continued support to avoid divisions experienced in some parts of Northern Cape where the whole system has been politicized and diamond buyers have infiltrated the system with a divide and rule technique. A strategical approach is needed in the future to achieve this objective. The objective needs some review narrowing it down to country level than regional. This does not exempt the possibility of shared learning and community of practice within SADC region.
3.4.2 ACHIEVEMENT OF DELIVERABLES

Oxfam South Africa managed to identify and mobilise artisanal miners across South Africa to establish associations that represent the interest of artisanal miners. This led to movements such as WAMUA and MACUA working together and builds their active agency in engaging the government on key issues affecting them including women miners in general.

According to organisations interviewed the established movements and Artisanal mining groups were gender sensitive and promoted gender equity looking into the welfare of women miners. It has been confirmed that collaborations has been fostered among artisanal miners and have built solidarity and political pressure at national, provincial and regional level on the decriminalisation of artisanal miners across provinces. While the work is still far from over with increased divisions mounting, other artisanal miners not yet organized, political interventions by buyers of minerals, new approach needs to be developed in the future.

Oxfam South Africa has supported organised artisanal miners and assisted them to register, and obtain operating licenses in different provinces. In terms of facilitate access to financing and fight for their rights as miners in different provinces, more work still need to be done. The evaluation can confirm that few artisanal miners have registered and obtained operating licenses such as in the Northern Cape. In other provinces there is still need for more advocacies by activists to decriminalize artisanal mining. The case studies shared in the evaluation expagarate the current situation.

The programme have made impact in supporting advocacy efforts by activists and movements towards legal policy and institutional reforms for increasing the community’s access, control and ownership of mineral and other natural resources in South Africa and Mozambique. The other regional countries benefited indirectly through shared learning.

According to the activists and chairpersons of Artisanal Miners, Oxfam supported the capacity of artisanal miners to ensure that they fully benefit from the extractive industry in an effective and sustainable way. However, despite efforts made, the established artisanal miners’ associations are divided again and some are yet to be legalized reducing the sustainability of the mining sector. This means that apart from the skills development undertaken these far, on safety, health and environmental issues, marketing and entrepreneurship/leadership or basic accounting and finance, well-resourced activists, movements and local NGOs need further support.

Oxfam South Africa in its economic justice cluster made this EI programme to support and strengthen regional and national extractive industry platforms for learning, sharing and collective advocacy. According to evaluation findings, learning platforms have been created for the regional country teams where Oxfam is operational such as Zimbabwe, Zambia, Malawi and Mozambique. Through the platform, learning and sharing best practices and strategies to address community rights, engage government, challenge policies and engage mines have been explored. Within South Africa, the Provincial Mining Indaba and National Mining Indaba have been platforms to engage international and national governments, mining companies, activists, movements and NGOs.

Collaborations have been developed with some partnerships. Beyond these platforms policies have been reviewed and commitments made by government. However, the partnership, commitment and accountability by mines remain an area of concern in other parts of the country, with increased evictions of community members and lack of inclusivity of communities in decision making, SLPs and community voices and complain being sidelined despite being submitted via platforms, created by Oxfam i.e. in Limpopo and Mpumalanga through Utshinjo project.

3.5 WOMEN IN THE EXTRACTIVE INDUSTRY

The establishment of women movement such as WAMUA has put women on the forefront in the extractive industry. According to the women interviewed, Oxfam South Africa played a critical role in contributing towards women empowerment in the industry, training and capacitating women as activists, leaders in mining movements as well as business people in the mining sector. The programme did enhance the capacity of women in mining communities as advocates and in their economic participation in the EI value chain.

As of 2020 women in the extractive industry have been empowered and now have capacity in the industry. However, it must be noted that there looking at the numbers of women involved and empowered there is significant need to mobilise more women to participate in this male led industry. The OZA EI programme has contributed significantly towards the formation of a vibrant and active Southern Africa women’s movement.

However the movements have been strongly functional in South Africa participating in policy influence, engaging government through established structures, through workshops and indabas such as National Mining Indaba, provincial Mining Indabas and in actual mining business including the Artisanal mining. Women have been in the forefront as activists mobilizing communities and challenging mines to account and be transparent in the
mining business including involving communities and community rights.

3.5.1 ACHIEVEMENT OF OUTCOMES BY 2020

The evaluation to enhanced capacities of include cap and capacitates women, in mining communities for their economic participation, so that they participate in the EI value chain. The evaluation can confirm through testimonies from the women interviewed from all parts of the country that women’s groups, activists, those in networks have been better coordinated and organised thanks to the involvement and collaboration with Oxfam South Africa. Women now have successfully advocated on policy issues, legally have challenged the licenses given to mining companies in different provinces and continue to fight for legislative reforms so that they can benefit women along the EI value chain. Despite the great work done in the programme cycle, the road ahead and the journey to have fully emancipated women in the EI value chain is long. It will take many more years to come to fully have an extractive industry with 50% women involved.

3.5.2 ACHIEVEMENT OF DELIVERABLES

The programme to the best of its ability and the available resources Oxfam South Africa supported women’s access to natural resources as artisanal miners, with some capital and markets. Training was conducted for women and women organisations / associations on entrepreneurship, business and leadership, to ensure that they employ business models and fully benefit from the extractive industry. However, the evaluation noted that while women gained skills and has gradually been active. However, they raised some challenges that future NGOs including Oxfam South Africa can support with in this vibrant competitive industry.

Some form of research were conducted before the project started on market access, value chain analysis, gender analysis, legal and policies impacting on mining at national level in South Africa, within the southern Africa region and the broader international level. However, more relevant and up to date research needs to inform decision making on an annual basis so that the form of support given is relevant continuously.

The programme considerably supported advocacy efforts in the reform of policy and legal frameworks on the promotion of gender equality, increasing women’s participation in line with South African government and mining Acts and policies. Efforts have been made also in the southern African region with impact in Mozambique and some influence through shared experiences in Zambia, and Zimbabwe, challenging also the global perspective during Mining Indaba where World Bank and mining giants participated.

Oxfam South Africa has made strides and achieved in engaging, supporting and mobilizing women groups for capacity strengthening, including women led NGOs at local level, the case of Gauteng, KwaZulu-Natal (KZN) WAMUA, Limpopo in Mogalakwena, and Lutzville community women group in the Western Cape. It has been confirmed that women have effectively participated in influencing EI policies, practices and laws as the case studies in the evaluation report will outline. Regionally and internationally the struggle continues to advocate and involve women broadly in the business.

Oxfam South Africa has supported and strengthened regional and national extractive industry platforms for women’s learning, sharing and collective advocacy. According to findings, this has been achieved through workshops, Provincial Mining Indabas, National Mining Indabas and training. Platforms were created to support partnerships among the key players in the extractive industries and gender justice. While a number of women have participated it is important to set targets and more women out there still need to participate. Through Activists in mining communities, community dialogue platforms / forums brought women and men together to influence gender perceptions and attitudes.

The dialogue platforms were organized across provinces to fight for community rights, resist evictions, fight for compensation, fight for mining rights, and engage mines on SLPs. More work still need to be done as mines gradually and slowly are coming to the party taking their time or slowly committing. Overall there has been appreciation for women empowerment, gender equity and equality.

MINISTER GWEDÉ MANTASHE RECEIVING MEMORANDUM FROM THE RESIDENTS IN MINING VILLAGES OF NEWCASTLE.
3.6 CASE STUDIES OF IMPACT

3.6.1 MACUA

As a form of growth and sustainability, the MACUA Social Audits campaign managed to claim more space for mining affected communities in the process of the SLPs. MACUA has made progress to achieve its objectives beyond Oxfam South Africa support.

MACUA has gained significant recognition among companies and the state and have engaged companies or the state. MACUA have been recognized as legitimate and relevant stakeholder. However, the recognition of MACUA has been hindered by legislative restrictions which do not recognize that communities should have FPIC throughout the life of the mine. This remains the strategic objective of MACUA.

According to the chairperson of MACUA, while MACUA collaborated with Oxfam South Africa, there was no signed agreement on how the two institutions would work together. However, Oxfam South Africa has worked with various mining affected communities (which may or may not have included MACUA members) through their own initiative.

Oxfam South Africa has however supported MACUA in hosting a national Meeting of its branches which included about 60 representatives from branches across the country. They have also assisted with producing a constitutional framework for MACUA. This led to 1500 MACUA members directly benefitting.

Oxfam South Africa and MACUA do not have a formalised relationship but do engage informally from time to time. “We have however entered into at least 2 formal ad-hoc events/activities. We are currently considering further ad-hoc engagements, but these are limited given that Oxfam South Africa did not support the institutional building of MACUA and only supported ad-hoc events without any organisational support or assistance with core costs”.

While Oxfam South Africa EI programme accomplished greatly its set objectives more consideration is needed on what can work well for activists and movements. The movement have not yet been involved in any strategic engagement and considerations of the Extractive Industry programme of Oxfam South Africa.

There have been none new partnerships and links formed that are a direct result of our relationship with Oxfam South Africa. No mutual mentoring and capacity building that the movement was aware of besides the ad-hoc community dialogues in which some of members participated. It is important for OZA to review statements made by members of MACUA that due to lack of full information of how OZA function, members of MACUA could have expected more than what was delivered

“We can confirm that some of our members participated in some community dialogues and that this participation did assist in building context and understanding among those members who participated. The movement has not participated in any structures in which decisions were made regarding this project”. 
3.6.2 CASE STUDY SOUTH AFRICAN NATIONAL ALTERNATIVE MINING INDABA (SANAMI)

Oxfam South Africa supported and actively participated in the South African National Alternative Mining Indaba (SANAMI) and the regionally focused Alternative Mining Indaba (AMI) for purposes of learning, sharing and exchange of ideas across mining affected communities. The Alternative Mining Indaba continues to grow in terms of numbers, diversity of people attending and the range of issues under discussion. It is a very impactful platform for engagement. We also used the opportunity of AMI to consolidate partnerships between the PWYP-SA Coalition and the Open Society Foundation-SA in order to leverage future support.

SANAMI in partnership with Oxfam SA, sponsored meetings for steering committee selection, National Alternative Mining Indaba although they have not funded provincial mining indaba.

Oxfam South Africa funded the Free Prior Consent workshops with communities. While SANAMI have been holding mines accountable, the journey is still long as mines promise and do not commit. Artisanal mining also is still a way behind despite few legalised groups. Artisanal mining is a grey area still unregulated as there is a lot of violence.

SANAMI has set up structures for protection of environment in Free State, Gauteng through the assistance of Oxfam South Africa. They have pushed for the National Artisanal mining indaba but it has not yet happened. SANAMI have been informing communities in the mining area what needs to be done and engaged mines to respond accordingly.

SANAMI facilitated the formation of African Queens Women in Feminist Mining (AQWFM). AQWFM women have been in mining and are using their own resources to register membership. They developed their own website and have gone a long way bringing unity in women.

3.6.3 CASE STUDY OF VAAL ENVIRONMENTAL JUSTICE ALLIANCE (VEJA)

The movement have been engaging in water issues, and engaging on policy review, gender issues, and rights for women and giving women a role to play. The organisation made fund rising fundraising for campaigns against air pollution aligned with SASOL, ESKOM, ArcelorMittal SA and Anglo American.

There has been huge environmental crisis for mining in the Vaal including the Lethabo power station. Mining and construction has destroyed the water quality in the Vaal River. Waste management has been a problem and continue to be.

The movement, prepared workshops on waste management, engaged on climate change, education policy in Sasolburg, mobilised resources for policy review training, legislation policy implementation at regional and national levels.

Oxfam therefore came into play and supported the processes on legislation and policy training. The movement then participated on the mine AGM at national and international level. The movement strengthened training, advocacy and training. VEJA advised community and gave clarity on issues affecting the community rights and holding mines and companies around the Vaal to be accountable.

The movement empowered communities on the rights to environmental management, and SA legislation on air quality Act, implementation of the Act and the role of companies and mines; accountability to environmental management.

The movement have also empowered communities and CBOs to enforce government and the big 4 on compliance with atmospheric air quality legislation. Oxfam South Africa played an important role in the oil and gas exploration as the movement engaged with mines so that they do not get licences without involving communities.

3.6.3.1 SUSTAINABILITY AND OWNERSHIP

VEJA in partnership with CBOs and Faith based organisation have managed to successfully push back the proposal by mines to develop open cast mining in the Vaal River.

They have made ArcelorMittal to account on South Africa air pollution standards. Since 2014 they have made appeals on water in Bloemfontein and companies that used not to adhere to the environmental laws now are being accountable.

The SA Human rights commission were also part of the group of institutions that made sure SASOL in Mozambique and South Africa adhere to environmental regulations wherever they are operational. This included engagement with SASOL management. 6 communities have now been able to work independently and engaged on policy issues around water, pollution and fund raise.
3.6.4 CASE STUDY ARTISANAL MINING

BATHO-PELE CASE STUDY

Batho-Pele met Oxfam SA via MACUA in a consultative process. A workshop was organised where they engaged on how to assist Artisanal miners. Batho Pele as part of MACUA had 5000 or more artisanal miners. However, there are about 10000 not yet legalised.

The function of Batho Pele has been to circulate timeframes on what needs to happen, programme and funding for training. According to the chairperson of Batho Pele artisanal miners Association, Oxfam South Africa has been supportive to all programmes of affected miners.

The mother movement, MACUA has been helpful in fighting mining rights for evicted artisanal miners, it has organised other agencies to come on board. The miners were expected to bring their mineral reports to Batho-Pele and through Batho Pele sell their mineral to the market. Once sold, Batho Pele would get 2%. The 2% was then used to buy equipment which each member was supposed to use increase production.

The miners were expected to submit the diamond stone to the tender house and different bidders could bid for the stone. Price fixing remain a challenge in the diamond industry. There is a lot of confusion which artisanal miners are yet to understand well. Women, and people with disability have been involved thus 30% are women. Youth are yet to be part of the artisanal miners and Batho Pele. The organisation is now divided into three due to infightings and misunderstanding on processes and procedures.

3.6.5 CASE STUDY SOUTH DURBAN

COASTAL ENVIRONMENTAL ALLIANCE

The South Durban Coastal Environmental Alliance movement did a lot of workshops, making presentations bringing people of different races together. It worked with everybody especially the poor.

SDCEA advocated for policy and regulations on environmental impact assessment on communities and environment. The movement established partnerships with technical experts locally and internationally as well as in Africa. This included but not limited to Sasol’s work in Mozambique, Oil watch Africa, Nigeria, Ghana, Kenya and Tanzania. The movement assisted in reviewing environmental policies around oil and gas.

SDCEA mentored and coached people about fishing and environmental responsibility so that people can enjoy the coast. Within the marine area and small scale farmers, they have been empowered them on sustainable farming.

SDCEA have influenced policy and translated environmental policies in Zulu and submitted to the Department of Environmental Affairs and Tourism for consideration. Communities have been empowered on the importance of the harbour.

3.6.6 SOCIO ECONOMIC RIGHTS INSTITUTE

SERI

SERI have been involved and partnering with different institutions that include Sisonke and other organisations advocating for community rights and justice. This includes litigation and prevention of evictions from areas mines has been operational.

In 2018 an order of eviction was ordered by the high court in Pietermaritzburg and SERI had to represent the community. They involved lawyers and gathered all required information before they approached the courts.

While the case was on the court ordered for the demolition of households with a compensation of R40 000 per household. So the mines were supposed to build new homes. The mine did not want communities to be represented by SERI, they did not trust it and OXFAM SA can in to support the process and did the groundwork, helping communities in collaboration with SERI to address the issue through the courts.

Information from the case was that the community had to concert to the order. SERI and partners applied for an urgent application of the order within 2 weeks. In March 2020, the houses were demolished. Oxfam supported the process, they engaged with the department of Mineral resources and there was an order to stop mining and that the mine engages the community.

SERI and Oxfam therefore supported the communities to know their rights, for the mines to plan and exercise their Social Labour Plans, addressed the eviction and demolition of houses.

As this happened in March 2018, 7 families houses were on the cards. The department of mineral resources ordered for the building of new homes which are in the process of being built. So far 3 houses have been built, with the correct agreed materials; two families opted for financial compensation. The other two houses, the mine claimed that one was paid already and the other household they are yet to agree on the materials to be used to build the house.
The partnership with communities was relevant and did help communities identify and know their rights as well as engage with relevant stakeholders on issues that affected them from the mine. The mine

Different strategies have to be used to ensure that the mine could adhere to government regulations and address the issues of eviction of communities

While communities now have the capacity to know their rights, there has been some level of transparency by the mines, communities now can are organised and can protest or engage mines. They plan the engagement process and inform NGOs for advice and the NGOs do the ground work and provide information where necessary.

Communities now have some level of understanding and exercising their rights to engage mines and governments. There is still a lot that needs to happen in terms of advocacy. Not all communities know their rights. The mines despite some level of transparency, they continue to ignore consultation such that they are planning to go and mine in another community without proper procedures being followed.

### 3.6.7 WESTERN CAPE COASTAL AREA

#### LUTZVILLE MINING COMMUNITY

As of 2015 the community of Lutzville did not know their rights in terms of mining. The leadership of the community then were invited to attend the Alternative Mining Indaba and that gave them a platform to understand the mining regulations. It was difficult for people to know their rights and legal mandate.

In 2016 they organised marches against mine social labour plans. It is in this process that Oxfam organised Social Labour Plans workshops, to engage with mines, municipality and monitor how people engage. There was a 1 week training of young people around the 7 mines surrounding the municipality. Oxfam funded the training for 100-200 people and of these 35 were young people. This included also seasonal farm workers

The mine changed how they do business after the engagements through a solidarity forum. The forum approached the government and the municipality on the mining licence. A number of activists were trained in the community including la villa campesina.

Although there was tensions with councillors who were biased towards the mines getting licences, the community forum continued engaging the mines and approached government directly thus the Department of Mineral Natural resources and energy they had a victory on environmental management.

They engaged the mines on accountability. The forum arranged with mines and communities to deal with the issues. Now today the relationship has been built strongly. The plan is to continue to engage post Covid 19 pandemic. People with disability have been involved as part of the forum. The local leadership of the Khoisan chief has not been involved fully as the forum believes this is about the community.

Policy submissions were made and an application took appeal for granting licence, and the Minister of Mineral Natural resources and energy, came to the west coast even though he could but was not able to address, the them. The challenges are that more training is needed; the forum does not know how to put the records together.

The group last met in October with mines and the February meeting was postponed due to Covid 19. They continue to work with community development workers. The landless people movement is trying to advocate and engage mines. Activists continue to be targeted by mines as people who hinder their planned initiatives as they empower communities of their legal rights.

### 3.6.8 UTSHINJO PROJECT

Utshinjo project has been one intervention that has been singled out to have made much difference in Limpopo in Mogalakwena and Mpumalanga. Through a community coordinator, community rights in Mogalakwena for example were communicated to the mines thus Anglo American and Ivan Platinum. An engagement platform was created where community demands were channelled to the mine through the sms hotline. However, based on those interviewed, while we celebrate the set-up of the hotline, a lot still need to be done as the mine continue to argue that the mine has its own platform which the communities could use leading to most of the reported grievances via Utshinjo initiated hotline not being attended to by the mine. What can been celebrated as sustainable from Utshinjo project are the activists who after being capacitated continue beyond Utshinjo advocating for community rights. This has promoted a group of local activists engaging mines with the support of media journalists and legal teams. While mines continue to be held responsible, there rate of response and involving communities in their SLP remain a challenge.
3.6.9 CASE STUDY SOUTH AFRICAN COUNCIL OF CHURCHES (SACC)

The interviewed member of SACC has worked for SACC for over two decades in different roles, one as Mpumalanga provincial Ecumenical Secretary, National coordinator of Anti Xenophobia Action, Gauteng programs manager and now as acting provincial coordinator of SACC Gauteng. The role of SACC is to bear witness to Christian principles and standards in matters relating to the welfare of all the peoples of South Africa, and to take such actions and to make such representations as are consonant with Christian convictions and social responsibility.

We have introduced issues and challenges faced by communities affected by mining to be included in the agenda of Churches and Churches to embark on accompaniment, support and be link between the affectedly communities though that is a working process. The Chairperson of the National faith leaders Bishop Thabo Makgoba of the Anglican Church convenes an annual forum of Churches and Mining companies to engage on issues to have transparent interaction. The process is to be open to organizations representing affected communities.

The Methodist Church of southern Africa (MCSA) Mission Unit resolved to conducted ecumenical dialogues to mobilize the CHURCH to as per the Scripture, have Dominion over the Creation. All was created for all to live and be satisfied. SACC has, through SACC member churches and other faith based organizations, initiate dialogue on Creation and call upon Churches to respect the commandment to protect the environment. SACC would then organize ecumenical protection of creation dialogues with emphasis on impact of mining. Oxfam would support financially and with resource material and facilitation. The church community needs information on mining processes, how they are licensed to do mining and how the consultation process should be undertaken and being accountable. Oxfam would provide all the information required.

The SACC and its partners including organizations representing communities affected by mining have made impact due to the fact that government has had interaction with Organizations like MACUA. Exolobeni challenge proved that collective efforts by stakeholders have impact to foster and strengthen community action. The Church leadership can now speak out on the negative impact mining activities have on the environment and people.

Exolobeni community is one example where community stood firm against new mining activity though left the community divided. Alternative mining Indaba is such one avenue where communities have a platform to call for good governance, accountability and transparency though there is a room for improvement. Community organizations have made inputs in the Mining Charter and are able to interact with African Mining vision.

- The church has managed to bring back on the church agenda the mining or protection of the environment and churches agreed to focus on making sure mines are accountable and transparent.
- SACC through Oxfam South Africa has conducted four Provincial ecumenical mining consultations and, Gauteng, Limpopo, Mpumalanga and KwaZulu-Natal. Two of the Provinces, Gauteng and KwaZulu-Natal managed to sustain the process.
- Gauteng SACC has been part of the Provincial and National Alternative Mining Indaba organizing team of team.
- SACC Gauteng has had several community engagements on role of the church in support of communities affected by mining.

The need for more coordinated approach to reduce conflicting information is needed. Stronger CSO’s and community organization needed to hold mines accountable, transparent and execute good governance. Churches need to be mobilised aggressively in ensuring good governance.

1.1.10 CASE STUDY BENCH MARK

The interviewed staffs have been with the organisation for 15 years. It is a unique organisation in the area of corporate social responsibility (CSR) and monitors corporate performance against an international measuring instrument, the Principles for Global Corporate Responsibility; Bench Marks for Measuring Business Performance. Also known as the Bench Marks Principles, this document is shared by a number of churches and church agencies across four continents.

We collectively and in partnership with various organisation we organised Provincial Alternative Mining Indabas, National Alternative Mining Indaba and taken delegation of Community Representatives to International/Regional Alternative Mining Indaba held in Cape Town.

Oxfam has taken a Human Rights Development approach as their intervention method. The approach that they have taken on this particular programme to the best of my knowledge was through Training Platforms coupled with Awareness Raising in particular around UN Envoy report of by John Reggie of Free Prior and Informed Consent (FPIC) with emphasis on being Continuous consultation. Therefore, the impact of their work may not be measured with centimetres on a number line but can certainly...
measure by strengthened Leadership capacity to organise and engaging with power at various platforms, with both Government and Mining conglomerates.

FUNDING SOURCE AND PROJECT LED ACHIEVEMENTS.

The role of Religious leaders has been prominently seen as being supportive structure that collaborates with the communities in their struggle. They have used information that has been impacted to raise awareness on the pulpits, often time worked with religious leaders to take preferential option to side with the poor in the same Jesus did.

This has been clearly visible at Alternative Mining Indaba where religious leaders from many countries accompany the communities; they work with through Fellowship Christian Council in South African for which SACC is a member. In South Africa Bench Marks Foundation and Gauteng Council of Churches and SACC Limpopo drive the agenda to keeping the issues of negative impact of mining on the agenda of Central Committee and Triennial Conference. As a result, various denominations such have in the past taken mining as one of the programs they need to watch closely.

Slogan used by many community platforms ‘nothing about us without us’ is fundamental in the kind of work we are doing. Our work is not to take over the struggle of the community but to support them to ensure that communities have been provided the capacity and space for community to engage and to self-determine the development they want to see.

Despite difficulties of Oxfam South Africa known in the past as funders now being implementing partners, Bench Marks had to learn of such change. My only advice will be the organisation needs to transition this new identity and role they are seemly taking in the mist of already saturated field.

1.1.11 CASE STUDY EMPOWERED ACTIVISTS

Lucky Tshabalala became an activist in 2013. He was driven by the mine arriving in 2011 and felt there was no justice in the community with regards to employment opportunities. They wanted community representation within the mine. They were successful in their pursuit as the mine established a mining forum. Their plan was not to be nice towards the mine and force it to recognize them and meet their demands. They protested at the mine and engaged DER to close down the mine if they continued to refuse engaging with them as a community. In the beginning they didn’t recognize themselves as activists until they started engaging with Oxfam. Oxfam advised them to structure themselves as an organization, Sisonke was established and Lucky Tshabalala was appointed the leader. Once they started to engage with Oxfam they were then exposed to education which empowered them as they began to understand their rights as a community and were able to engage with the mine using policies and the constitution.

Before engaging with Oxfam, Women, youth and disabled were included in the team as they met as a community with everyone welcome to be part and parcel. Women eventually established Rural Women’s assembly to cement their participation as activists.

Oxfam supported them in many ways. They engaged with Thembinkosi from Oxfam, discussed their year plan with him and received financial support from Oxfam to host workshops and empower the community. Oxfam assisted the community to establish and register Sisonke and the Rural Women’s assembly to mobilize women in the community. Oxfam provided them with T-shirts and banners. Oxfam provided legal support by hiring Johan Lawrenson (Richard spoor Inc. Attorneys) and SIRI attorneys to be their legal representatives. Oxfam has provided the community with transport and many other things.

Lucky has gained competencies to work as an activist. Skills gained have empowered him to be a leader, understand mining and advocate for the community. Some comrades have been sponsored by Oxfam to study at Khanya college. Sisonke has grown beyond the Normandien community to other communities affected by mining and assisted those communities with the skills they’ve gained.

Oxfam introduced the community to a campaign named The Right to say No and the activists have leveraged this campaign to ensure mines adhere to FPIC policies. Activists have faced difficulties involving traditional leaders as they didn’t recognize them or consult with them in decision making. Traditional leaders were invited to Vulintaba country hotel for a workshop over three days to discuss the Ngonyama trust amendment bill and expropriation of land without compensation. Over the cause of these days they established a working relationship with the traditional leaders in the region. The role of traditional leaders has evolved to engage the community when a mine is being established, they are part of the mining forum and actively monitoring the SLP.

Activists have continued to work with traditional and their latest initiative is called Life after coal. Activists have attended different Provincial Mining Indabas, and learnt in depth about mining and other extraction industries (gas and fisheries), the rights of the community and responsibilities of mines.

Activists have submitted many oral and written submissions through promotion of access to information act (PAIA), environmental consultants, DMR and national
government. They have evidence of emails and copies of memoranda submitted. Some of the outcomes of the submissions were closure of wash plant closed down due to noncompliance in water usage, successfully challenged a zoning certificate and were properly consulted.

They held mining companies and government accountable by challenging noncompliance by writing to DMR and mines to voice their concerns and make requests. Activists have a good relationship with Buffalo mine, Future coal, the district municipality, department of health and environmental affairs. They have a poor relationship with Ikwezi mine, however with the involvement of Oxfam South Africa they managed to make progress with the mine and the mine has complied.

Challenges encountered by activists include threats to their lives which discourages them to continue being activist. Lack of resources to challenge mines and relying on Oxfam South Africa for financial support and not having access to internet.

SLPs are yet not done by the mine but by consultants who want to make the mine happy. Mines do not want to give the community access to the SLP document and allow for social audits. Not everything activist learnt from Oxfam is about mining, they continue to apply the skill gained in the community to ensure compliance in schools. Oxfam has empowered them with information that they continue to use to advance the community. Oxfam can enhance its outreach and impact by communicating with activists.

3.6.12 CASE STUDY ON THE ROLE OF MEDIA ON COMMUNITY RIGHTS

Mr Ledwaba has been in journalism since 1994 some 25 years in journalism and his role has been to document stories in mining communities for the past 10 years. He has been documenting community rights stories in mining communities.

“I have been documenting stories in mining communities for over 10 years. I have been working with community based organisations, lawyers and individuals who work in those communities. My work has entailed gathering of news, highlighting challenges faced by mining communities, from labour issues, environmental, land, legal and human rights. My approach has always been to highlight and expose the negative impact of mining on communities”.

He used journalism to document how the failure to adhere to legislation by mining companies and the failure by government to enforce compliance has affected communities. He has written books such as [Broke & Broken – The Shameful Legacy of Gold Mining in SA –Blackbird Jacana 2016] on the silicosis class action brought against gold mining companies for failing to comply with health and safety regulations.

He contributed to the book [We Are Going to Kill Each Other Today – the Marikana Story – NB Publishers 2013] which explored the myriad of issues that resulted in SA’s first post-apartheid massacre at Marikana in 2012. His work has always focused on exposing injustice and trying to highlight how legislation and regulations impact on the rights of people and communities and the general situation on the ground.

3.6.13 A CASE STUDY OF MOTLHOTLO IN LIMPOPO

There are many stories he has worked on including the latest story involving Anglo American Platinum and the community of Motlhotlo in Limpopo. Initially Anglo was applying bulldozing tactics against the community in a bid to move them off their ancestral land. But after a lengthy legal battle and numerous reports by me Anglo eventually came to a ground breaking deal with the community. “The story in my view highlights what progress can be made if mining companies, communities, lawyers and government work together.

See link:

The other story is the one involving the community of Kliprand and Ikwezi Mine in KwaZulu-Natal province. The mining company, colluding with government officials applied bullying tactics to force the community off their ancestral land in order to expand their mining operations. I reported on this on different media. Please see links”

https://mg.co.za/article/2018-07-27-00-scramble-for-minerals-leaves-rural-families-homeless/
https://mg.co.za/article/2018-12-14-00-mine-leaves-farmers-in-the-dust/

The biggest lesson is that while there is legislation governing the issue of how mining companies should conduct themselves when it comes to dealing with communities, the reality is that these are seldom adhered to or enforced. The attitude of mining companies is always
that of getting profit at whatever cost with little regard for the law or consequences of violating the law. NGOs such as Oxfam South Africa play an important role in supporting these communities which are usually poor, disempowered and far removed from urban centres where resources such as legal and government offices are situated. Perhaps the NGOs could be better capacitated and employ the use of technology e.g apps to further assist the communities.

### 3.6.14 OXFAM’S MOST SIGNIFICANT CHANGE STORY

This is an important story in that without Oxfam South Africa’s intervention the entire community would have been at the mercy of ikwezi mining which took advantage of the fact that the nearest DMR office to the community was over 200km away – the community had no prior access to lawyers and although they knew an injustice was being perpetrated against them and the government was passive, they did not know who to turn to. The involvement of Oxfam through a local advocacy group forced the company to own up and also lawyers started assisting locals who were being harassed for speaking out against injustice and the failure by the company to provide acceptable Social Labour Plans. This intervention brought about a greater involvement by the broader community in issues of land rights, mining rights, human rights and education about what course of action to follow in such instances.

https://mg.co.za/article/2018-07-27-00-scramble-for-minerals-leaves-rural-families-homeless/

#### 3.7 Southern Africa Extractive Industry Aruba Initiative

The ANCP funded project assisted the regional coordination in southern Africa Extractive Industry. It is evident that collaboration, sharing meetings and Alternative Mining Indabas has absolutely helped country offices in the region to enhance their work in their countries. According to the 4 southern Africa representative countries involved in the evaluation, advancing open governance, transparency and greater citizen participation in Zimbabwe, South Africa, Zambia and Mozambique promoted more engagement in mineral and environmental value chain. In Zimbabwe, the main focus of the programs was to promote transparency human race and equity in the governance and distribution of Natural Resources especially advancing the rights of women to claim that human rights and also participate in the mineral value chain.

In Mozambique the main objective has been to ensure that the benefits of the extraction of natural resources is felt by the hosting communities and that it works to diversify the economy in order to propel the country into development. This was not such an easy process as extractives in Mozambique have been heavily a politicized matter. Furthermore, the objective was to ensure that the benefits from extractives was not geared towards paying the illegal debts, and as of now, that proposal has been denied so any revenues that came from the industry have been diverted to economic growth and retained in country.

Through the ANCP project, 4 southern African countries have been able to hold meetings sharing best practices and challenges in the region. The meetings were held quarterly. These learning have been cascaded down in country programmes leading to much impact in how activists were capacitated, reach to communities, policy influence, and engagement by movements with government and mines as well as women empowerment. Through the project Aruba despite its ambitious plan there were lessons learnt. Staff members interviewed shared their perspective on the programme and projects.

According to Management interviewed (Zambia, Zimbabwe, South Africa and Mozambique), the project idea had big aspirations and were not matched by resources both financial and human.

In the case of South Africa, the country office managed to raise the profile of FPIC as a concept that advances rights of host communities and also getting communities to take interest and hold mining companies operating on their lands accountable. Under objective 2, the main thrust was to introduce mandatory disclosures as part of South Africa’s information regime. Our vehicle of choice for this was the “Publish What You Pay South Africa coalition” which was supported from inception. In its second year, the initiative collapsed and is currently defunct.

#### 3.7.1 PROMOTION OF CAPACITY BUILDING GOVERNANCE, TRANSPARENCY AND CITIZEN PARTICIPATION

Oxfam South Africa developed and customised training programme for activists (demand side) in mining affected communities covering a range of governance, legislative and accountability issues across the mining life cycle. In recent months, Oxfam South Africa started to roll out training to traditional authorities and local government officials in the affected areas (supply side) which has been well received. However, these semi-formal trainings are just one aspect; a lot of information sharing, cross learning and networking happens in the range of meetings, convening and exchanges that have been facilitated. A range of products such as the Provincial Alternative Mining Indabas (PAMIs) and South African National Alternative Mining Indaba (SANAMI) became annual calendar events.


### 3.7.2 Successes and Failures on Project Aruba

In Zimbabwe the multi-country programs allowed different countries to exchange ideas learn from each other’s lessons for the chief and negative make inter-country connections between communities so that they can advance their right in the middle of value chain also meant that the projects could influence some Regional level whether the program is being conducted in South Africa across the globe.

The network allowed cross learning and innovation, strengthened the ability of country offices to approach large companies with head offices in SA. A wide network of extractive staff in the region and across the globe allowed Oxfam to influence it’s a very high level it is way our partners may not have access to for instance access to Anglo America headquarters influential people in government project the Au in the UN. The three countries (Zambia, Zimbabwe and Mozambique) managed to tap on the MACUA and WAMUA network.

In Mozambique, the organisation houses more than one project that focuses in Extractives. The modus operandi, have been working with local partners to empower them and increase their capacity to deal with the delicate nature of this industry, especially as it is a multi-stakeholder industry concerning communities, companies, civil society, and government. What this meant was that all projects were aligned in goals and the activities executed by Oxfam and its partners. This type of operation has been beneficial. However, as challenges go, Mozambique has a fragmented society that needs continuous opportunities to create more synergies.

In Zimbabwe, and Zambia it created a number of initiatives such as the gender and extractive platform. This was a platform in the network of women in mining across the value chain that is women in small gold mining, two women in public policy makers in large-scale mining. The countries managed to work and promote local organizations working on extractives by providing them access to training and training manuals.

In Zimbabwe, “We have established Community paralegals that work within communities to collect data these paralegals also have the capacity and have been trained to engage companies in government or local authorities initials particularly when Environmental in human rights. Volta created platforms for Community to exchange ideas and adopted at Petro in such as bubble turn into the mining indaba wake communities can meet directly with policymakers in companies in engagement issues that affect them”. “Community monitors documented human and environmental rights abuses”.

The regional platform created for regional countries to work together to design strategies that are in alignment with the regional and global approach to resolving issues of Extractive industry, particularly fossil fuels.

In Mozambique the organisation’s projects have been active in the community engagements but also in being inclusive. In 2019 for example, they promoted with partners, a resettlement congress that counted with the presence of companies, government institutions, CSOs, communities, community and religious leaders and was covered by the media. This was a success in terms of getting all stakeholders in one place where the communities got to voice their concerns in a safe space covered by media. This has yielded results in that communities have taken action to demand their rights through the set-up of consultation committees. Events like these allowed Mozambique to hold the duty bearers accountable.

Capacity building have been done to partners, internally and this was used in the implementation of activities as well as giving training to some focal points, some communities so that they can claim their rights from a point of knowledge. Most capacity building was done through Workshops.

“We send position letters, engage in strategic meetings with government, support them where applicable and include them in our activities. Civil society is represented in our partnerships, and they are on the ground with the communities. Governments and companies are invited to some of these engagements with the communities. CSOs act as the voice representing civil society and the hosting communities”.

### 3.7.3 Enablers and Disenables

#### Project Aruba

In the case of South Africa, the Social Labour Plans are mandatory instruments for benefits sharing with host communities. The SLPS are already there when mining commences and are laid out in simple deliverables to communities in South Africa. The communities felt entitled to same. In most communities there is already a groundswell of discontent among communities who feel left out. Some informal community groupings already exist and want to tackle the injustices as perpetuated by mining companies. When pushed to a corner, the regulator Department of Mineral Resources and Energy (DMRE) did take action for example the case of Ikwezi Mine.

Sufficient representation of community members in decision making processes by the mines is still lacking. Lack of responses from mining companies in addressing the concerns of the community. Difficulty in obtaining information about the full extent of the mining activities occurring in communities.
In Mozambique, some of the enablers were that all implemented activities on the ground followed a carefully planned strategy that was approved and that answers to specific objectives. At national level they focused mostly on FPIC, Resettlement, and revenue redistribution mechanisms.

Some locations were not safe for implementation over the last year due to insurgency, fights with the opposition party which has restricted movements in order to safeguard staff and communities. "Funds can also present a challenge in implementation because we mostly needed a couple of partnerships with broad areas of expertise. Limited funds meant limited support to each organization".

However, since they have built strong relationships with CSOs, the work that has been done often align with their general objectives. Building relationships with WRO for the gender component and networking with government ensured that set goals were achieved.

Political influence can be an enabler and dis-enabler. In the case of Zimbabwe, Zimbabwe is a very political country and political interference can hinder the implementation of programs for example would be in members of parliament not willing to listen or engage on mining issues because they are afraid that their public or private interest will be shown to the public. Political figures have private participation in mining sector negatively impacting policy progression using their power to interfere with transparent and fair mining.

In Zambia the government has been lobbed to review the mining policies at national and at district level in Solwezi these changes have been adopted. There have been commitments to make things happen.

### 3.7.3.1 INFORMED RESEARCH

The project has managed to gather data from communities by collecting Community Voices documenting these voices in presenting that to policymakers and made communities to write blogs reports. By doing this it allowed communities to have the capacity to fit change directly enable them to engage policymakers and local authorities by themselves.

For Mozambique, there have been a number of studies done by Oxfam at national and international level and these have been used to influence tools for evidence-based discussions. These also served as guidelines for the general goals and activities.

In South Africa the research supported the views on what impotent to communities. Though the project was conceived as a high level agenda on transparency and accountability in the mining sector alongside the Open Governance Partnership [OGP] principles, Extractive Industries Transparency initiative (EITI) and Publish What You Pay, the research consistently led us to local levels and subnational level transfers as the problem more than the macro level.

A participatory approach was used to gather research data to objectively inform the needs of the communities we work with. An evaluation was done before the commencement of the project where the needs of communities were identified and formulated in subjective and outputs.

### 3.7.4 MOBILISED AND EMPOWERED GROUPS ON GOVERNANCE AND DECISION MAKING

In South Africa, MACUA/WAMUA/MEJCON were the principal beneficiaries of this action. There was however some contestation for space which led us to approach more directly members of CBOs of these outfits and individuals. To a large extent community activists across South Africa were empowered to hold mining companies accountable. As a result, community activists remain with the tools to do this work without the assistance of Oxfam.

In Zimbabwe and Zambia, most coal miners were the biggest group that has been engaged to mobilize and be more empowered in terms of natural resource governance. This has been done to break the barrier between large mining companies. Most coal miners identified small scale miners are a major contributor to the Zimbabwe mineral resource. This has been important for the organisation to program around this area and make sure that most coal miners were formalized and effectively contribute to the fiscus.

This led to several platforms with several meetings where communities were involved and sharing the findings and learning as well as engaging on the mining issues. Communication has been promoted through the use of social media blogging radio shows and TV show.

In Mozambique, CSOs, communities, government representatives, reporters (through investigative journalism focused in EI training), Oxfam staff. Capacity building in EI, MEAL, FPIC, Revenue mechanisms, Mining law, Workshops on actual issues, etc. We have empowered women in specific areas through research on the involvement of women in the industry, the impacts has been their participation in the value chain, especially in small scale mining. There are also specific activities for women led households about their land rights and women rights.
In Mozambique, connection has been made CSOs that were pushing for the establishment of a High Authorities for Extractives industry to complement on the work done by EITI. This institution was meant to answer to the parliament and not to a council of ministers responsible for monitoring company activity and ensuring compliance with the laws, regulations and their CSR. This included CSOs, mining companies and government representation. This was to allow citizens to participate in the decision making. This is easier said than done because it is heavily a political issue.

Consultations with community leaders have been enhanced to ensure that the revenues that come from EI benefit them by writing position letters to the government and parliament questioning the mechanism and the use of those revenues. Changing policies isn’t an easy task in a country like Mozambique but it is a long-term goal.

“In Mozambique, our work is inclusive, and we attempt to engage with all of the relevant people. For this to happen, we have thematic focus groups whose ideal is to make sure that all synergies are taken advantage of, and where possible include our communications department to assist.

In the planning of activities, capacity building is always prominent, as institutional developments. Including activists is not difficult as many of them are member of platforms we also work with in each project”.

In South Africa, activists were consistently oriented towards self-organised activities such as the PAMIs and SANAMIs where a series of workshops and meetings were run to empower activists and boost their confidence. Oxfam SA inserted activists in other spaces outside their comfort zone such as the Book Fair and World Economic Forum on Africa held in Durban. Oxfam SA facilitated women activists to participate in meetings of the New Development Bank after they were trained in the Fair Finance Guide. This is because of the interconnectedness of mining to the global financial architecture and the need to influence same to achieve changes at the local level.

Activists were empowered on complex policy and legislative matters that went on to engage legislators and policy makers, I would say that such efforts were largely successful. Facilitation of community dialogues among CBOs for policy contributions, policy submissions were enhanced

The South African National Alternative Mining Indaba (SANAMI) and the preceding Provincial Alternative Mining Indaba’s (PAMIs) were born out of the project. The project provided most of the funding and thought leadership for these processes whilst allowing activists to drive its agenda. The pinnacle of the SANAMI was its democratisation which led to elections of a Steering Committee (SC). The SC somehow decided to exclude Oxfam South Africa from its processes and proved hostile hence challenges in 2019/20 to host these important activities.

In South Africa, Oxfam SA and partners challenged mining companies who evicted families off the land without due process? Oxfam and partners challenged SASOL in Mozambique because of its unfair contract and picket annually outside the SASOL AGM. They challenged MRC Tormin Mine in Lutzville leading the Minister to issue a statement as the time that mining companies must “wake up and smell the coffee” by heeding the cries from affected communities. Civil organisations established that undertook joint public education/advocacy to advance open governance and transparency within extractive industry

The scoping exercise revealed that this objective can best be achieved by supporting the establishment of a strong Publish What You Pay-SA Coalition (PWYP SA coalition). Oxfam South Africa was the inaugural chairperson of PWYP-SA and at the end of the term; the coalition had a strategic plan, staff, adequate funding and a supportive membership of about 15 organisations. The PWYP-SA coalition ran into challenges after the 2018 AGM and has been largely dysfunctional.

The project scope was too large and was not matched by adequate resources. To work well, there project should have had at-least one person dedicated to each of the five objectives and resources for implementation. In the current project, there was a mismatch in that the project officer focussed on objective 5 on the fiscal policy aspects and Senior Extractives Lead juggling the rest. Objective 2 on transparency and accountability could have been progressed significantly by supporting the PWYP-SA coalition more substantially during the period, but the project did not allow sub-granting.

In South Africa MACUA/WAMUA was the main beneficiary of the project. The early days of formalisation of MACUA/WAMUA was as a result of investments of project funds. There was a significant push back from an interested party who felt that MACUA was not ready to formalise. MACUA/WAMUA has of late been formalised under the leadership of the same individual. The project however contributed to keep the MACUA structure engaged and able to deliver on its mandate. A decision had to be made to focus on members of CBOs belonging to MACUA because of the political stalemate and this proved to be very successful.

3.7.5 MEDIA ENGAGEMENT

Media engagements were one of the critical tools in this project. Oxfam SA ensured that content and partner communications make it to the media houses. In most major project activities, the organisation made ensure
that suitable media people accompany Oxfam and partners and report. This made some media personal grow fond to reporting on the mining sector and networks formed during interactions meant that activists now had direct line to media personnel and the reverse.

In Zimbabwe, Zambia and Mozambique the organisations have worked with several media houses with an interest in extractives work and also created platforms in deadlock meeting where the media was invited to learn about extractives governance so that they can visit, report and make issues to do with mining more visible to the general public.

In Zimbabwe, the project promoted Policy engagements and legislative reforms. The department of mines and minerals did research which managed to influence policymakers’ decisions on how the mine and minerals bill currently before the President should be finalised. The processor was informed by the community needs making sure that environmental human rights human was also captured in the mine minerals field.

In Zimbabwe, demands and minerals bill currently before the president of Zimbabwe was influenced by stakeholders who worked in gathering evidence on business in human rights Community rights and making sure that free and praying phone content is included in the mines and minerals bill which is pending approval.

The lessons learned from South Africa’s SANAMI countries like (Zambia, Zimbabwe and Mozambique) participated in all SANAMI through the mining Alternative Indaba informing the discussion in the region to look at mining extractives differently. Strong civic action, increased knowledge of civil society and communities, to hold mining companies accountable. This was done through Network building and training.

“We have participated in all of them, sending different staff members and partners to attend. At times we have been in the panel and participated actively in the discussions. This allows us to bring the concerns back home and create synergies, besides the learning experience. It always results in other debate”.

From all the country representatives, the programme, reached the following objectives

Full and proactive disclosure of information on socio-economic and environmental implications of proposed mining projects (mining application stage) by 2020.

Improved capacity of communities in local and national decision making processes to maximize their benefits from mining in their areas.

Buy-in of government into the need to legislate reporting standards mandating country-by-country reporting up to project level has been achieved in other countries other than Mozambique.

A robust; representative; empowered and highly active/visible coalition with sustainable strategies and tools to uphold transparency and accountability and community integrity across the value chain.

3.7.6 REFLECTION AND LEARNING

According to the southern Africa regional representatives, the project Aruba planning was done at the beginning of the project without consultation, but was open to change depending on the circumstances and needs. This was adjusted accordingly.

Governments in the region were encouraged to adopt International standards such as extractive Industries transparency initiative

Country offices have monitored activities in the ground and demanded proof of implemented activities. Most of the focal points gave up to date information about any developments. Some information has been accessible through some of the government sites.

Local NGOs have been empowered to hold companies accountable adhere with support from Oxfam country offices to apply pressure to them by questioning them and the government. Often times there has been backwards and forwards redirected from the company to the government and that is suggestive of a level of secrecy, which combined with some contractual terms may suggest other agreements were done behind closed doors.

However, most of the mining companies have been forthcoming about their activities and were complying with some of their commitments. Without a governing body that regulates company’s activities it is a challenge to monitor absolutely everything.

“In Mozambique, we do studies of some projects, such as the areas 4 government revenue from the coral south FLNG from the Rovuma basin that served as a way to caution the government about making rosy predictions as can be seen in the actual illegal debts scenario”.

They have been well used as advocacy tools to start important debates with all relevant stakeholders. These debates create networks that together apply pressure to decision makers and influence responses.

In the South African perspective, following five years of the project implementation, there is sufficient groundswell for every mining venture or policy decision to be subjected
to scrutiny and sometimes push back by affected communities. The legislation and policies are catching up to this new reality but capacity of OMRE to monitor and enforce commitments remains weak. A major lesson learnt is that an indirect process of empowering first rights holders to defend their rights works very well far more than direct lobby/advocacy with policy makers. Many years after project closure, its impact will be felt by beneficiary communities.

It is important to work as a unity. The regional platform is very beneficial although most of the countries are implementing their own activities. Learning events carry a lot of weight for improving by sharing success stories, developing community of practice where countries visit one another to improve EI.

It has to be more audacious with planning and need to fund raise for more regional platform projects. Investing in capacity building and building stronger relationships with the government and other transparency organizations help strengthen and legitimize some of the activities.

3.8 OIL AND GAS SYNOPSIS

The Australian funded ANCP project of oil and gas as part of the EI programme was expected to start on 1 June 2019 and end 31st of July 2020. The aim was to ensure that there is Fair governance of fracking, oil and gas exploration activities in South Africa. The evaluation can confirm that whilst the South African government was excited at the positive spinoffs that fracking, oil and gas exploration can mean to changing its economic fortunes and security of energy supplies, indigenous local people and communities in the coastal areas in Kwa-Zulu Natal, Eastern Cape and Western Cape were tremendously worried with the environment impact of such development and the negative impact on their socio-cultural and economic way of life.

It importantly so to acknowledge the impact of this project in the coastal region, where community movements and activists, collaborated with Oxfam and legal team to ensure that no oil and gas extraction could be carried out without community concern. This included SASOL’s explorations in the coast to Mozambique.

Oxfam South Africa engaged mining companies such as Total on Free Prior and Informed Consent (FPIC) on oil and gas exploration by TOTAL and it enhanced the capacity of impacted communities to engage in the processes leading to approval of these projects. This also needed further engagement with government and private sector to adopt pro-poor policies aligned with the project objectives.

The evaluation can confirm that through the work of OZA, the South African government and companies have gradually started to adhere to calls by citizens to review policies. Citizens (particularly women) and CSOs have been empowered as agents of change for involuntary and mining related effective resettlement policies and practice. It can be confirmed through those interviewed that the capacity of some community members have been strengthened through training paralegals, strategic litigation, corporate awareness raising on FPIC; gender impact assessments; and engaging governments and companies on results and their policy implications.

Coalition of coastal communities in Kwa-Zulu Natal, Eastern Cape and Western Cape have been strengthened by the capacity building support to defend their rights to Free, Prior and Informed Consent in relation to fracking, oil and gas exploration projects. It has advanced calls for the government of South Africa and business (extractives/energy sector) to prioritise transition to low carbon economy through increased investments in renewable energy alternatives. The of CSOs, media, parliament, academic think tanks have been influenced by OZA work shifting the narrative away from seeing gas and oil finds as quick fixes to an ailing economy and energy insecurity to a more sustainable path that favours preserving marine life, coastal resources and sustainable livelihoods.

The organisation managed to promote institutional strengthening for women artisanal and small-scale miner (ASM) associations so that governments and companies could adopt laws and policies that guarantee equitable participation of citizens in ownership, procurement and employment. It also advocated for policy engagement on formalisation, legalisation of the ASM industry and addressing environment and health issues. The empowering women to access finance, markets for ASM; and explore research and dialogue on equitable local content laws and policies were other achievements made.

The evaluation can confirm that the project ensured that extractive/energy companies and government agencies adopted a pro-poor lens in the implementation of the equivalent regime for Oil and Gas of the Mining Charter. It also ensured that the, Social and Labour Plans, strengthen human rights and gender justice and had benefit sharing mechanisms.

3.8.1 FISHERFOLK COMMUNITY

DELIVERABLES

Communities of fisherfolk, tour operators and other oceans economy role-players were mobilised to know and demand their rights, demand fair compensation for livelihoods lost, relocation and fair share of proceeds from Oil operations. IEC materials on Oil and Gas exploration for community mobilisation were developed to capacitate communities on the Offshore Oil and Gas exploration in South Africa as community lacked basic understanding of the science, the economics, and the social and environmental impacts of such mining activities.
The reviewed WAMUA Annual operation plan was finalised. However, based on the interviewed members, the annual operational plan is yet to be implemented due to financial constraints. Another workshop was conducted one Women Economic Empowerment workshop for 25 members of WAMUA and selected women activists in target mining areas. A women economic participation mining guide was produced. The guide detailed the specific provision in the Mining Charter, Social and Labour Plans, Local Economic Development that aimed to benefit women and explain how women can strategically position themselves in the value chain.

3.8.2 GENDER MAINSTREAMING

The project advanced gender equality and the empowerment of women and girls, reducing gender discrimination or inequalities, or meeting gender-specific needs. The evaluation can confirm based on the WAMUA members interviewed that people with disabilities have been part of the participants and beneficiaries of development efforts across all sectors.

Through the oil and gas project, the extractive/Energy Companies involved in oil and gas exploration such as SASOL were made to adopt a pro-poor lens in the implementation of the equivalent regime for Oil and Gas based on the Mining Charter, Social and Labour Plans, Resettlement and benefit sharing mechanisms that will strengthen human rights and gender justice.

Companies were expected to be granted and retained the social licence to operate by the impacted communities leading to sustainable operations, profitability and growth. While celebrations can be made, the work to have this across South Africa remains huge.

The principle of Free, Prior and Informed Consent (FPIC) operational for people and communities likely to be impacted by fracking, oil and gas project has been work in progress. While FPIC is about indigenous peoples’ rights and the organisation adopted the African Commission on Human and People’s Rights (ACHPR) approach. The assumption was to see indigenous peoples’ self-identification; an attachment to and use of their traditional land; and their inclusivity in the socio-economic development of their area.

The oil and gas project directly impacted communities of fisherfolks, hospitality and tour operators whose livelihoods have been highly impacted by offshore oil and gas exploration. Based on the annual reports, the coalition with environmentalists, scientist, academics and think tanks concerned with protecting marine life and biodiversity for sustainability and preserving same for future generations was conducted. This facilitated for all groups to have same interest and cooperate.
3.8.3 MEDIA ENGAGEMENT AND ACHIEVEMENT OF GOALS AND OUTCOMES

As alluded to by the journalist interviewed the evaluation can evidently confirm that Oxfam SA did extremely well in partnering with media platforms and local radios to forward its programme. This was part of the intervention that led to the achievement of 4 of its set goals and outcomes. This has been illustrated through the media stories shared here.

3.8.3.1 ILLUSTRATION OF MEDIA ENGAGEMENTS

According to the Hewlett annual report (2019), when 14 artisanal miners were assassinated due to gang wars in the Johannesburg East Rand, Oxfam South Africa issued a statement calling for the South African government to formalize and regulate artisanal mining as it was being criminalized.

In this case objective 3 of the programme was adequately achieved as the best practices shared in the evaluation report where media houses at local level participated in advocating for Artisanal miners but also beyond Artisanal mining for community rights across South Africa.

The evaluation can confirm that in South Africa it is evident that strides have been made towards legalising artisanal mining. However, the journey is still long as part of the artisanal miners are now legal but a number of them are not yet legal and government policies are yet to be strengthened. It is beyond this evaluation that parts of the SADC region Artisanal miners were influenced due to in ability of the organisation to advocate in different countries.

In 2020 it is evident based on those interviewed that Artisanal miners in the SADC region are gradually increasingly mobilized and organized to advocate for their decriminalization and formalization, to improve their livelihoods. However, this is the area that still needs an intervention plan beyond 2020. This is in line with the Africa Mining Vision which calls on states to regulate and formalize artisanal mining in the continent.

According to the Hewlett Annual report (2019) public support and robust media engagement led to the Deputy Minister of Natural Resources publicly committing to opening dialogue and launching a seminar on artisanal mining.

3.8.4 CONFERENCES AND SEMINARS

It is important that any development intervention models or approaches, need testing, benchmarking and reflecting before endorsing them fully. Oxfam based its programming on its logical framework and theory of change of advocating, empowering, capacity building of activists who then advocated for community rights and mines accountability in their Slips. Therefore conferences and seminars also proved to empower Activists and movements. However, such an approach needs a combination with other methods.

According to Oxfam South Africa Annual report (2019), and supported by evaluation interviews conducted, Policy engagements and legislative reforms coupled by the ongoing review of the Mineral and Petroleum Resources Development Act (MPRDA), the primary legislation for mining in South Africa, civil society were supported through conferences and seminars to make calls for increased participation, transparency and accountability across the extractives industry value chain. Through capacity building and facilitating community dialogues, awareness on the issue of Free Prior and Informed Consent (FPIC) and the need for transparency around Social and Labour Plans (SLPs) were raised. This also included community participation in organisation’s annual compliance reports, the Integrated Development Programme (IDPs) or local government development plans and budgets).

Representatives of CBOs and the national platform, Mining Affected Communities United in Action (MACUA) have utilized spaces such as the MPRDA review and the High-Level Panel on the Assessment of Key Legislation and the Acceleration of Fundamental Change. For example, civil society partners engaged the Traditional and Khoi-San Leadership Bill (‘TKLB’) process which has a potential future impact on land tenure, land rights and mineral rights.

3.8.5 THE STRENGTHENED MOVEMENTS

Social movements are purposeful, organized groups striving to work toward a common goal. These groups might attempt to create change, to resist change or to provide a political voice to those otherwise disenfranchised (civil rights movements). Social movements create social change.

The evaluation attest to the fact that Oxfam’s extractive industry programme was assisted by the creation of movements such as SANAMI, MACUA and WAMUA, VEJA, SDCEA to bring government, mining companies to account and improve on policies and SLPs.

Social movements are purposeful, organized groups striving to work toward a common social goal. Social
movements can occur on the local, national, or even global stage. Reform movements seek to change something specific about the social structure. It is important that in the development space of EI we recognise the four stages of a movement and that a movement has to reach maturity stage. The mining movements established have to be reviewed at what stage they are and what form of support they would need post the programme.

3.9 THE VOICES OF COMMUNITIES IN NEWCASTLE

Zodwa Khumalo has lived in the community for 40 years. She started to engage government and mine on rights in 2012. She was driven by corruption in the mine and lack of employment opportunities. They collaborated with Oxfam South Africa, CLP rural network, Sisonke and Groundwork. Before engaging with Oxfam they faced challenges with communicating with the mine, their concerns have become addressed in a better way.

With the involvement of Oxfam South Africa the community’s relationship has improved and a mining forum was established and community member were elected to be part of the forum. Lessons learnt. Oxfam South Africa assisted with resources and transport. Zodwa has continued to use knowledge gained as the struggle continues. Change Land Programme Woman’s Rural Assembly. They’ve learnt how to host a legal protest. In the past mines used to blast without notification. With information they have been empowered and approached the mine to address their wrongdoing, the mine eventually started publishing date and plays a siren to alert residents to blasting.

DANNHAUSER

The Khulu family, Nomusa Khulu and Toli Khulu started engaging with government since 2015. They started to engage the mine when their house was cracking and falling apart due to blasting. They communicated with the mine as a community. They went to the mine and were promised they will come and inspect the impact caused by blasting to their home.

Lucky Tshabala approached the family as an activist fighting for community rights against mines and the Khulu family required that assistance. The mine relocated and built a home for the family. The mine did not completely deliver what was agreed upon, the mine coerced them to move and promised other issues were to be discussed as they move.

HOUSE AND RONDAVEL BUILD BY MINE.

MDAKANE

Sifiso Mbansela has live in the community for 46 years. He started engaging with government and the mine in 2019. He was driven by the mine’s action of digging up his families graves. He had not agreed to the graves being exhumed. Some of his family members had agreed with the mine to exhume the graves for a payment of R20 000. He collaborated with the activist Lucky Tshabalala to try and stop the mine. He was not satisfied with sum offered by the mine as it was not sufficient for them to carry out traditions to inform their ancestors that the grave are being moved to another place. Only three out of nine graves were exhumed. The rest remain within the premises of the mine as they have not reached an agreement. He feels that the mine has wronged them as the burial was done incorrectly, including the wrong grave being exhumed. There are no traditional leaders in the community. Mr. Mbansela continues to face challenges as he struggles to resolve his dispute with the mine. This case has not been finalised.

GRAVES EXHUMED AND REBURIED ON LAND ALLOCATED BY IKWEZI MINE.
The Hadebe family has lived in the community for 34 years. They started to engage with government on mining in 2012, the family approached a truck of surveyors frequenting the community doing a survey to find out what was happening. Phumlani Hadebe has lived in the community for 33 years since he was born. The mine arrived in 2012 in their community. They started to engage with the mine when they were forced. They were taken to court. They then met with Lucky Tshabala who organized lawyers to represent them.

The stakeholders they have been collaborating with were DMR and land affairs. Before engaging with Oxfam, land affairs told them they don’t own the land they occupy and they couldn’t assist. Sisonke, Oxfam and Sero attorneys assisted them with the challenge they were facing. Unfortunately they were late to assist them as there was already a court order. They ensured that women and youth were part of the initiative as they were proactively participating in meetings. Oxfam supported them with attending mining Indaba, submitting memorandum to minister and hiring lawyers. Skills gained were fighting for your rights as Oxfam taught them. Workshops were hosted by Sisonke to teach people their rights.

To Phumlani’s knowledge the mine does not have a Social Labour Plan approved by the Dannhauser municipality. DMR has taken their submissions seriously. The mine has built some of the homes displaced by the mine but not all. There are no traditional leaders in the community they live in. In 2018 Phumlani Hadebe attended the mining indaba and learnt about the mining charter. He has made more than 5 submissions via email, verbally and a memorandum submitted to the Minister of the Department of Mineral Resources Mr Gwede Mantashe. The outcome of his submissions was DMR organized negotiations with the mine. No response has been received for the memorandum. Their relationship with the mine has never been good, however with the involvement of Oxfam they’ve been able to meet with mine.

Challenges continue as they don’t reach an agreement with the mine, and no suitable land has been allocated to them. They’ve built next to the mine. He has learnt to stand up for himself and fight for his rights. Phumlani Hadebe and his family were forced to move as they lived too close to the mine and it was becoming dangerous for them to continue living there as mining activity continued. They’ve built their own house near the mine as the mine has not agreed to build them a house or reimburse them for the house they built.

The artisanal miner has been working at the informal mine for three years. She started working at the mine due to circumstances, she had no source of income to take care of her children and all her children are unemployed. With no one supporting and putting food on the table she had to hustle to make ends meet.

They met with the activist and he took them to a hall for a workshop with other artisanal miners. They were informed they will receive assistance. Before engaging with Oxfam, they had not received significant assistance to facilitate their work or create a safer working environment. She has never attended the mining Indaba and she has never made any submissions. Artisanal miners have no relationship
with government. They’ve faced challenges with government threatening to close down the mine and move them elsewhere as the area is habituated with households surrounding the opencast. Some households have moved as their homes were cracking or on the verge of collapsing into the mine, Mzamo high School was relocated to a safer place by government.

3.10 FUNDING FROM OPEN SOCIETY FOUNDATION SOUTH AFRICA

OZA has believed that the involvement of communities in the formulation of legislation, policies, and in planning along the extractives value chain goes a long way in shaping mechanism for governing minerals, oil and gas. Their participation did not only contribute to “buy in” and “social licence” but also in finding lasting solutions to the desire to fulfil social, economic, cultural and other constitutional rights. This became extremely important in addressing the systemic roots of poverty and inequality, which forms an integral part of the Oxfam South Africa strategy.

This project was also complimentary to ongoing efforts of Oxfam South Africa whose key thrust was to promote and entrench the principle of Free, Prior and Informed Consent which empowers indigenous people to participate in extractive industry along the value chain. It ensured that local people were consulted, participated in decisions that affect them and had the right to say no to proposed projects in mining, oil and gas sectors. When given the right to FPIC, local communities were empowered to give or withhold consent over proposed mining, oil and gas projects.

Oxfam South Africa supported advocacy efforts for the reform of policy and legal frameworks on the promotion of gender equality, increasing women’s participation in line with national, regional and global commitments.

Oxfam South Africa have convened Steering group meeting to plan and strategize around the overall project execution. The first planning meeting involved bringing together activist leaders to outline the overall purpose, theme and modalities of implementing 3 Provincial Alternative Mining Indabas (PAMIs) and the South African National Mining Indaba (SANAMI). It was in this meeting that various working groups were established to deal with media and communications work, to deal with programmes and identify resource persons, to deal with fundraising. More importantly, this meeting agreed on putting women leadership at the centre of this process and also assigned specific leadership roles to women activists.

The evaluation can confirm that three PAMIs were held and reports were presented at the SANAMI. The three were held in: Lebogang Maile (Gauteng, Northern Cape and Free State); Fikile (Mpumalanga, Eastern Cape and KZN) and Kholisile Dingiswayo (North West and Limpopo).

3.10.1 PROVINCIAL ALTERNATIVE MINING INDABAS

The PAMI were an outcome of decisions made at the SANAMI in 2017. This was to allow communities to participate and be given an opportunity to reflect upon the key issues that drove the Alternative Mining Indaba and not attend as spectators who only got to speak and listen to reports of communities across the continent and the world who are always more organised than the South African delegation to the AMI.

There have been levels of participation and alignment to PAMI objectives. Thus, community voices were gradually out of the ordinary and were reflective of the continuous growth in capacity among community leaders. Women’s participation had improved drastically at the PAMI and their ability to effectively represent their issues was very impressive. It is important to note that while the organisation can celebrate, achievements, the activists, community organisations interviewed and movements recommended that more work still need to be done to strengthen PAMIs.

During the PAMI, a lot of learning and sharing took place with communities having opportunity to engage with other stakeholders especially traditional leaders to effectively deal with challenges facing communities. This also included identifying how the mining companies and government undermined the rights of communities in respect of SLPs.

Some discussed issues included but not limited to women’s deprivation of access to land use and ownership by traditional leaders, the ability of community leaders to independently deliver on their mandates without depending on specialists as the case has always been.

3.10.2 REFLECTION AND LEARNING FROM PAMI

According to the project report (2019) through seminars and conferences, the capacity of delegates was increased to understand mining regulations A number of cases were discussed and some needed action taken immediately.
such as the Gauteng PAMI made follow up asking the parents of young Richard (boy who fell into an open shaft of an abandoned mine) to participate in the PAMI.

Northern Cape, Free State, Limpopo and Gauteng emphasised the need for mine closures during demonstrations to the mines. Through PAMIs and SANAMI, Oxfam South Africa has made a difference across the country. According to activists, movements and reports shared, there have been engagements, support and mobilisation of activists, movements, and communities for capacity strengthening of women’s groups, NGOs at local, national and international level in order to effectively participate in influencing EI policies, practices and laws.

While the EI programme objectives got funding from different sources, such as the Open Society Foundation created a space for constructive multi-stakeholder engagement to discuss mechanisms for enhancing community participation in policy formulation, governance, and compliance monitoring and impact mitigation.

Rollout plans were developed on the multi-stakeholder engagement on Free, Prior and Informed Consent. The impacted communities have shown increased resilience and increased organisation and connectedness around their rights to be heard. Some of the achievements included delegates at the SANAMI endorsing a decision of the coal based PAMI held in Newcastle to champion a Right to say NO Petition.

Some of the examples of organised communities included the Amadiba Crisis Committee that argued at the Pretoria High Court of their right to Free Prior Informed consent based on customary law. The members of the Xolobeni community sought a declarator from the courts to stop the South African Department of Mineral Resources issuing a mining license without the community’s consent.

The case happened at a time when the Pretoria High Court had ruled in February 2018 that 7 community applicants who had challenged the 2017 Review of the Mining Charter were granted a postponement in order for the President to start an inclusive consultation process going forward. The Court further recognized that the community applicants’ concerns were being excluded from the process and has to be taken seriously.

The order recognized the seven community applicants as interested and relevant stakeholders for the purposes of consultation on the Mining Charter going forward. The Department of Mineral Resources appealed this decision. Amongst the parties to the court application were longstanding OZA partners, MACUA, WAMUA and MEJCON-SA, as represented by the Centre for Applied Legal Studies, and were joined to the matter in November 2017. They had asked the Court to set aside the Charter for a lack of engagement with communities and recognize that communities were core stakeholders in negotiations around the Mining Charter going forward.

OVERALL

The set objectives for the project were achieved satisfactorily and outcomes have shown levels of impact. However, allowing community leaders to lead the process of rolling out PAMIs, led to some delays or hindrances as in some cases letters inviting key resource person took longer to be processed.

Some CBOs struggled to invite key role-players in government and industry due to their lack of capacity to self-organise. CBOs and activist leaders need to keep close contacts with targeted communities by involving them in activities during the year and setting up meetings to introduce them.

The project made follow up activities to some of the major mining companies and municipalities in Newcastle. In Limpopo Provincial Alternative Mining Indaba were organised.

3.11 MINING COMMUNITY’S RIGHTS

“VOICE OF THE VOICELESS”

Annah Manganyi a 53 year old has been fighting against mining in her community for the past 25 years. An activist from Ga Chokwe village from Mapela near Mokopane Limpopo has been a member of the task team who dedicated their lives to fight mining. In her statement she said “Mining has brought us nothing but poverty and diseases”. She led 11 strikes against mines since 1991. Oxfam came into play and assisted communities to hold mines accountable and get communities compensated for loss of livelihood, heritage and environmental degradation (Source Daily Sun Newspaper).

3.12 BOOKS UNLOCK KIDS’ MIND SOURCE

DAILY SUN NEWSPAPER

The key from unlocking kids’ mind is hidden between pages of a book. Oxfam teamed up with Jozi Book Fair to promoting reading in South Africa. At the City’s Arts Alive programme, the two institutions made an exhibition at the Arts festival where authors, bookshops, filmmakers and NGOs displayed what they do under the theme, Women in Literature (Source Daily Sun Newspaper).

He fights for his people Daily Sun 16 November 2017

Mbhekiseni Mavuso has been a champion of rural development a 49 year old from Makhasaneni village near Melmort fought social ills and injustice in rural areas. He has been an activist since 1988. He is one of the leaders in the rural areas of KZN fighting for land evictions and social
ills such as murder.

3.13 FRANCINA’S GOAL IS TO HELP OTHERS 21 SEPTEMBER 2017 BY NOKO MASHILO

FRANCINA Nkosi from the Waterberg Women Advocacy Organisation has dedicated her life to getting justice for the oppressed. The 43-year-old from Marapong in Lephalale, Limpopo works to solve issues between mine owners and communities whose rights are violated.

Francina told Daily Sun many mines claimed they had provided basic services to communities but this was often not the case. “Forty years after mining started in the area, there are people on Steenbokpan farm, Lephalale, who are still living in shacks and have no basic services.”

Francina recently went to Perth in Australia to represent communities affected by mining at the Africa Down Under conference. “I went to the indaba to stop Australian funders from giving money to coal mining in Mzansi. I met Foreign Affairs Minister Julie Bishop and high commissioner to South Africa, Adam McCarthy, there.”

Francina said the commissioner had agreed to work with her and Action Aid South Africa. She said she started being an activist after she realised men in positions of power often want sex in exchange for employment. She said she had fallen victim to this herself and ended up unemployed after refusing.

She said being unemployed led to her becoming an activist and representing her community. “I started fighting for people’s rights and today I run the Waterberg organisation. We deal with mining issues, environmental justice, human rights and gender equality.” Francina said her organisation had over 200 members from various villages in Lephalale and her work had taken her to countries like Nigeria, Mauritius, Zambia, Kenya, Mozambique and Swaziland. Francina said when you help others achieve their goals, you achieve yours too.

New House a nightmare 24 November 2017 Gogo Phumuzile Zwane

The Gogo from Allen farm new Newcastle had her house damaged by blasting from Buffalo coal mine. The 86 year old had a farmland and used to grow crops. The mine however put seven buildings on her new farm and moved graves leading to her husband’s spirit not being happy with the move. Oxfam had to come in to intervene on her rights and engage the mine.

It has been alleged that Sasol accused Oxfam SA and CIP for not appreciating the $3 billion investment in gas in Mozambique. This amount includes royalties, social investment and taxes. Gas prices have been determined by regional or local demand. In South Africa the price is regulated by National Energy regulator. The company claimed to have created 300 permanent jobs. However, Sasol’s operations in Secunda’s township Emalahleni has caused a lot of health problems to the local people and those employed.

Sasol was accused of milking cash from its gas project in Mozambique with little benefit to its people. Sasol has been milking cash from its gas project in Mozambique with little benefit to that country or the people living close by, writes Sizwe Sama Yende.

In Mangungumete village, Mozambique, there is a communal borehole where women and children take turns pumping it to fill up their water containers and carry them home on their heads.

A few steps from the borehole stand a towering tree. Its shade provides a cool place for those villagers from the town of Maxixe, in the coastal province of Inhambane, who come to this spot whenever they are summoned from their straw huts to thrash out grave issues.

Laura Mahanyele (48) vividly remembers the time, about 17 years ago, when a delegation from South African multinational Sasol visited the community to talk about extracting natural gas from their land.

The meeting took place under the gigantic tree. Hopes were high, Mahanyele said, when the petrochemical company’s emissaries explained how the $1.2 billion (R17 billion) investment would uplift the subsistence farming community.

The villagers’ excitement was understandable as they were in dire need of jobs. Little did they know that their government, fresh from a calamitous civil war, had signed a raw deal. “The delegation was asking for permission to extract gas. The people could not say much because they knew that Sasol had already consulted people in high places before coming to us,” Mahanyele said.

WHERE ARE THE JOBS?

The jobs promised that day are today nowhere to be seen, while Sasol draws the fossil fuel and ferries it all the way to its operations.

Sasol has constructed schools and clinics, but that is too little, the villagers say. The groundswell of dissatisfaction against Sasol triggered a one-off mass protest in 2013, but locals will only tell you that it was like pouring water on a duck’s back.
Since then, the community, Sasol and government have held one meeting, but no solution has been found. Afonso Machungo, the administrator of Inhassoro district, was also disenchanted.

"It just doesn’t make sense that there are 28 gas wells in this district, but there is nothing to show that the gas is found here," said Machungo from his posh state house.

"This is the opinion of the district government, but central government has the final say.

"Government got little revenue from Sasol and is not able to do anything significant with that amount. We will continue to talk to Sasol and its attitude may change. You see ... the river does not get bigger where it starts and that explains why people in Inhassoro don’t benefit.

"I believe that in Secunda [where the river ends] there were good things happening," he added. Social justice activists believe that the Petroleum Production Agreement, signed by Sasol and government in 2000, is the root of all the stress.

They suspect that the deal handsomely benefits the elite politicians of ruling party Frelimo and leaves a pittance for the state. Last week, nongovernmental organisation Centro de Integridade Pública (CIP, translated as the Centre for Public Integrity), in partnership with Oxfam, released a report detailing how Sasol was milking the government and, by extension, ordinary Mozambicans.

The report, titled Sasol Will Continue to Milk Mozambique, analyses the revenues of Sasol and government since the beginning of gas production in 2004 to date. The multinational company is, firstly, selling the gas, extracted from Mozambique, for six times lower than the price on international markets.

"During the first years of gas production, prices were in the range of $0.90 (R12.78) per kilojoule (kJ) in 2004 and $2.40 per kJ in 2014, corresponding to an average annual price of $1.50 per kJ – much below the international average price of $5.20 per kJ," says the report.

The report also found that Sasol was extracting the gas in Mozambique and selling it to itself in South Africa, which "constitutes a moral hazard". These factors, according to the report, have translated into low revenue for the government and less development for villagers in Inhassoro district.

SHORT-CHANGED

If the Mozambican people were short-changed in full glare of their government, surely somebody is reaping the rewards. CIP director Adrian Nuvunga believes so.

"I think there were wrongdoings from key Frelimo people when the first contract was signed in 2000. For example, no one is able to explain how and why the production sharing clause was removed from the contract," said Nuvunga.

"What we see today is a blurred relationship between Sasol and government people ... but it is not yet clear what sorts of incentives drive these ties. It is not transparent and Sasol is allowed to do whatever it wants in Mozambique."

Nuvunga said CIP would report the matter to the African Union to investigate illicit financial flows. It would also meet with the ANC, since the Mozambican government had failed to pick up on this matter.

Meanwhile, Joachim Gove (40) said villagers were waiting for Sasol to report back. "People have been asking questions about how they are going to make a living with all the problems," Gove said.

Jorge Machoko (32) said locals submitted CVs and certificates after the meeting under the giant tree, but "there is nothing positive and we see less and less production on the land."

SASOL’S DENIAL

The South African multinational has accused CIP and Oxfam of failing to acknowledge the value of its $3 billion investment in Mozambique. This amount, said Sasol’s spokesperson, Alex Anderson, included corporate taxes, royalties and social investments, profit share and dividends paid out to state-owned entities.

"We find it unfortunate that the reports published by the CIP contain inaccurate and speculative statements," said Anderson. "We do, however, appreciated the role that civil society organisations play in promoting integrity and transparency." He said that, unlike oil, natural gas did not have global reference prices, but was driven by regional market dynamics which took into account alternative energy cost of users.

3.14 SASOL IS BLEEDING MOZAMBICANS
25 OCTOBER 2017 GOVAN WHITTLERS

Govan Whittles travelled to Mozambique as a guest of
Petrochemical giant Sasol should be forced to pay the Mozambican government more money for gas and stop selling it to itself at grossly reduced prices, according to a Mozambican nongovernmental organisation that plans to ask the ANC and the African Union to intervene.

Mozambican mining activists delivered a report about alleged illicit financial outflows by Sasol from Mozambique to South Africa to ANC officials in Johannesburg next month, before it takes its claims to the AU’s panel that investigates transfer pricing.

The report, compiled by the nongovernmental organisation Centro de Integridade Pública (CIP — Centre for Public Integrity) and titled Sasol Will Continue to Milk Mozambique, was released last week and recommends a review of the Mozambican government’s contract with the South African-based multinational company.

The CIP’s main findings included that Sasol was selling gas extracted in Mozambique for seven times the price that it pays the Mozambican government, that its pricing methodology is flawed, and that the benefit to the communities surrounding the project is minimal.

“The gas exploited by [Sasol’s Mozambican company] SPT [Sasol Petroleum Temane] is sold to Sasol Petroleum International. That is, the gas is sold to the same company that exploits it, which constitutes a ‘moral hazard’ with respect to the undervaluation of revenues by the concessionaire, with serious implications for government revenue,” according to the report.

Sasol spokesperson Alex Anderson denied these claims, and told the Mail & Guardian that “unlike oil, natural gas did not have global reference prices, but is driven by regional market dynamics which take into account alternative energy cost of users.”

Anderson explained that the Mozambican gas price was set at the agreed level to stimulate the development of the domestic gas market. Sasol does not charge the country’s government a transportation and handling fee and “is not involved in the selling of royalty gas,” Anderson said.

“This is the biggest project in Mozambique and the only oil and gas project of the country, which could benefit the people of the country. But it is failing the people of Mozambique and government is doing nothing about it. So the AU is the next-most-appropriate forum to bring the case to,” CIP director Adriano Nuvunga said at the launch of the report in Maputo.

He said he would meet ANC officials at Luthuli House in November. “It was hard to believe that the ANC is allowing a South African company to behave in this manner in a poorer country like Mozambique. The ANC lived in Mozambique during the apartheid era and today it allows its South African company to milk poor Mozambique. This was a political case by South Africa against Mozambique. I do not see the ANC letting this happen for many more years. If the ANC is no longer the same as that of Chief [Albert] Luthuli, OR Tambo and [Nelson] Mandela, then the AU must do something,” Nuvunga said.

The CIP said transfer pricing was a major challenge to “capturing gains in developing countries” because the benefits of the oil and gas extraction are mostly channelled to the investing company. It said, for the first 10 years, Sasol benefited from transfer pricing by selling gas to itself for an average price of $1.50, when the international price was about $7.

“The argument of illicit transferred pricing does not hold true as the key principles governing transfer pricing regulations is around profit shifting to low tax jurisdictions which is not the case, as South Africa has a corporate tax rate of 28% currently,” Anderson retorted.

The structure of the deal and persistent under-pricing of the gas could make Sasol guilty of illicit financial outflows, which are described as the illegal transfer of money from one country to another, the CIP said. The AU’s panel on illicit financial outflows is headed by former president Thabo Mbeki, who should investigate whether the company is indeed guilty of this, Nuvunga said.

“We wanted to bring this case also to the Mbeki high-level panel on illicit financial flows since we believe the processes are so abusive that they fit within the framework of illicit financial flows by Sasol from Mozambique to South Africa. Mbeki needs further evidence on this. And the fact that he is a former South African president makes it more urgent for him to act.”

Nuvunga said the sabotaging of pipelines carrying oil was not un-usual in countries such as Nigeria, and so it was a credit to the Maimelane village residents in Inhambane province that they had existed side by side with the pipeline without damaging it.

“In terms of employment, not just along the pipeline but in general, we congratulate the Mozambican people living along the pipeline. They are very peaceful, without anything to eat. They are watching the pipeline every day and Sasol’s contribution to community development was non-existent. We said this to SA Sasol in 2015,” Nuvunga added.

So far, Sasol has failed to achieve the projected annual government revenue share because of the low pricing of oil and gas.
the gas, the CIP stated. Its research was conducted in partnership with Oxfam, which financed part of the report and facilitated meetings with the communities surrounding Sasol’s operations.

In the first 10 years of production, Mozambique received $141-million in tax and royalties from the project. “This was only 7% of the $2-billion that the mineral resources ministry projected the government would receive over the 25-year project life-span,” CIP director Inocência Mapisse said at the report launch in Maputo.

The state had forecast it would receive $50-million annually. By the end of the financial year in 2016, the Mozambican government had received only $22.9 million annually from the SPT project, which was less than half the projected annual amount. The CIP blames the low pricing of the gas, which the Mozambican government agreed to, for the relatively small amount going into the government’s coffers.

But Sasol said the pricing contract was negotiated shortly after the end of the Mozambican civil war, when the country required large-scale foreign direct investment. The contract considered the risks to that investment, it said in a statement. “The pricing contract was a legitimate risk mitigation mechanism that was relevant under the prevailing conditions at the time.”

Given the level of perceived political risk, the project was “structured to reward the investment and risk taken during the initial years, after which the benefits would exponentially increase for the Mozambican government”, Sasol said.

At the launch of the report, the CIP’s directors and Sasol vice-president of operations in Mozambique, Martin Waterhouse, went head to head, accusing each other of lying and issuing incorrect information.

The company contends that it has met its contractual obligation to the Mozambican government.

“Mozambique remains firmly at the centre of Sasol’s ambitions. We appreciate the role of civil society organisations such as CIP and the role you play in promoting integrity and transparency. We will review the reports by CIP and respond in an appropriate manner ... However, we find it unfortunate that the reports contain inaccurate statements and speculative statements. The report downplays the contribution of Sasol,” Waterhouse said. The residents of Maimelane in Mozambique’s Inhassoro district care little about the pricing methodology. Their concern is about the slow pace of their community’s development.

Access to water comes from a single borehole, where women gather all day, filling plastic containers. The community has little infrastructure and only a small percentage of the houses are built of brick or stone. Most have mud or reed walls, with a thatched roof. Only the main road is tarred and electricity is often illegally connected.

“We only have one borehole here and, at the plant, they have taps and running water. They put in street lights but what we need here is jobs, because the soil is not as productive [as it was],” 48-year-old Maimelane resident Laura Mahanyele said.

Anderson maintained that Sasol had significantly invested into community development. Since setting up its plant, SPT established a community liaison forum, a training program for science, technology, engineering and mathematics teachers and created 600 jobs in the Maimelane area alone.

Sasol also sunk over 80 boreholes and installed water reticulation systems being used by around 300 people in the area.

The petrochemical giant has also built a hospital, a school and installed street lights in the village.

But residents say the quality of soil and farming potential has suffered. A large area surrounding the plant is not fit for farming and Mahanyele said her yields of vegetables and maize have decreased significantly since the company started operating.

In 2014, access to the Sasol plant was blocked off during a protest by Maimelane residents over employment.

“At the meeting before the strike the residents were complaining about a lack of jobs. The plant was set up and operating but no locals were being hired. But, even after the protesting, most of the people here still didn’t get jobs from Sasol,” 40-year-old civil servant Joaquin Gove said.

At the report launch, the CIP admitted that Sasol had never been penalized by the Mozambican government and Anderson said the company remains in compliance with all environmental laws.

“Our approach enforces the implementation of a friendly environmental policy that enables operation with minimal negative impact and compliance with the regulatory framework,” he told the M&G.

“As part of the normal operation commitments regular and continuous soil, noise, air monitoring is conducted and results are presented to all stakeholders,” Anderson added.

But Inhassoro’s district governor Afonso Machungo also questioned Sasol’s commitment to community development.

“It did make sense that, even though there are 28 wells of
gas here [in Inhassoro], there was no development to show the gas comes from here,” Machungo said. “The contract was signed in 2000; now we are in 2017 and the issues in the contract are not updated. It’s time to renegotiate,” he said.

Wake up and smell the coffee! Mantashe tells Australian mining company

By John Yeld for GroundUp 12 February 2019

MINERAL RESOURCES MINISTER VISITS CONTROVERSIAL LUTZVILLE MINE

Mineral Resources Minister Gwede Mantashe has delivered a tough message to the controversial Australian mining company that owns and operates Tormin, a highly profitable mineral sands mine on the West Coast near Lutzville through its South African subsidiary.

Responding to concerns raised at a community meeting attended by about 200 people in Lutzville on Friday, Mantashe told Perth-based Mineral Commodities Ltd (MRC) and its subsidiary, Minerals Sands Resources (MSR), that it had to talk to their workers and communicate comprehensively and meaningfully with the surrounding local communities. It should promote local South African staff to top management positions instead of bringing in its own nationals. This extended to all other mining houses.
operating in South Africa, Mantashe explained. “Our aim is to ensure that the mining industry must appreciate that things are changing, the world is changing. Mining companies must respect workers; mining companies must respect communities … Wake up and smell the coffee!” he said.

Mantashe confirmed that mines had to comply with environmental regulations and that his department would take legal action if they did not.

But Mantashe, who has held the Cabinet post for nearly a year now, did not acknowledge that the Government’s Environmental System, which came into effect in December 2014, has placed all environmental controls over prospecting and mining, other than appeals, in the hands of his Mineral Resources department. Instead, he suggested — incorrectly — that environmental policing of mines was still done by the Environmental Affairs department.

MSR has applied to Mantashe’s department for a huge expansion of its current mining area at Tormin. MRC’s other South African company is Transworld Energy and Resources, which has been trying to establish a mineral sands mine at Xolobeni in Pondoland for the past 15 years, so far unsuccessfully. Mantashe’s last two visits to the local Amadiba community, where there is strong opposition to mining on the ancestral land at Xolobeni, ended with police intervention and chaos.

There were concerns that the Lutzville community meeting could also turn violent, and there was a strong police presence at the Uitkyk Community Hall on Friday morning where Mantashe and a large delegation of his top officials met Matzikama Municipality Mayor Johan van den Hoven (DA), councillors, political leaders and municipal officials. The meeting was closed, drawing noisy objections from a small crowd who were locked out of the community hall grounds.

Afterwards, Mantashe was taken on a short in loco inspection of the Tormin mine, about 25km away, by MRC executive chairman and chief executive officer Mark Caruso. They return to Lutzville for a 90-odd minute session with people from local communities, such as Lutzville, Koekenaap and Vredendal. The meeting was peaceful but lively, with shouts, interjections and short arguments between speakers posing questions to Mantashe from the floor.

Caruso listened impassively from his seat in the front row as Mantashe heard a litany of complaints about MSR. Lutzville activist Davine Cloete, one of seven people facing an alleged SLAPP suit (“strategic lawsuit against public participation” designed to stifle and harass critics) brought by MRC/MSR, told Mantashe she had a right to speak out.

“I’m not against any mining or any mining company. Poverty is so high in this area,” she said. But MSR had brought workers from the Xolobeni area to work at Tormin and had also “chased away” local workers at the mine when they attempted to unionise, she added.

“Now the people are hungry. Why must we be kept outside the gate? MSR doesn’t even recognise us. They should have said ‘Let us talk’. We are not going to stop fighting until then. MSR, come to us and listen. And until then, close your gates and go back to Australia,” Cloete said to loud applause.

Gary Klaase, who says he is a pastor from Koekenaap, said MSR’s promises of significant employment had not materialised and that workers who had taken part in a peaceful protest in 2015 had been “locked up”. “Minister, if you want to do something today, chase these people [MSR] away. We don’t want them here.”

A man wearing EFF colours put it more bluntly. “If I was leader of this region, I would tell the leadership and management of MSR they must f**k off! It sounds like they are coming to South Africa to exploit our people.”

When Mantashe took to the podium, he explained that he and his delegation were visiting Tormin to check the mine’s compliance with environmental, social and labour plans, transformation, and health and safety imperatives, as stipulated in national legislation and the Mining Charter.

“And they’re not!” someone interjected loudly from the floor. Referring to complaints of “outsiders” from Xolobeni being employed at Tormin, Mantashe reminded his audience that he was from the Eastern Cape. “I can’t be treated as an outsider. I’m a South African, even though I’m from the Eastern Cape.”

But he noted the high poverty levels in the West Coast region and emphasised that companies like Tormin had to employ staff in terms of a workable ratio between locals and those from other areas to prevent tension between them. Communities had to organise themselves to achieve this, he explained.

This proposal drew loud interjections from some of his audience: “We can never go to that mine, they block the gates!” Responding to complaints about Tormin workers not being allowed to unionise, Mantashe said this was a constitutional right of all South Africans – “You don’t need anyone’s permission to form and join a union.”

This prompted more interjections: “Do you hear, Mr Caruso?” and “Ask Mr Caruso, Minister!” Mantashe noted that during the previous week at the 25th Investing in African Mining Indaba in Cape Town, representatives from the Alternative Mining Indaba had delivered a memorandum on the need for communication between all players in the industry, and said consultation with communities was “paramount for
“If we don’t talk, we won’t find solutions to the problems facing us. This is an issue MSR must pay attention to; it’s quite a serious thing. The complaint is that, ‘They don’t talk to us’... I’m not a spokesperson for MSR, they speak for themselves. MSR must work with the people. What they do in this community will determine their future in this community.”

To loud applause, Mantashe continued: “MSR must consult this community before we grant the licence (to expand the mining area). It will help MSR more than anything else ... That company must sit and talk with people, and talk and talk. Otherwise it becomes a nightmare.”

Mantashe chastised MSR for not promoting local people into the company’s top management structure. Noting that other major Australian mining companies like Rio Tinto had understood this imperative when operating in South Africa, he said: “They (MSR) can’t only have their top management from Australia. That message comes through over and over. Top management must come from here; there are skills that are here,” he said to loud exclamations of “Yes! Yes! Yes!” from the audience.
4.0 EVALUATION ANALYSIS
Oxfam South Africa applied the mapping strategy in its EI programme design although it is not explicit as shown below (figure 4). The awareness created to the public, influencers such as activists and movements as well as NGOs triggered the will and public education in the mining sector. The actions made have brought change in the communities whose rights were affected by mining companies.

This mapping has to be considered in the next strategy design as the organisation embraces the MEAL approach. There are various other ways in which you can develop plans to influence key actors, and there are numerous adaptations that may provide a better fit for the organisation’s purposes. What matters is that the organisation has to prioritize key actors based on who it anticipates will have leverage over the community rights, transparency, policy review, accountability, and commitment (See table below)
ADVOCACY MAPPING STRATEGY

4.1 THEORY OF CHANGE
Understanding the context of key actors and their relationships within that context, to build a solid theory of change. A theory of change is a comprehensive description and illustration of how and why a particular change is expected to happen in a particular context. It explains why we think certain actions (your intervention or program strategy) may help lead to a desired change.

While there are many different ways to develop a theory of change, in general, once you have an understanding of the problem you want to address, you identify a long-term goal and work back from this to identify all the conditions (outcomes) that must be in place (and how these are causally related) for the goal to be achieved.

Oxfam South Africa applied a theory of change that explained the situation and problem to be addressed based on the problem tree analysis; the expected change; different pathways and steps that may lead to that change; what actors to be involved in achieving that change and the how; the assumptions guiding the logic through advocacy and the evidence that would show the change.
4.2 OVERVIEW ON THEORY OF CHANGE

It is important to break down the theory of change based on assumptions of what will cause change and how that will likely happen. Important to note that more programmes fail because of wrong assumptions made or lack of.

It is important for Oxfam South Africa to revise its theory of change in the next programme based on recommendations made in the evaluation. This is the time to sit down as a team and make decisions on the need to change your tactics and strategies accordingly.

Advocacy theories of change or logic models are often vague about the middle ground between awareness and action. Increased awareness about a problem or a possible solution is rarely sufficient to trigger action.

There is often a sense of increased public or political will or commitment which helps drive action. The issue might be framed differently and thus perceived in a more positive light by the general public or policy-makers. The issue becomes visible, with key actors more commonly discussing the issue in public.

The formative evaluation also critically analysed the logic of the EI programme. The programme has been relevant, efficient, with efficacy, some indicators but not all outcomes and outputs had indicators. Overall the project was fully achieved.

4.3 OXFAM SA FORMATIVE EVALUATION

<table>
<thead>
<tr>
<th>Narrative Summary</th>
<th>Objectively Verifiable Indicators (OVI)</th>
<th>Evaluation Means of verification</th>
<th>Evaluation Findings</th>
<th>Evaluation Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>RELEVANCE</td>
<td>• Measure of Oxfam’s performance against the problems identified • Improve the government and mining policy regulations • Set high standards for advocacy, accountability, transparency, environmental protection</td>
<td>Qualitative assessment</td>
<td>Achieved</td>
<td>Good</td>
</tr>
<tr>
<td>EFFICIENCY</td>
<td>• Does the EI programme fit within the objectives as set out in the sector strategy?</td>
<td>Achievement of Objectives 1-4</td>
<td>Summation of project achievement of Objectives</td>
<td>Fully Achieved</td>
</tr>
<tr>
<td>EFFICIENCY</td>
<td>• Sound banking</td>
<td>Summation of Project financial performance</td>
<td>Project financial performance</td>
<td>Fully Achieved</td>
</tr>
<tr>
<td>MANDATE INDICATORS</td>
<td>• Transition impact • Environmental Impact</td>
<td>Transition Impact</td>
<td>Realised Transition Impact Realised Environmental Impact</td>
<td>Partially Achieved</td>
</tr>
<tr>
<td>AGGREGATE PERFORMANCE</td>
<td>• Summation of Project Overall Performance • Rating of above results</td>
<td>Project Overall Performance</td>
<td>Fully Achieved</td>
<td>Successful</td>
</tr>
</tbody>
</table>
4.4 MEAL STANDARDS

The formative evaluation findings show case that the MEAL standards as discussed below were analysed and synthesized drawing conclusions on the overall project.

![MEAL Standards Diagram]

**4.4.1 SYNTHESIS OF MEAL STANDARDS APPLIED**

**4.4.1.1 VALIDITY OF VISION, MISSION, VALUES AND THEORY OF CHANGE**

The Extractive Industry programme of promoting governance, transparency and accountability of government and mining companies had a clear vision of ensuring communities rights are observed in the mining communities. Oxfam
South Africa’s vision, has been, self-organised people actively creating a just, democratic and sustainable world where power and resources are shared, everyone lives in dignity, and poverty and inequality are no more. Oxfam South Africa’s mission has been to mobilise the power of people to claim their rights and participate fully in shaping decisions, policies and processes that affect their lives and hold power to account, challenging systems which perpetuate poverty and inequality. The values of Oxfam South Africa were: Empowerment. Our approach means that everyone involved with Oxfam South Africa, from staff and supporters to people living in poverty, should feel they can make change happen, accountable, and inclusive.

Based on the theory of change, OZA’s extractive industries work was premised on the active agency of citizens (particularly women and the youth) in natural resource extraction and governance. Under this project, OZA employed a combination of strategic actions among other things, building evidence, empowerment, capacity building for all stakeholders, awareness raising, establish and strengthen networks and platforms/alliances, proposing alternatives and policies to ensure that power is shifted from governments and corporates and international financial institutions towards communities. The assumption was government and mines will become accountable, transparent and commit to engage and review their SLPs.

Leveraging people’s power and self-activities of various civil society formations’ and communities in EI. The assumption was also build on people as their own liberators, having the ability to create their own destinies and that, given an enabling social, economic and political environment, they can transform their societies

**4.4.2 PROGRAMME QUALITY**

The objective of the organisation has been, to support civil society to monitor, document and campaign to hold government and the private sector accountable to implement policies that enable economic justice and equitable distribution of South Africa’s resources. The programmes have been of quality with clear goal, 4 objectives, outputs and outcomes and expected impact. What need to be strengthened though are issues like having clear assumptions, risk management strategy not just identifying risks as well as stakeholder mapping and analysis. All these factors help the programme reach its intended goal and impact. The logical framework of the programme needs also the vertical and horizontal logic with indicators at output and outcome level to help measure progress and impact. Any programme and projects need targets set within the life cycle. Absence of targets that are baselined or benchmarked leaves room for the project to be altered frequently.

**4.4.2.1 LEARNING**

A number of learnings have been drawn from the evaluation that through advocacy the community surrounding mines or even where mining companies seek to explore can defend their land and rights if they are empowered through local structures, activists, movements and NGOs. This needs the will to make it so from all interested and affected parties. Learning and knowledge management of regional country teams was used to strengthen and enhance how the programme was being executed. This provided lessons learnt so as to reflect and make decisions as an organisation.

**4.4.2.2 TECHNICAL EXCELLENCE**

Oxfam SA has proved to be technically excellent in the way they executed the extractive industry programme, thus recruiting Lead to ensure they meet the requirements of the job, by coordinating, monitoring, facilitating and manage finances together with their team. However, leaving other position unfilled was a drawback as any programme’s budget, and structure is based upon the theoretical framework and assumption that to achieve particular goals, and objective a number of staff are needed.

**4.4.2.3 MONITORING AND EVALUATION**

Monitoring and evaluation is important for the success of any programme and project. The Oxfam South Africa had an officer on board on the extractive industry programme. This assisted in the development of programme plans and its implementation. Outputs were implemented and reporting done quarterly and annually to the donors, governing board and executives. However, the M and E system need strengthening as targets were not clearly set even though it was an advocacy initiative.

**4.4.2.4 ACCOUNTABILITY**

Oxfam South Africa has shown commitment to accountability for the programme and initiatives. They have promoted transparency in their actions, information and decisions, encouraged participation from different stakeholders to shape their work, and deliberately open channels for feedback and took action based on feedback. Through MEAL actions, data/evidence collection outlines the role of actors to provide feedback.

**4.4.3 OPERATION QUALITY**

**4.4.3.1 ORGANISATIONAL STRUCTURE**
The structure determined had quality team as the programme started and was adequate and functional. However, the proposed complete structure had positions not filled leaving some gaps in the implementation that could have strained some of the staff affecting the achievement of some of the objectives. The senior leadership also supported the process to ensure from concept development, to proposal and implementation the team had less hindrances.

4.4.3.2 HR MANAGEMENT
The management team is well experienced and have been able to assist the process to recruit and retain quality and experienced staff as well as providing staff development programme to ensure the team leader and the support staff are trained and fit for purpose of the programme. However, HR has to ensure that future programme staffs needed for programmes are recruited in time to avoid delay in implementation especially for critical positions.

4.4.3.3 MEAL SYSTEM
The Oxfam South Africa programme applied the MEAL system to ensure the programme had identified root problems, strategic plan, programme with a clear theory of change to guide the pathway, smart goal and objectives as well as realistic outcomes. The logical framework identified outputs and monitoring system. However, the plan lacked clear targets and monitoring indicators to avoid ambiguity. The beneficiaries were identified as well as partners. The implementation was within scope and time promoting accountability. The methodology of monitoring and reporting was set at quarterly and annually with accountability mechanisms in place. All learning systems with partners and interested stakeholders, media, community, movements and the country as a whole through mining Indabas and provincial platforms was put in place and functional. This led to policies at national level being influenced and community rights being observed.

4.4.3.4 ADVOCACY CAMPAIGNS
With activists trained and capacitated, advocacy campaigns were implemented, ensuring communities who experienced forced evictions within mines to be compensated, for activists to fight for environmental management along the coasts, artisanal miners for their legalisation, for Social Labour Plans to be considerate of communities’ needs in any mine. However, most mining companies are yet to respond positively to include communities’ demands. Organised community groups across the country have been able to do their advocacy work after empowerment, organised strikes at mine premises have occurred across the country. Mines have received memorandums from communities. However, they are taking long to respond to the demands from the community.

4.4.3.5 LOGISTICS
The logistics for the implementation of the programme met the required standards and no initiative was delayed due to logistics thus travels accommodations and organisation of workshops and indaba meetings. This indicates that the supply chain team within Oxfam was well organised and accountable, to avoid delays in the implementation process. Support functions are critical in the execution of a programme to achieve the set goal and outcomes. The finance team was also responsive to plan and release financial resources for the extractive industry programme.

4.4.3.6 PROJECT MANAGEMENT
Project management followed the project management cycle with project design, decision gate, planning of the programme, implementation, monitoring, and knowledge management and reporting. The project was well managed; quality standards were put in place.

4.4.3.7 FINANCE
Finances were raised from three sources and the financial team applied financial standards used in the organisation to manage, release and account for the resources the company had. Quality finance team ensured all systems and processes for acquisition; release and approvals for finances were used for this project. This ensured checks and balances for every cent used. There has been limited over and under spending in the programme.

4.4.3.8 PARTNERSHIP MANAGEMENT
The programme managed partnerships within the southern Africa region, with other countries such as Mozambique around the Oil and gas exploration by SASOL and held learning meetings with other countries such as Zambia, Zimbabwe, and Malawi through sharing and exchange of information such as community of practice learning from each other. Partnerships were established with NGOs, Activists and Movements. These were much more collaborations that did not have MOUs signed but worked well in a number of areas including commitment with resources, training, capacity building, organising Provincial Indabas and National Mining Indabas. Partnership management needs to improve looking at what can be done together and who should contribute what, sharing information with transparency to avoid wrong assumptions and expectations.
4.4.4 QUALITY CULTURE

4.4.4.1 ORGANISATIONAL CULTURE
Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. The organisation through the extractive industry has adopted a culture of learning, unlearning and relearning. They have valued the contribution of each member in order for the programme to deliver its mandate. However, this process is not static and need continuous improvement and adjustments looking into the new way of doing business during and posts Covid 19. The evaluation was conducted during the outbreak of Covid 19 and the team was all on board ensuring quality evaluation was conducted and resources, reports were available.

4.4.4.2 CAPACITY
The organisation has proven to have the capacity to recruit the programme lead and its senior management ensured that the strategy in place can be executed with a programme and funding in place.

4.4.4.3 PERFORMANCE MANAGEMENT
Performance management was not fully assessed as it is an internal process that management and human resource put in place and ensure it happens with performance agreements. However, the outcome of the implementation of the programme by the programme team can outline the programme team and executives performed based on their performance agreements. However it is important to note that this is a generalised overview.

4.4.4.4 ASSESSMENT
Determining the culture prevailing in a company at some moment in time requires the study of the company’s values, practices, and artefacts and of the core task defined by them. Assessing organizational culture involves a bit more than a cursory walk. First you must be clear about culture’s definition. Culture is a unifying force, connecting employees to each other, as well as the company’s mission and vision. Culture is important because it not only reflects the day-to-day interactions among employees; it also determines how organisation navigates times of change. The view of the evaluation is that some degree of culture from senior management to middle management and local staff in so far as the programme was executed, reveal an accepted culture in the organisation.

4.4.4.5 FEEDBACK AND RESOURCING
The way the programme was planned and implemented, reflects, some degree of decision making based on Annual reports. Management and governing body, reflects on annual reports, and make decisions to change problematic deliverables based on experiences and present situation. For example there was a decision to reprioritise are of focus thus moving from regional focus to country based in South Africa as well as Mozambique where oil and gas exploitation by SASOL was taking place. Resources were mobilised from Hewlett Foundation but as funding was not enough based on the extent of the programme, extra funding was applied for from ANCP Australia and Open Society Foundation. This shows some degree of reflection and decision making.
MEAL STANDARDS

<table>
<thead>
<tr>
<th>Standard</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives and Indicators</td>
<td>Within the extractive industry, and development, or humanitarian responses, objectives and indicators are in line with the quality criteria outlined meeting the international and national standards</td>
</tr>
<tr>
<td>M&amp;E Plan and Budget</td>
<td>Oxfam SA Projects and programs were expected to be covered by an M&amp;E plan consistent with the procedure, with appropriate resources budgeted to implement the plan. However, the three contributing funding sources had separate M and E plans despite having linked objectives</td>
</tr>
<tr>
<td>Baseline</td>
<td>Some research was conducted before projects began to benchmark in the EI programme. Projects and programs should establish a baseline (or other appropriate equivalent) as a comparison and planning base for monitoring and evaluations and setting targets. If a baseline cannot be established while prioritising delivery of a timely response, then an initial rapid assessment is carried out and followed-on with in-depth multi-sector assessments</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Projects and programs which meet thresholds outlined in the Evaluation procedure are evaluated with evaluation action plans developed and signed off by an appropriate manager</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Evaluation and research reports are expected to be shared with relevant stakeholders for the purposes of effective central archiving and knowledge management</td>
</tr>
<tr>
<td>Learning</td>
<td>Evidence exists to demonstrate that MEAL data is used to inform management decision making, improve programming and share learning within and across programs and / or functional areas</td>
</tr>
<tr>
<td>Learning</td>
<td>Evidence may include: minutes of program meetings, proposals which demonstrate learning from previous interventions, feedback from accountability mechanisms used for program development</td>
</tr>
<tr>
<td>Learning</td>
<td>Outputs were tracked through annual reports and Real time Review of monthly, quarterly, semi-annual reports.</td>
</tr>
<tr>
<td>Accountability</td>
<td>Monitoring includes systems which collect, document and respond to the feedback, suggestions and complaints of beneficiaries. Project related information is shared effectively with beneficiaries</td>
</tr>
</tbody>
</table>

4.5 MEAL FOR EXTRACTIVE INDUSTRY PROGRAMME

Monitoring, evaluation, accountability, and learning (MEAL) have been part of everyday programme management and critical to the success of the programme. However, OZA needs to strengthen its MEAL team. MEAL technical quality is very important across a portfolio of projects. Without an effective MEAL system we would be unable to track progress, make adjustments, discover unplanned effects of programmes, or judge the impact that we have made on the lives of those with whom we are working. The MEAL system helped individuals and teams at OZA to be accountable to stakeholders through information sharing and developing feedback mechanism which helped to guide programme implementation. This stimulated ideas on how to design and implement monitoring and evaluation processes that strengthen accountability and learning, for programme and strategy effectiveness.
4.6 EVALUATION SYNTHESIS AND ANALYSIS

The evaluation used the quantitative tool adapted from Hewlett Foundation to strategically analyse Oxfam SA Extractive Industry programme based on the scores below. The analysis outline that overall, the planning, execution, review, strategic positioning, selection of tactics and tactical effectiveness, the organisation scored high in all areas with high scores of 5 and 4 in most areas. The institution scored 38 points out of 40 for planning, 19 out of 20 for execution, and 25 out of 25. Strategically the organisation has been well positioned, selected good tactics and have been tactically effective.

<table>
<thead>
<tr>
<th>TABLE 1: EVALUATION RATING OF OXFAM SOUTH AFRICA EI PROGRAMME</th>
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<tbody>
<tr>
<td><strong>Score</strong></td>
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<tr>
<td>Planning</td>
</tr>
<tr>
<td>Execution</td>
</tr>
<tr>
<td>Review</td>
</tr>
<tr>
<td>Strategic positioning</td>
</tr>
<tr>
<td>Selection of tactics</td>
</tr>
<tr>
<td>Tactical effectiveness</td>
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</table>

According to the evaluation findings, Oxfam SA EI Policy position and goal has been broken down into SMART (specific, measurable, actionable, realistic & time-based) objectives. The target country, institutions and individuals, stakeholders, movements were identified based on the objectives set; individuals categorized based on degree of supportiveness.

Targets were analysed, with clear sense - and examples - of what specific arguments and evidence motivated them to act; logic provided to link successful past examples to present advocacy effort. Tactics were tailored to situation with logical explanation of assumptions for why tactics could work in specific scenario; opportunities for experiment and tracking built into application of tactics in future. Different teams in the organisation were consulted and incorporated into EI programme advocacy strategy; responsibilities and activities artculated, including what roles operations/development/etc. might play. The Organization has tracked record of successfully implementing tactics and has been positioned and sufficiently resourced to implement tactics again; opportunities for experiment and tracking/testing built into application of tactics.

This is the first formative Evaluation conducted to identify organization’s weaknesses; solutions to be identified to mitigate. The Organization has formal system to track activities and outcomes throughout initiative.

The Organization has fully followed the plan; providing logical reason for changes and recording process for future initiatives through reports. External factors have been assessed (e.g., change of government policies, public statements by government, media coverage of issue, grassroots energy around issue) clearly. Observation of internal and political environment, the capacity of organisation has been analysed. Thus, analysis of how changes could affect goals, targets and/or tactics.

The organization tracked outputs activities and outcomes throughout initiative, benchmarked to historical efforts and peer organizations; identified most effective tactics and changed course accordingly. Advocacy effectiveness were analysed during execution; organization regularly reviewed strategy and/or tactics during the implementation of initiative; adjustments made to adapt strategy or prioritize more effective tactics if necessary.

Organization fully followed the plan; logic provided for both aberrations and continued use of plan. External factors were considered thus government mining policies, public statements by government, mining SLPs, media coverage on mining issues, grassroots energy around mining, community rights. Oxfam South Africa achieved the desired outcomes.

Observation and analysis of internal and political environment was reflected in specific adjustments to goals, targets or tactics to sufficiently account for changes. For example the focus on implementing programmes more in South Africa with less focus on southern Africa due to lack of resources (see table in the Annexure).

Participation of different stakeholders and community is usually thought about in terms of its quality: for example, requiring fairness, inclusivity, equity and other procedural standards. Transparency has been understood as creating and disseminating information to citizens. Information-gathering can have a direct impact on practices that affect the poor.

People’s expectations can also adapt as a result of information transparency: for example, accurate information about resource available or committed by each stakeholder may reduce conflict or g expectations of a windfall. However, information can also have negative effects: it may reduce the ability of political actors to negotiate, build coalitions and act for the benefit of marginalised groups; it could also inflate expectations if the potential windfall is large, exacerbating tensions and conflict risk. Oxfam South Africa has to manage the expectations as it continues to plan and implement future
programme.

### 4.7 Points to Consider

There are important parts of country contexts, shaped by significant political forces including, for current purposes, the politics of participation. Those countries that start off with weak institutions may find that the process of resource exploitation weakens them further. Parliaments, political parties, civil society organisations, think tanks, universities and the media – in other words, actors in the ‘public sphere’ can use information to build public and private sector accountability, while institutional context, such as free speech laws and courts, provides the framework in which this can take place.

Accountability is not simply about publicly ‘calling functionaries to account’: such a view is based on a developed-world understanding of citizenship, public life and private life that does reflect reality in many resource-rich countries.

In order to improve accountability to society as a whole, including the poor and marginalised, it is essential to understand the politics and power structures of existing patterns of accountability that they can access or that affect them. These can be framed around general ideas about and concerns with transparency and the use of information to hold actors accountable. For example, vertical citizen–state relationships and horizontal citizen–citizen relationships are complicated in contexts of resource abundance, particularly when considering the poor and marginalised.

The public sphere is not a single, unified area in which information is disseminated and discussed. It can be fractured, with individuals fundamentally unable to communicate, talk, discuss or debate outside their own group. There can also be a variety of public spheres that operate at different levels and in very different languages, power dynamics and political contexts (e.g., tribal, local and national). This makes it essential to understand the context of the different types and methods of communication of the poor and marginalised. Without doing so, organisations and bodies looking to act and campaign on their behalf may struggle to represent their wishes. This applies to activists, NGOs, movements and private sector.

The quality of analysis and debate in the public sphere that stimulates accountability can also often be questionable, as it relies on a high level of knowledge and engagement among citizens and communities.

Information is only as valuable as the capacity to understand and use it. In the case of often-complex extractive industries agreements, one argument used by both companies and governments to refrain from disclosure of contracts is that the terms will be misinterpreted as there is not the technical understanding on the part of civil society to ‘unpack’ and contextualise the deal effectively. These points need to build understanding, for example through local think tanks.

Actors are not always altruistic. The middle groups of actors who can obtain and analyse information and organise social movements are useful. However, they may have limitations or agendas; the well-funded Multi-stakeholder approaches are useful in tackling governance problems in the sector that often reflect collective action failures. This is why sound political economy analysis, kept practically focused, can be an important asset in designing processes to: (i) identify and engage with the range of relevant stakeholders; (ii) mobilise them into coalitions of actors who can have more impact as collective than as individual agents of change; and (iii) avoid as far as possible unintended consequences of reform efforts.

Bringing together the range of core stakeholders to identify problems and seek solutions is not easy: we continue to emphasise, from both theory and practice, that the design of an equitable multi stakeholder process – a fair public sphere – is difficult, requires a thorough understanding of context and a significant investment to make sure voices are heard. Yet we maintain that such an approach can bring dividends. This can apply to contexts where parliaments have failed to address compliance issues, governments lack the will, funds or capacity to monitor compliance or track impacts of policies and mining programs. Civil society may lack the necessary access to information, training or public channels of communication. A multi-stakeholder process can help delineate ways to fill gaps in government capacity, strengthen oversight of the award and implementation of contracts. Understanding that context is essential to inform effective decision-making, and militates against the transplantation of imported ‘best practices’.

### 4.8 Ownership and Sustainability

A critical assumption behind the approach to sustainability is that ownership of the process and outcomes of development work should rest with the local stakeholders from the beginning. This has to be done thoroughly exploring and fully understanding the underlying issues around the mining communities. Activists and communities as well as local NGOs should own the process of transformation. This ownership extends through the initial problem analysis to project and programme design, implementation, monitoring and evaluation.
4.8.1 PARTNERING

The partnering process enables stakeholders work alongside to build capacity and explore the kinds of relationships that are possible and meaningful. Partnering skills build stakeholders capacity to jointly solve problems, by balancing and prioritising interests and working effectively together. Partnering also includes recognition of the importance of team work and choosing appropriate partners to coordinate various technical expertises.

4.9 TRANSFORMED RELATIONSHIPS

Caring and trusting relationships between stakeholders can create a safe and healthy environment. These values and practices include respect, trust, justice, love, hope and commitments to volunteer time and share knowledge and resources. Strengthening these aspects can build collective efficacy and social cohesion. Oxfam South Africa should facilitate for such platforms to be created.

4.10 EXTRACTIVE INDUSTRY PROGRAMME

Organisations committed to give direction and support to vulnerable communities in the mining areas in South Africa and southern Africa to bring justice in how mineral resources were used, and environmental management, commitment by mines, SLPs, a lot can be achieved. The EI programme was there for implemented, and communities have managed to picket and know their rights in terms of mining value chain.

There have been improvements in the review of the legislation and policies based on the new reality in the extractive industry although the capacity of Department of Mineral Resources and Energy (DARE) to monitor and enforce commitments remain area of growth. A major lesson learnt is that an indirect process of empowering first rights holders to defend their rights works very well far more than direct lobby/advocacy with policy makers. There was possibility many years after project closure, that its impact will be felt by beneficiary communities.

However, there has been need for more coordinated approaches to reduce conflicting information, stronger CSO’s and better community organization to ensure accountability, transparency and good governance. More Churches to be more aggressive in ensuring good governance

The biggest lesson is that while there is legislation governing the issue of how mining companies should conduct themselves when it comes to dealing with communities, the reality is that these are seldom adhered to or enforced.

The attitude of mining companies is always that of getting profit at whatever cost with little regard for the law or consequences of violating the law. NGOs such as Oxfam South Africa play an important role in supporting these communities which are usually poor, disempowered, without knowledge and resources to challenge government and mines. Local NGOs could be better capacitated and employ the use of technology e.g. apps to further assist the communities.

Litigation has proved sometimes no to work and this has led to other strategies such as engaging with municipalities to ensure communities are able to share their ideas and use the media, and newspapers such as Mail and guardian. This way the community engaged directly, and made media submission.

4.11 RELEVANCE AND EFFECTIVENESS OF THE EI PROGRAMME AND ITS PROJECTS

The partnership with communities was relevant and did help communities identify and know their rights as well as engage with relevant stakeholders on issues that affected them from the mine. The mine. Different strategies have to be used to ensure that the mine could adhere to government regulations and address the issues of eviction of communities or compensate evicted communities.

While communities now have the capacity to know their rights, there has been some level of transparency by the mines, communities now can are organised and can protest or engage mines. They plan the engagement process and inform NGOs for advice and the NGOs do the ground work and provide information where necessary.

The evaluation sampled local NGOs such as VEJA, SERI, South Durban Coastal Environmental Association (SDCEA), SANAMI members, Artisanal miners, Activists, other NGOs (Bench Mark, South African Council of Churches), movements’ members such as MAUWA chairperson and committee members, SANAMI chairperson, community members and households. The formation of WAMUA and MACUA was relevant empowering women to know their rights and participate in the nationwide advocacy and lobbying. The forum has recruited young people and women who have been engaging with mines in Klerksdorp, Pola, Gauteng, KZN and Northern Cape. They have won a case of reopening of mines and they developed a guideline they would want government to follow post Covid 19 that include environmental management. Artisanal miners have also been on board and have formed their own Association and WAMUA assisted them with a guide on future of mining.

There is still a lot that needs to happen in terms of advocacy. Not all communities know their rights. The
mines despite some level of transparency, they continue to ignore consultation such that they are planning to go and mine in another community without proper procedures being followed.

Advocacy and fighting for community rights remain a journey despite the workshops, advocacy campaigns, PAMIs, SANAMIs, and local meetings for consulting. This is so because what has been discussed still does not appear in the mines’ SLPs. Disintegrations among movements and local NGOs. Artisanal miners formed their own association called National Association of Artisanal miners NAAM leading to divisions.

It is important to note that the evaluation findings revealed that while WAMUA has been a movement to be recognised, According to members of WAMUA, Oxfam South Africa’s support for individual activists to some degree disadvantaged the movement as activists ended up not integrating or collaborating. Such dynamics need not to be ignored. This needs an in-depth review to understand what this means as it meant supporting individual activists led to the formation of other organisations outside WAMUA affecting sustainability. According to members of WAMUA interviewed, the decision made has encouraged group of activists to operate outside of the WAMUA structures and in some cases to start up competing organisations.

This has been deeply destructive in the women’s movement and has set the efforts of WAMUA backwards considerably. Despite Oxfam’s support for competing structures and the break-away from of WAMUA, the organisation has continued to grow solidify its structures. It is important that future EI programme consider all or most of the critical points raised.

4.12 INFORMATION PROVISION TO CITIZENS

Activists and movements as well as media should be involved in disseminating information to citizens about their rights and responsibilities, or about the performance of government and private actors in the extractive industries:

4.12.1 INFORMATION ABOUT CITIZENS’ RIGHTS AND RESPONSIBILITIES

Provision of information or promotion of media involvement in sharing information with citizens to know their rights and responsibilities is fundamental. This, include their rights to participate in decision-making processes, their entitlements to benefits from the public budget coming from extractive resources, their rights to compensation, their access to services, their rights as users and service providers’ responsibilities. Dissemination methods include leafleting, information packages, face-to-face information campaigns, online and SMS broadcasts, and theatre.

4.13 M AND E FRAMEWORK

Formative evaluation and situational/context analysis help to make necessary adjustments to adaptive programming based on evaluation findings, stakeholder suggestions, lessons learnt, and changes in political contexts and needs.

Accountability is a core value of programmes/projects and is essential to ensure at all levels, including management, staff, beneficiaries, donors and other relevant stakeholders. Accountability management practices such as the use of functional complaint-handling systems provide timely input for course correction, design change, and, where required, staff changes, especially where it is found that ethical standards and values are not being maintained.

Accountability mechanisms provide updates to beneficiaries, donors and other key stakeholders to help make informed management decisions and necessary course corrections, thereby contributing to future programming.

Each component of MEAL contributes to learning. It is built upon all other components and provides high-level information/knowledge to wider stakeholders regarding overall programme/project improvements, future design, and strategy changes. Monitoring provides data, identifies gaps and suggests actions for course correction.

Evaluation highlights broader issues, captures learning and contributes to broader programme changes while suggesting strategy revisions where required. Accountability provides important aspects identified through suitable mechanisms and facilitates adaptive programming for the future.

4.14 COLLABORATION

Collaboration is the process of two or more people or organizations working together to complete a task or achieve a goal. Collaboration is similar to cooperation. Most collaboration requires leadership, although the form of leadership can be social within a decentralized and egalitarian group. Teams that work collaboratively often access greater resources, recognition and rewards.
when facing competition for finite resources. Structured methods of collaboration encourage introspection of behavior and communication. Such methods aim to increase the success of teams as they engage in collaborative problem-solving. While EI promoted collaboration these need to be natured in future programs within Oxfam South Africa and its partners up to grassroots level. In its applied sense, “collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome.”

**PARTNERSHIP**

A partnership is an arrangement where parties, known as partners, agree to cooperate to advance their mutual interests. The partners in a partnership may be individuals, businesses, interest-based organizations, schools, governments or combinations. Organizations may partner to increase the likelihood of each achieving their mission and to amplify their reach. A partnership may result in issuing and holding equity or may be only governed by a contract.

**FIGURE 6. PARTNERSHIP TRENDS**

Oxfam South Africa has developed partnerships with different stakeholders. However, partners have principles and standards that need to be built to avoid the big brother mentality or dependency syndrome. No one should undermine the other.
TABLE 4 FIVE BENEFITS OF PARTNERING BEYOND COLLABORATION

<table>
<thead>
<tr>
<th>Five Is</th>
<th>Definition</th>
</tr>
</thead>
</table>
| Innovation | • Working with new or less obvious partners often generates new, possibly unexpected, solutions or imaginative problem-solv-ing.  
• Ideas generated with local partners are more likely to genuinely connect with the needs of the local area and capitalise on the abilities and resources of the community.  
• Helping organisations to learn together and from each other can bring new solutions. |
| Information | Sharing information between partners allows quicker distribution of news and ideas, and better learning and adaptation of good practices. |
| Identity | As groups collaborate, they grow in their own identity, their legitimacy and in their capacities to fulfil their distinct roles.  
• Individual groups are able to see their work as a vital part of something bigger and far reaching. |
| Influence | • When resources and efforts are combined, influence can have more credibility and authority (more people speaking together with better information and better connections).  
• When groups share information openly, the ability to influence decision makers and duty bearers is easier. |
| Impact | Working together effectively and efficiently can bring greater long-term changes for children.  
• Being part of a group means that problems can be addressed jointly and systemically; it enables better integration of plans and activities.  
• Helping to strengthen the roles and build the capacity of local partners and duty-bearers can lead to more sustainable change |

PARTNERING INCREASES THE SUSTAINABILITY THROUGH:

• developing voluntary and mutual accountability between groups working together on common priorities  
• building the capacity to respond cooperatively, efficiently and effectively (achieving the benefits listed above)  
• Building a culture of on-going learning that helps future responses to child well-being needs be appropriate and effective.

Local advocacy approaches, such as Citizen Voice and Action (CVA), are effective ways of building an enabling environment for advocacy in extractive industry. Future partnerships within EI can use CVA to ensure that government and mining companies’ are held accountable for the quality of their services.

4.16 DECISION GATE

While some of the processes have been applied during the period being evaluated, future programme must mobilise local groups, catalyse existing groups to collaborate, build the needed capacities. Where civil society is stronger, and local networks already exist, join and support pre-existing partnerships

The Critical Path is a flexible process for putting any organisation’s development programme approach into action. It empowers communities, local stakeholders. In the critical path, critical questions have to be asked: who are we? Who are you? What can we do together? How can we plan together? How can we implement together and monitor together? Who contribute what? How can we make decisions together?

Partnerships are carefully designed shared projects. They have clear agreements between partners, specific goals, they actively work together and share mutual accountability. Each partner contributes resources of one kind or another.

The readiness and willingness to work together, organisations need to have capacity to fulfil their shared work commitments, build and develop their partnering relationships. Flexibility enough in their work practices to work together building enough trust in each other and the process.

In order to work together effectively, partners need to have a set of shared values around extractive industry and the shared project approach. It is not necessary for partners to have all the same values, but they need to have enough in common to be able to work together and avoid open conflict. Very practically, the time needed for the project should match the time possible partners have on the programme.
4.17 PRINCIPLES OF COLLABORATION TO CONSIDER

Mutual benefit is about ensuring that all the participants gain something valuable from collaboration. If everyone is expected to contribute, everyone will also expect to gain. In other words, partnering must provide a ‘win-win’ situation for everyone.

Each partner can easily justify its contribution, because the benefit gained by that particular partner is obvious to everyone. Note that a ‘sustainable collaboration’ is one that can achieve its time-bound goals.

Each partner benefits from working collaboratively. These benefits could be:

- achieving organisational goals – succeeding in their mission
- development of ‘human capital’ – building the capacity of their staff and volunteers
- improved operational efficiency – doing more with less
- organisational innovation – finding new ideas
- enhanced reputation and credibility.

Equity occurs within a collaboration when each partner:

- contributes effectively and appropriately to the collaboration
- has practical, shared ownership of the collaboration itself, with ability to influence and implement along with everyone else
- Feels that they are respected and valued as much as any other partner.

4.18 TRANSPARENCY IN PARTNERSHIPS AND COLLABORATIONS

While government and mining companies need to be transparent, partnerships as well need transparency to build trust. Oxfam South Africa’s future programs need to promote transparency. Transparency means not hiding things that matter from other partners. Transparency results in building trust. It is a way of being accountable to other partners. Transparency can be improved when each participant can explain their ambitions, hopes, strategies, constraints and concerns.

To succeed in building a partnership, it will be important to consider due diligence, organisational capacity building and managing expectations. A broker can take the lead, but partners can support each other in these processes as their relational capacities grow.

Due diligence: Each partner must (in some way) assess the others to ensure that the risks of associating (working) with them are not too great, and that the risk of not meeting commitments is not too high. This process must be done sensitively and transparently. It builds on the local knowledge gained and shared in the earlier steps of the Critical Path.

Assessment and organisational capacity building: A highly strategic partner may lack some key capacities. It is important to identify these and make a plan to develop them and draw on local strength. Oxfam have been stronger in building such capacities of stakeholders.

Managing expectations: It is important for every partner representative to recognise and manage the needs and expectations of their internal stakeholders as well as focus on negotiations and due diligence with the other partners.
### TABLE 5. FIVE FUNCTIONS TO INCLUDE IN A PARTNERSHIP STRUCTURE

| Decision-making and accountability | • decision-making and planning  
• accountability to each other  
• procedures for when things go wrong |
| Communications | • between partners (especially the partner representative and the people carrying out the partnership activities)  
• internal communications within the individual partner organisations (typically from the partner representative to their own managers)  
• outside the partnership (to beneficiaries, other collaborators and stakeholders) |
| Resources | • finances  
• time – including committed time of the representatives to run the partnership  
• other resource commitments |
| Managing | • progress measurement  
• activity progress  
• meeting schedule |
| Behaviors | • co-working – how to work together day-to-day  
• Coordination – how the partners co-ordinate their own particular contributions. |

### M&E PROCESSES MUST FULLY REFLECT THE THREE PARTNERING PRINCIPLES:

- **Equity:** So far as is possible, all partners contribute meaningfully to planning, doing, analysing and using the monitoring and evaluation system.
- **Mutual benefit:** Each partner should gain clear value through the partnership. The immediate shared goal is not the only concern of each partner, so specific benefits must be identified in all measuring processes.
- **Transparency:** All partners have open access to data and interpretations about the shared projects and partner contributions (or difficulties). This could include the groups to which the partnership and the partners are accountable to as well.

### 4.19 BUDGET ACQUISITION AND UTILISATION

Oxfam acquired funding from three sources and these resources have been utilised for administrative purposes, implementation costs (workshops, training, dialogues, and meetings, research, Monitoring and evaluation, consultancy and overhead costs). The utilisation saw the majority of the funds used within budget and scope. However, there has been over planning with many deliverables and activities than the resources available. The led to applying for additional funding. See budgets below.

#### ADMINISTRATION COSTS

Administration costs covered salaries and this took much of the project funds over the life cycle. There was some underspending due to the fact that some positions were not recruited for now as organogram was being relooked.

#### OVERVIEW

Travel has been budgeted for planned travel mostly within South Africa for capacity building workshops undertaken plus exchange visits travel to Mining Indaba and World Economic Forum. This had travels to Zambia, Zimbabwe, Mozambique, Malawi and South Africa to build the CSO coalitions. It includes flights and accommodation for local and international travel.
CONFERENCES

Overspending on meetings, dialogues and conferences to self-organised activities of groups working in communities affected by mining and key groups such as Communities Affected by Mining, Academia, Policy Makers and Extractive Industry corporates were held. The South Africa National Mining Indaba, the Alternative Mining Indaba was held during the year. The costs covered accommodation, meals and venue costs. There was an acceleration of activities to catch up. For workshops and conferences the overspending was catered for by the balance from salaries used in the activities.

CAPITAL EXPENDITURE

Costs covered support costs and invoice and stationery publication/printing costs of training manuals for capacity building workshops and general office running costs.

OVERHEAD

Overhead typically includes occupancy (rent, utilities, etc.), information technology, and wireless / telecommunications costs. It can also represent overhead allocations of common costs. Please explain what is included in overhead in the proposal narrative.

HEWLETT FOUNDATION BUDGET 2015/2019

<table>
<thead>
<tr>
<th>Project Budget Details</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total Project/Program, Years 1-3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Start: 24 November 2015</td>
<td>Start: 01 June 2016</td>
<td>All Hewlett Foundation + additional funds</td>
</tr>
<tr>
<td></td>
<td>End: 31 May 2017</td>
<td>End: 31 May 2018</td>
<td></td>
</tr>
<tr>
<td>Proposed</td>
<td>Actual</td>
<td>Variance</td>
<td>Proposed</td>
</tr>
<tr>
<td>Budget</td>
<td>Expenditures</td>
<td>Proposed - Actual</td>
<td>Budget</td>
</tr>
<tr>
<td>1 Salaries</td>
<td>106 416</td>
<td>51 306</td>
<td>55 110</td>
</tr>
<tr>
<td>2 Other Professional Services</td>
<td>28 954</td>
<td>45 227</td>
<td>-16 273</td>
</tr>
<tr>
<td>3 Travel</td>
<td>78 421</td>
<td>87 314</td>
<td>-8 893</td>
</tr>
<tr>
<td>4 Conferences and Meetings</td>
<td>33 224</td>
<td>47 528</td>
<td>-14 304</td>
</tr>
<tr>
<td>6 Other (postage, office supplies, etc.)</td>
<td>17 985</td>
<td>18 104</td>
<td>-119</td>
</tr>
<tr>
<td>7 Overhead</td>
<td>10 000</td>
<td>13 300</td>
<td>-3 300</td>
</tr>
<tr>
<td>Total</td>
<td>275 000</td>
<td>262 778</td>
<td>12 222</td>
</tr>
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</table>
### ANCP BUDGET 2018/2019

<table>
<thead>
<tr>
<th>Operation/Activity Costs</th>
<th>Item Description</th>
<th>Local Currency</th>
<th>Total Cost Local Currency</th>
<th>Total Cost USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultants for research on Socio-economic Impact of oil and gas exploration off KZN/EC coast</td>
<td>professional fees</td>
<td>207 650,34</td>
<td>207 650,34</td>
<td>14 726,97</td>
</tr>
<tr>
<td>Community dialogues</td>
<td>per dialogue, (food, hall hire, transport meeting for 60 people)</td>
<td>22 587,06</td>
<td>112 935,28</td>
<td>8 009,59</td>
</tr>
<tr>
<td>Community Coordinator allowances</td>
<td>per person, per meeting</td>
<td>4 517,41</td>
<td>22 587,06</td>
<td>1 601,92</td>
</tr>
<tr>
<td>Campaign on Sasol - planning</td>
<td>Workshop (meals, transport, hall hire)</td>
<td>67 761,17</td>
<td>67 761,17</td>
<td>4 805,76</td>
</tr>
<tr>
<td>Action research/case studies by community support</td>
<td>Research, information gathering</td>
<td>5 000,00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capacity building for WAMUA</td>
<td>Workshop (meals, transport, hall hire)</td>
<td>67 761,17</td>
<td>67 761,17</td>
<td>4 805,76</td>
</tr>
<tr>
<td>Women Caucus for Alternative mining Indaba</td>
<td>Workshop (meals, transport, hall hire)</td>
<td>37 645,09</td>
<td>37 645,09</td>
<td>2 669,86</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per diems – staff</td>
<td>Office workshop</td>
<td>1 797,09</td>
<td>13 478,15</td>
<td>955,90</td>
</tr>
<tr>
<td>Field office travel - Management staff airfares</td>
<td>trips/flights</td>
<td>3 764,51</td>
<td>18 822,55</td>
<td>1 334,93</td>
</tr>
<tr>
<td>Motor Vehicle – Rental</td>
<td>Annual</td>
<td>1 806,96</td>
<td>1 806,96</td>
<td>128,15</td>
</tr>
<tr>
<td>Staff Accommodation for field visits</td>
<td>Hotels rooms per night/trip</td>
<td>2 258,71</td>
<td>13 552,23</td>
<td>961,15</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>564 000</td>
<td>40 000</td>
</tr>
</tbody>
</table>

### ANCP BUDGET 2019/2020

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget (AUD) FY2019/20</th>
<th>Actual (AUD) FY2019/20</th>
<th>Variance</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Staff Cost</td>
<td>30 060</td>
<td>4 865</td>
<td>25 195</td>
<td>84%</td>
</tr>
<tr>
<td>Senior Extractives Lead (10%) Project Manager</td>
<td>27 964</td>
<td>3 584</td>
<td>24 380</td>
<td>87%</td>
</tr>
<tr>
<td>Donor &amp; Partnership Finance Officer</td>
<td>2 096</td>
<td>1 281</td>
<td>815</td>
<td>39%</td>
</tr>
<tr>
<td>B. Travel Cost</td>
<td>9 589</td>
<td>813</td>
<td>8 775,72</td>
<td>0%</td>
</tr>
<tr>
<td>Travel &amp; Accommodation Related Costs</td>
<td>9 589</td>
<td>813</td>
<td>8 776</td>
<td>92%</td>
</tr>
<tr>
<td>C. Activity Related Expenses</td>
<td>39 753</td>
<td>54 471,45</td>
<td>-14 719</td>
<td>-37%</td>
</tr>
<tr>
<td>Consultants for research on Socio-economic Impact of oil and gas exploration</td>
<td>5 988</td>
<td>20 084</td>
<td>-14 096</td>
<td>-235%</td>
</tr>
<tr>
<td>Editing and designing of research reports</td>
<td>13 673</td>
<td>347,30</td>
<td>13 325</td>
<td>97%</td>
</tr>
<tr>
<td>Community dialogues</td>
<td>3 116</td>
<td>8 294</td>
<td>-5 178</td>
<td>-186%</td>
</tr>
<tr>
<td>Community Coordinator allowances</td>
<td>452</td>
<td></td>
<td>452</td>
<td></td>
</tr>
<tr>
<td>Training of community activists</td>
<td>15</td>
<td>59,88</td>
<td>-45</td>
<td>-300%</td>
</tr>
<tr>
<td>Printing of FPIC material for trainings</td>
<td>449</td>
<td></td>
<td>449</td>
<td>100%</td>
</tr>
</tbody>
</table>
2.2 Increased industry uptake of FPIC policies and FPIC requirements

<table>
<thead>
<tr>
<th>Action research by activists</th>
<th>2 994</th>
<th>349,30</th>
<th>2 645</th>
<th>88%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support for transport and exchange visits for activists</td>
<td>2 994</td>
<td>1 640,63</td>
<td>1 353</td>
<td>45%</td>
</tr>
<tr>
<td>Conduct engagement meetings with Private Sector, Traditional Leadership and Government</td>
<td>2 994</td>
<td>14 365,11</td>
<td>-11 371</td>
<td>-380%</td>
</tr>
<tr>
<td>Conduct engagement meetings with local government, Investors and Communities</td>
<td>2 994</td>
<td>461,29</td>
<td>2 533</td>
<td>85%</td>
</tr>
<tr>
<td>Capacity Building of WAMUA</td>
<td>749</td>
<td>749</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL DIRECT COST</strong></td>
<td><strong>79 401</strong></td>
<td><strong>60 150</strong></td>
<td><strong>19 252</strong></td>
<td><strong>24%</strong></td>
</tr>
</tbody>
</table>

Covid 19 amendment - Senior Extractives Lead will be dedicating more time on the project after the adoption of the Oxfam Strategy Framework where he was part of the Strategy Development Team. SDCEA contracted for initial engagements with coastal communities on impacts of Oil and gas Exploration. Covid 19 Amendment to produce popular education material on FPIC. Activity will happening April 2020 online. The ANCP budget was used for community dialogues, conferences and research. Some of the costs were for travel, accommodation and some field staff costs.

**OPEN SOCIETY FOUNDATION SOUTH AFRICA BUDGET**

<table>
<thead>
<tr>
<th>Line items</th>
<th>Organisation’s Total Budget #1</th>
<th>Requested from OSF-SA</th>
<th>Expenditure to June 2018</th>
<th>Variance</th>
<th>D/B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries: Project Staff</td>
<td>300 000,00</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Consultant fees</td>
<td>100 000,00</td>
<td>70 000,00</td>
<td>22 500,00</td>
<td>47 500,00</td>
<td>68%</td>
</tr>
<tr>
<td>Research Costs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Travel and other related expenses</td>
<td>310 000,00</td>
<td>180 000,00</td>
<td>160 954,98</td>
<td>19 045,02</td>
<td>11%</td>
</tr>
<tr>
<td>Workshops, events and conferences</td>
<td>490 000,00</td>
<td>310 000,00</td>
<td>439 137,13</td>
<td>-129 137,13</td>
<td>-42%</td>
</tr>
<tr>
<td>Publication and communication costs</td>
<td>120 000,00</td>
<td>90 000,00</td>
<td>14 726,31</td>
<td>75 273,69</td>
<td>84%</td>
</tr>
<tr>
<td>Legal fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
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<tr>
<td>Project admin costs</td>
<td>80 000,00</td>
<td>80 000,00</td>
<td>80 000</td>
<td>-</td>
<td>0,28</td>
</tr>
<tr>
<td>Coordinator’s Airtime &amp; transport reimbursements</td>
<td>50 000,00</td>
<td>20 000,00</td>
<td>32 681,30</td>
<td>- 12 681,30</td>
<td>-63%</td>
</tr>
<tr>
<td><strong>Project Total</strong></td>
<td><strong>...</strong></td>
<td><strong>...</strong></td>
<td><strong>...</strong></td>
<td><strong>...</strong></td>
<td><strong>0%</strong></td>
</tr>
</tbody>
</table>

**OVERVIEW**

Consultation fees were not fully utilised. Funds were not fully utilised as the staff undertook most of the work and did not involve external people. For workshops, events and conferences, more community activities were undertaken with increased costs for accommodation for community groups leading to higher than expected costs. For publication and communication costs, other funds were used for creation of material for the work. For coordination airtime and transport reimbursement, higher number of people attended events leading to increased costs.
## OPEN SOCIETY FOUNDATION ADDITIONAL FUNDING 2019/2020

<table>
<thead>
<tr>
<th>Line items</th>
<th>Organisation’s Total Budget</th>
<th>Requested from OSF-SA</th>
<th>OSF-SA Total as a % of Organisation Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rand</td>
<td>Rand</td>
<td>Rand</td>
</tr>
<tr>
<td>Travel Costs</td>
<td>0</td>
<td>351000</td>
<td>330000</td>
</tr>
<tr>
<td>Meetings &amp; Workshops</td>
<td>0</td>
<td>647074</td>
<td>600000</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>0</td>
<td>345000</td>
<td>345000</td>
</tr>
<tr>
<td>Equipment Purchase</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Equipment Hire</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Overheads</td>
<td>0</td>
<td>256926</td>
<td>243000</td>
</tr>
<tr>
<td>Project Total</td>
<td>0</td>
<td>1 600 000</td>
<td>1 518 000</td>
</tr>
</tbody>
</table>

There was an additional budget of R1 600 000 from Open Society Foundation for travel costs, meetings and workshops as well as professional fees and overheads.

## OILS AND GAS BUDGET 2019/2020

<table>
<thead>
<tr>
<th>Budget</th>
<th>Qty/FTE/Freq.</th>
<th>Unit Cost (local currency)</th>
<th>Total Cost (local currency)</th>
<th>Total Cost (AUD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONNEL COSTS</td>
<td></td>
<td></td>
<td>301,200</td>
<td>30,060</td>
</tr>
<tr>
<td>Direct Project Staff</td>
<td></td>
<td></td>
<td>301,200</td>
<td>30,060</td>
</tr>
<tr>
<td>Senior Extractives Lead (10%)/Program Manager</td>
<td>1.20</td>
<td>66,000</td>
<td>79,200</td>
<td>27,964</td>
</tr>
<tr>
<td>Project Officer 50% LOE</td>
<td>6.00</td>
<td>33,500</td>
<td>201,000</td>
<td>-</td>
</tr>
<tr>
<td>Grants Officer/Finance Officer</td>
<td>0.60</td>
<td>35,000</td>
<td>21,000</td>
<td>2,096</td>
</tr>
<tr>
<td>ACTIVITY COSTS</td>
<td></td>
<td></td>
<td>398,322</td>
<td>39,753</td>
</tr>
<tr>
<td>Implementation Costs</td>
<td></td>
<td></td>
<td>398,322</td>
<td>39,753</td>
</tr>
<tr>
<td>DESIGN, MONITORING AND EVALUATION COST</td>
<td></td>
<td>-</td>
<td>-</td>
<td>39,753</td>
</tr>
<tr>
<td>PROJECT SUPPORT COST</td>
<td></td>
<td></td>
<td>96,080</td>
<td>9,589</td>
</tr>
<tr>
<td>Other Operating Costs</td>
<td></td>
<td></td>
<td>96,080</td>
<td>9,589</td>
</tr>
<tr>
<td>TOTAL (Country Office Costs)</td>
<td></td>
<td></td>
<td>795,602</td>
<td>79,401</td>
</tr>
</tbody>
</table>
IMPLEMENTING COSTS FOR OPEN SOCIETY FOUNDATION OIL AND GAS BUDGET

2019/2020

<table>
<thead>
<tr>
<th>Activity</th>
<th>Budget 1</th>
<th>Budget 2</th>
<th>Budget 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultants for research on Socio-economic Impact of oil and gas exploration off KZN/EC coast</td>
<td>137000</td>
<td>137000</td>
<td>13,673</td>
</tr>
<tr>
<td>Editing and designing of research reports</td>
<td>60000</td>
<td>60000</td>
<td>5,988</td>
</tr>
<tr>
<td>Free, Prior and Informed Consent</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community dialogues</td>
<td>31222.4</td>
<td>31222.4</td>
<td>3,116</td>
</tr>
<tr>
<td>Community Coordinator allowances</td>
<td>4,527</td>
<td>4,527</td>
<td>452</td>
</tr>
<tr>
<td>Training of community activists</td>
<td>150</td>
<td>-</td>
<td>449</td>
</tr>
<tr>
<td>Printing of FPIC material for trainings</td>
<td>4,500</td>
<td>-</td>
<td>449</td>
</tr>
<tr>
<td>2.2 Increased industry uptake of FPIC policies and FPIC requirements integrated into companies’ full project cycle, including projects and associated facilities</td>
<td>33,422</td>
<td>3,336</td>
<td></td>
</tr>
<tr>
<td>Action research by activists</td>
<td>30,000</td>
<td>30,000</td>
<td>2,994</td>
</tr>
<tr>
<td>Support for transport and exchange visits for activists</td>
<td>30,000</td>
<td>30,000</td>
<td>2,994</td>
</tr>
<tr>
<td>Conduct engagement meetings with Private Sector, Traditional Leadership and Government</td>
<td>15,000</td>
<td>30,000</td>
<td>2,994</td>
</tr>
<tr>
<td>Conduct engagement meetings with local government, Investors and Communities in the mining communities on</td>
<td>15,000</td>
<td>30,000</td>
<td>2,994</td>
</tr>
<tr>
<td>Capacity Building of WAMUA</td>
<td>7,500</td>
<td>7,500</td>
<td>749</td>
</tr>
</tbody>
</table>

DOING THINGS RIGHT AND DOING THE RIGHT THINGS

The budgets from the three funding sources augmented the work of the project with variance explanations. However, there was lack of thorough planning beforehand on the actual cost of the project before it started as well as costing of the objectives and deliverables set. Seems the outputs were so many set in the ANCP versus the budget, as well as the Hewllet project. Additional funding from OSF was also having its own project plan based on the budget ledger. This led to funds floating and being diverted for other purposes.

VALUE FOR MONEY

The value for money can be attributed to the empowerment process where activists were capacitated and the after effect was the local structures advocating for community rights, holding mines accountable and the viability of movements. Overall there has been accountability in the use and management of funds for the set objectives, outputs, and activities. However, the planned outputs and activities needed more than the available budget. The planned staff compliment was not recruited fully leading to funds being diverting and to some degree affect the achievement of the set deliverables and outcomes.
CONCLUDING REMARKS

Sustainability is about enabling an organisation to understand the context progressively from a range of different points of view. Understanding stakeholders and building their capacities and deepening stakeholders’ mutual understanding of each other’s values, agendas and activities. This enables relationships and effective dialogue in the community that builds awareness of power dynamics and critical problems and issues to be addressed, while enabling local stakeholders to jointly form a share vision and priorities for action.

Understanding the bigger picture and who is involved. Sharing and analysing information. Building dialogues, relationships and a shared vision. Working group members building their relationships and agreeing on a timeframe and the outcomes they want to see. Impact and effectiveness are measured, the relationships reviewed and revised as they progress and new plans are developed.

Sustainability is built by implementing, monitoring and evaluating shared projects together, creating new interventions, ensuring duty-bearers take due responsibility, establishing shared values and expectations as well as deepening collaborative relationships that can address emerging and difficult problems.
SUGGESTED FUTURE PROGRAMME PLAN
OXFAM SOUTH AFRICA PROPOSED EI STRATEGY MAP

PROMISE TO THE CUSTOMER

- Local NGOs and stakeholders
- Activists and Mining Movement
- National and regional Mining Communities

DOING THINGS DIFFERENTLY TO MEET THE NEEDS OF THE CUSTOMER

- Strengthened strategy/programme Execution
- Innovative and integrated planning
- Improved coordination
- Good Governance

SKILLS, CULTURE AND CAPACITY NEEDED

- Capacity Building and engagement
- Strategic planning
- Research, Monitoring and Evaluation
- Performance and accountability
- Attract and retain talented staff

FUNDING STRATEGY AND RESOURCE USE

- Increase funding streams
- Clean audit at all levels
- Maintain efficient resource management

IMMEDIATE IMPACT

- Improved participation in mining
- Strengthened and well-resourced Activists and Movement
- Mining communities hold government and mining companies accountable effective and efficient
- Improved accountability of Mines
- Improved socio-economic growth for mining communities

IMMEDIATE OUTCOMES

- Improved citizen participation in mining
- Strengthened M and E
- Mining communities hold government and mining companies accountable effective and efficient
- Improved accountability of Mines
- Improved socio-economic growth for mining communities

FUNCTIONAL HORIZONTAL AND VERTICAL STAKEHOLDER PARTNERSHIPS

- Oxfam, Activists, Movements, NGOs, CBOs, Mines, government

ADJUSTED TACKLE BOX

- Funding stream
- Government Policies
- Human Capital
- Physical

FUNCTIONAL INPUTS

- Funding stream
- Government Policies
- Human Capital
- Physical

FUNCTIONAL KEY ACTIVITIES

- Planning and execution
- Resource
- Skilling and up skilling of staff and stakeholders
- Human resource development
- Staff and stakeholder training on M and E
- Activism, advocacy, workshops

FUNCTIONAL OUTPUTS

- Leverage people's power in EI
- Community driven mobilization and coordination
- Partnership strengthening with Activists and Movements
- Policy influence
- Strengthened M and E
- Artisanal and Women in mining

FUNCTIONAL ASSUMPTIONS

- Functional Horizontal and vertical stakeholder partnerships (Oxfam, Activists, Movements, NGOs, CBOs, Mines, government)
- Viable, realistic and implementable strategic model
- Adequate funding, Technological and capable teams, trained, capacitated, mentored, coached,
- Capacitated and capable community activists and Movements able to advocate for community rights
- Government and Mining companies' willingness to engage, transparent and accountable in the SLP
- SLP are responsive to community needs

Functional Horizontal and vertical stakeholder partnerships (Oxfam, Activists, Movements, NGOs, CBOs, Mines, government)
## Logical Framework

<table>
<thead>
<tr>
<th>DDM Intervention Logic</th>
<th>Verifiable Smart / Spiced Indicators</th>
<th>Targets / Milestones</th>
<th>Sources of Verification</th>
<th>Important Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>General goal (impact)</td>
<td>% of mining companies engaging with communities in their SLP</td>
<td>All Mining companies and communities</td>
<td>Quarterly, Semi-annual and annual reports, MTE, Evaluation</td>
<td>Government, mining companies and communities partner, plan, implement, make decisions together on SLP</td>
</tr>
<tr>
<td>Sustainable, Fair, equitable and inclusive extractive industry in South Africa by 2025</td>
<td>% of activists and movements advocating for community rights</td>
<td>200 Activists, 15 Mining Movements</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of mining policies reviewed and submitted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome 1</td>
<td>% of mining communities whose rights were prioritised by mines</td>
<td>250 mining communities, 1200 citizens participating in mining</td>
<td>Quarterly, Semi-annual and annual reports</td>
<td>Mines commit to collective planning, and decision making</td>
</tr>
<tr>
<td>Improved citizen participation in mining</td>
<td>% of citizens participating in mining</td>
<td>300 activists, 15 movements</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of Activists and Movements advocating for community rights</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.1</td>
<td># of Activists supported to advocate and lobby for government, and mining accountability</td>
<td>300 activists, 15 movements</td>
<td>Quarterly</td>
<td></td>
</tr>
<tr>
<td>Strengthen the capacity of activists, movements and NGOs to advocate and lobby for EI</td>
<td></td>
<td></td>
<td>Annual</td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan for engagement meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct workshops</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct community of practice sessions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning visits to provincial cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome 2</td>
<td>% of activists empowered and advocating for community rights</td>
<td>300 activists, 15 movements</td>
<td>Quarterly, Semi-annual and annual reports</td>
<td>Districts with capable teams and good governance</td>
</tr>
<tr>
<td>Strengthened and well-resourced Activists and Movement</td>
<td>% of movements and NGOs advocating for community rights</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2.1</td>
<td># of activists and movements capacitated on resource mobilisation</td>
<td>300 activists, 15 movements</td>
<td>Semi-annual and annual reports</td>
<td>Funding institutions committed to fund advocacy work</td>
</tr>
<tr>
<td>Activists and Movements mobilise resource for advocacy</td>
<td># of activists and movements that submitted funding proposal and received funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Outcome 3</td>
<td>Output 3.2</td>
<td>Activities</td>
<td>Outcome 4</td>
</tr>
<tr>
<td>------------</td>
<td>-----------</td>
<td>------------</td>
<td>------------</td>
<td>-----------</td>
</tr>
<tr>
<td>• Train activists and movements on funding proposal writing</td>
<td>% of activists, NGOs and movements with communities holding mines accountable</td>
<td>% of activists and movements advocating for community rights</td>
<td>Activists and movement partner with NGOs to develop advocacy plans</td>
<td>% of mining communities benefiting from extractive industry</td>
</tr>
<tr>
<td>• Activists and movements write and submit funding proposals</td>
<td>% of mining communities monitoring mining activities</td>
<td>% of communities engaging with mines successfully</td>
<td>Activists and movements advocate through lobbying and workshops with communities</td>
<td>% of artisanal miners legalised and in business</td>
</tr>
<tr>
<td>• Activists and movements advocate for community rights</td>
<td>% of mining communities with mines including them in decision making and SLPs</td>
<td>% of government and mines committed to involve communities in policy review and decision making</td>
<td>Activists and movement in partnership with communities engage the mines</td>
<td>% of artisanal miners and women engaged in the EI value chain</td>
</tr>
<tr>
<td></td>
<td>300 activists</td>
<td>200 communities</td>
<td>600 artisans miners</td>
<td>Quarterly, semi-annual and annual</td>
</tr>
<tr>
<td></td>
<td>15 movements</td>
<td>50 mines across South Africa</td>
<td>200 communities</td>
<td>Government and Mines account and commit to transparency and include communities in decision making</td>
</tr>
<tr>
<td></td>
<td>100 community groups</td>
<td></td>
<td></td>
<td>Market agencies remain transparent</td>
</tr>
</tbody>
</table>
Activities
Mobilise activists and Artisanal for capacity building
Artisanal Miners and women form and register associations under MACUA
Training of activists, women and artisanal miners on EI value chain

Output 4.1
Artisanal Mining and women in Mining business functioning fully
# of artisanal miners and women associations fully functional
# of artisanal miners and women doing business on the competent market
60 Associations
5000 women
Quarterly, semi-annual and annual
Government laws and policies facilitate the legalisation of Artisanal mining

Activities
Advocate for legalisation of artisanal mining
Artisanal miners and women supported and operating business fully
Artisanal miners selling on the competent market
LIMITATIONS AND CHALLENGES

The formative evaluation was limited to communities and activists across South Africa where the mine was operational. The interviews included virtual and face to face due to Covid 19.

Baseline data to compare the before and after was not available during the evaluation process despite the research that was conducted be Oxfam South Africa. The disaster management act of 2020 restricts the gathering of people in large groups. This resulted in face to face focus group discussions not being conducted as intended. Management of Chelmsford colliery, Dannhauser mine and Ikwezi mine were not available for interviews due to mines initially being closed due to Lockdown regulations. Although Chelmsford colliery resumed operations, management was not available for interviews.

THE CHALLENGES IDENTIFIED INCLUDED:

Most mines continue to make promises that they cannot fulfil. Thus they promise money, jobs and mine communities sign the permits to allow mines to operate hoping things will be better only to realise the land was taken.

Government is also not sure with artisanal miners to legalise it. It is still a journey and pollution continues to pollute the water sources. Mines continue to mushroom despite the continued community empowerment to be proactive.

When organising trainings serious consideration should be taken on who is hired to facilitate. The trainers chosen by Oxfam South Africa at one point did the training their way and was difficult for movements to monitor if all trained actually gained from the training. Those trained were not prepared to go and train others. There is a long journey to ensure all women in mining were capacitated and empowered.

The majority of women are yet to be involved in holding mines accountable in their Social Labour plans. The rate of response of mines is appalling. They continue to argue that communities must speak to the municipality and government.

Some movements that were capacitated such as SANAMI remains fragile organisation due to the fact that it is made up of volunteers and the none existence of permanent structure with resources to make things happen or encourage members to commit and earn a living.

SANAMI lacks resources to communicate effectively and in this time of Covid 19 they lack ICT resources and data. They developed a strategic plan but the plan remain unfunded leading to them being ineffective and the set objectives unachieved.

The shrinking funding has affected NGOs leading to most of SANAMI planned events not happening. SANAMI remain an organisation without office space, officially recognised communication system including emails making their work difficult.

Some established organisations such as Batho Pele despite capacity building remain unsustainable. Divisions have erupted in the organisation due to many interested stakeholders who do not want to see organised artisanal miners. Many sub groups have emerged causing infighting. This has made other miners to sell diamonds to other places other than the agreed channel.

People are objecting artisanal miners to be legalised such as Ekapa Joint Venture. Infighting has caused Batho Pele not to have committee meetings monthly. Batho Pele does not have a constitution leading to the elected members overstaying in power causing more conflicts.

CONCLUSIONS AND LESSONS LEARNED

Within southern Africa region the Oxfam South Africa EI programme was guided by its strategic objectives and through the MEAL approach, the aforementioned outcomes were achieved. The logical M and E framework based on assumptions made and the outputs set, led to workshops, meetings and training capacitating established movements, local NGOs and activists.

Across South Africa’s mining value chain and in southern Africa, governments and mines have been challenged by the local community, for Prior Free and Informed Consent before mines were explored and for accountability and commitment in SLPs. The capacity building of members, NGO’s, and activists, promotes transparency and accountability.

Despite achievements of set objectives, some challenges continue to exist that future programmes if any has to manage them well. Some of the movements, NGOs and activists despite being capacitated or supported to attend workshops and Indabas, they remain fragile, as they continue to depend on volunteers whose participation can change anytime.

While the capacitated organisations have advocated for Free Prior Consent, community rights, SLPs, environmental issues, they continue to lack adequate resources and anticipation of Oxfam South Africa doing more than it had planned to do. Such dependency has to be addressed during the process of partnering where roles and responsibilities as well as expectations are communicated.

An example is SANAMI that wish they can have a permanent structure with resources to make things happen or encourage members to commit and earn a living. According to SANAMI chairperson, SANAMI lack resources to communicate effectively and in this time of Covid 19. It lacks ICT resources and data. The developed strategic plan remains unfunded leading to them being ineffective and the set objectives unachieved.
The shrinking funding has affected NGOs and movements such as SANAMI, WEJA and other leading to planned events not being met. For example in 2019 SANAMI did not have provincial mining indaba.

Additional funders should be identified in the near future to support the process as Oxfam South Africa according to SANAMI in 2019, only funded the National Mining Indaba despite previously having funded PAMIs. SANAMI continue not to have office space, website for official recognised communication system.

Beyond training some mentoring and coaching is needed. According to the chairperson of SANAMI, the consultants chosen by Oxfam to train MACUA and SANAMI members did the training but the steering committee does not have mechanism to track or monitor whether all trained members actually acquired skills from the training. Those trained were not prepared to go and train others. There is a long journey to ensure all women in mining were capacitated and empowered.

It is important to look at these challenges holistically that in development, there is no scientific formulae as all depend upon particular assumptions. The majority of women are yet to be involved in holding mines accountable in their Social Labour Plans. This does not mean some mines are not trying their best. The rate of responses by mines is appalling as they promise to commit and account but they take their time or do not respond at all. They continue to argue that communities must speak to the municipality and government.

The challenges remain enormous despite the achievements as mines continue to make promises they cannot fulfil. Evictions and lack of compensation are the order of the day. Mines promise money, jobs and people end up signing hoping things will be better only to realise the land was taken. More NGOs should spear head support, advocacy and lobbying till that level when activists and movements are well resourced. This is not an Oxfam South Africa issue alone but more public and private institutions should collaborate.

The South African government has not finalised its stance in legalising artisanal mining. It is still a journey and environmental pollution continues where mines are operational. Mines continue mushrooming fast despite the continued community empowerment process.

Mines’ interest as capitalist EI value chain is to make profit and less focus on environment and job creation. Government has to be aware that mines’ interest is not so near to manage the environment, create jobs but to earn profits and have to find ways on how this can be managed.

**RECOMMENDATIONS**

As Oxfam South Africa celebrates the achievement made of the objectives to capacitate activists, communities, movements and NGOs, there is need for future work to develop a sustainability plan to ensure local partners as theoretically planned can implement programmes. While it is known that the funding from Hewlett Foundation and other funders was not for sub-granting during the implementation process, the roles and responsibilities of each partner must be well defined and resourced to ensure ownership for lobbying resource mobilisation and engagement with government and mines. Partnerships should be developed with a MOU and timeframe.

There is need for NGOs such as Oxfam for future investment in training local activists on basic media relations to enhance their skills in media relations for cases of community rights in mining communities. This ensures that activists know how to highlight their issues to journalists. This enhances the effect of media liaison.

Getting issues into the media is important in that once an issue gets publicised it forces those who are perpetrating injustice to comply with regulations. It would also help to utilise social media platforms for education purposes and also for spreading news about atrocities committed by mining companies and for mobilising communities.

Partnership is more than collaboration, partners work together in a transparent way to address issues affecting mining communities. This includes partners beyond workshops, training but even programme execution to ensure that the target groups are liberated from injustices of mining. The mines and the NGOs should partner in a proactive than reactive. Organisations should plan, implement and reflect together in socio-economic issues that affect communities. A pathway of change should be identified with enabling environment to ensure achievement of the set objectives in the EI.

It is important to develop comprehensive plan where a monitoring committee is established with community groups, movements and mining companies represented. This should lead to the development of monitoring systems with communities represented by a third party as a facilitator. This will eradicate abuse of power by mining companies who tend to use their technical muscles to overcome communities.

Strengthen partnerships among NGOs to continue empowering communities on mining rights, transparency, accountability and development, as key stakeholders. This must be done through a facilitating institution where community complaints and suggestions can be directed and executed. This is a learning from Utshinjo project in Limpopo where mines ignored the platform formed by communities to raise their concerns as they argued for the existence of one at the mine which they suggested
the communities can use. Complaints sent via the ‘sms’ platform to the mines was not addressed fully.

All interested parties have to plan, implement, monitor, reflect and make decisions while working together with mines and communities. An MOU must be developed and implemented including mining companies so that they avoid operating in silos. This will need a combination of NGOs that walk the talk and understand their responsibilities.

Systems and processes for empowering communities must be developed to ensure community voices are heard within scope and time. More funding must be set aside for facilitation platforms. Oxfam South Africa or any other supporting Institutions has to do stakeholder mapping so that all relevant stakeholders commit. This may include but not limited to journalists, community radio stations, chapter 9 institutions as well as the South African Human Rights commission.

It is evident that Oxfam South Africa should strengthen working partnership for any future programme with MACUA and local NGOs beyond collaboration that has been in place to ensure beyond the second phase the movements will continue with their work with activists and communities, with mining accounting. This will allow transparency on what Oxfam South Africa can and cannot do and engage others partners that can contribute different resources. This will cater for wrong assumptions and ambiguity of who does what, contribute what and whose agenda is being promoted.

Building a strong structured and independent movement is the best guarantee of sustainable efforts towards social justice. Thus, having formal cooperation agreement or MOU in place with structures can make much more difference. Structures should be empowered in all aspects to operate independently.

Trust is so critical in any partnership even up to the community level. The programme must build a graduation approach where activists and movements become adequately ready to make impact and advance their own programmes in the EI.

Thorough proper transparent planning, adhoc basis activities can be avoided. Any initiatives must be seen benefiting all interested stakeholders than cause divisions within the same stakeholders advancing the same agenda.

Artisanal miners need more support than what has been offered to this far not only from Oxfam South Africa but all supporting institutions. Oxfam South Africa is good in bringing stakeholders together for national Mining Indaba so they can organise stakeholder imbizos and partnership meetings.

The NGOs, activists, association and movements need mentoring and coaching on systems strengthening, strategy development, record keeping, and technical ability to engage. Oxfam South Africa need to consider these recommendations from NGOs, activists and communities if its strategy would be relevant post Covid 19 to ascertain doing the right things and doing things right.

Continuous commitment, transparency, at all levels, planning, resource utilisation, implementation, monitoring and decision making have to be promoted to avoid wrong perceptions and expectations from other stakeholders. Future programmes must plan to organise workshops to teach Artisanal miners on possible ways to deal with confusion and divisions in the sector as well as market dynamics. Future programmes need to be youth focused in the mining sector and ensure government is fully involved.

Looking at the growth in extractive industry in South Africa and growing of new licenced mining companies. It is recommended that the project can be extended for a further 3 years depending on availability of resources and feasibility studies to communities in the following Provinces: Mpumalanga, Limpopo and KZN where availability of minerals has made them the new targets. Unlike Gauteng and Northwest Province, some of these communities are new to mining and might fall prey to ruthless mining houses that will strip them off their rights and dignity.

ANNEXES
EVALUATION SYNTHESIS AND ANALYSIS

The evaluation used the quantitative tool adapted from Hewlett Foundation to strategically analyse Oxfam SA Extractive Industry programme based on the scores below. The analysis outline that overall, the planning, execution, review, strategic positioning, selection of tactics and tactical effectiveness, the organisation scored high in all areas with high scores of 5 and 4 in most areas. The institution scored 38 points out of 40 for planning, 19 out of 20 for execution, and 25 out of 25. Strategically the organisation has been well positioned, selected good tactics and have been tactically effective.

<table>
<thead>
<tr>
<th></th>
<th>Score</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>38</td>
<td>0 -&gt; 13</td>
<td>14 -&gt; 27</td>
<td>28 -&gt; 40</td>
</tr>
<tr>
<td>Execution</td>
<td>19</td>
<td>0 -&gt; 6</td>
<td>7 -&gt; 13</td>
<td>14 -&gt; 20</td>
</tr>
<tr>
<td>Review</td>
<td>25</td>
<td>0 -&gt; 6</td>
<td>7 -&gt; 13</td>
<td>14 -&gt; 25</td>
</tr>
<tr>
<td>Strategic pos-</td>
<td>31</td>
<td>0 -&gt; 13</td>
<td>14 -&gt; 27</td>
<td>28 -&gt; 40</td>
</tr>
<tr>
<td>tioning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selection of</td>
<td>40</td>
<td>0 -&gt; 6</td>
<td>7 -&gt; 13</td>
<td>14 -&gt; 20</td>
</tr>
<tr>
<td>tactics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tactical effec-</td>
<td>29</td>
<td>0 -&gt; 6</td>
<td>7 -&gt; 13</td>
<td>14 -&gt; 20</td>
</tr>
<tr>
<td>tiveness</td>
<td></td>
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</tbody>
</table>
According to the evaluation findings, Oxfam SA EI Policy position and goal has been broken down into SMART (specific, measurable, actionable, realistic & time-based) objectives. The target country, institutions and individuals, stakeholders, movements were identified based on the objectives set; individuals categorized based on degree of supportiveness. Targets were analyzed, with clear sense - and examples - of what specific arguments and evidence motivated them to act; logic provided to link successful past examples to present advocacy effort. Tactics were tailored to situation with logical explanation of assumptions for why tactics could work in specific scenario; opportunities for experiment and tracking built into application of tactics in future. Different teams in the organisation were consulted and incorporated into EI programme advocacy strategy; responsibilities and activities articulated, including what roles operations/development/etc. might play. The Organization has tracked record of successfully implementing tactics and has been positioned and sufficiently resourced to implement tactics again; opportunities for experiment and tracking/testing built into application of tactics.

This is the first Evaluation conducted to identify organization’s weaknesses; solutions to be identified to mitigate. The Organization has formal system to track activities and outcomes throughout initiative. The EI programme plan is expected to incorporate re-evaluation of strategy and tactics; organization prepared to pivot strategy though reliant on maintaining tactic selection. The Organization has fully followed the plan; providing logical reason for changes and recording process for future initiatives through reports. External factors have been assessed (e.g., change of government policies, public statements by government, media coverage of issue, grassroots energy around issue) clearly. Observation of internal and political environment, the capacity of organisation has been analysed. Thus, analysis of how changes could affect goals, targets and/or tactics. The organization tracks activities and outcomes throughout initiative, benchmarked to historical efforts and peer organizations; identified most effective tactics and changed course accordingly. Advocacy effectiveness were analysed during execution; organization regularly reviewed strategy and/or tactics during the implementation of initiative; adjustments made to adapt strategy or prioritize more effective tactics if necessary. Organization fully followed plan; logic provided for both aberrations and continued use of plan. External factors (e.g. change of government policies, public statements by government, media coverage issue, grassroots energy issue). Oxfam South Africa achieved the desired outcomes achieved, including additional outcomes not predicted in advocacy plan.

Observation and analysis of internal and political environment was reflected in specific adjustments to goals, targets or tactics to sufficiently account for changes (including no changes made if none identified as necessary). Review of tactic selection and tactical effectiveness linked tactics to outcomes as identified in existing theory of change, and identifies where the organization made adaptations to tactics and theory of change to incorporate findings during the initiative; best practices and lessons learned identified for future initiatives (see table in the Annexure).
### STAGE 1 – PLANNING

<table>
<thead>
<tr>
<th>Question</th>
<th>Category of tool recommender</th>
<th>Written answer (to be filled in by the organization)</th>
<th>Evaluation of answer</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is Oxfam SA Extractive Industry strategic policy position and goal?</td>
<td>Strategic positioning</td>
<td>Organisation had clear vision, mission and goal embedded within its theory of change</td>
<td>Position and goal not identified</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High level EI policy position and goal identified, lacking specificity</td>
<td>Specific EI policy position and goal identified</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EI Policy position and goal broken down into objectives</td>
<td>Oxfam SA EI Policy position and goal broken down into SMART (specific, measurable, actionable, realistic &amp; time-based) objectives</td>
<td>5</td>
</tr>
<tr>
<td>Who were Oxfam South Africa’s targets?</td>
<td>Strategic positioning</td>
<td>Target groups identified and mapped across provinces in South Africa</td>
<td>No clear prioritization of countries (governments)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Target country identified; no clear identification of institutions within that government</td>
<td>Target country and institutions identified; no clear identification of individuals within those institutions</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Target country, institutions and individuals, stakeholders, movements identified; no assessment or analysis of individuals’ and stakeholders’ stance</td>
<td>Target country, institutions and individuals, stakeholders, movements identified; individuals categorized based on degree of supportiveness</td>
<td>5</td>
</tr>
<tr>
<td>What motivated those targets (e.g., media attention, citizen pressure, facts, etc.)?</td>
<td>Selection of tactics</td>
<td>Organisation based target selection on the ongoing demands on community rights and promoting holding government and mines accountable</td>
<td>No sense of what might motivate targets</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General understanding of what might motivate targets</td>
<td>Examination of what has motivated specific targets in the past</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Targets analysed, with clear sense - and examples - of what specific arguments and evidence motivate them to act</td>
<td>Targets analysed, with clear sense - and examples - of what specific arguments and evidence motivate them to act</td>
<td>5</td>
</tr>
<tr>
<td>What tactics (e.g., policy research and expertise, meeting with policymakers, grassroots mobilization, etc.) used by Oxfam SA?</td>
<td>Selection of tactics</td>
<td>Organisation applied capacity building, meetings, conferences, workshops as tactics to empower activists and movements in the mining sector so that they can advocate for community rights reaching out to communities</td>
<td>No clear prioritization of tactics</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tactics prioritized based only upon organization’s abilities, not tailored to specific situation</td>
<td>Tactics tailored to situation without theory of change demonstrating how tactics are expected to achieve desired outcomes</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tactics tailored to situation with logical explanation of assumptions why tactics could work in specific scenario</td>
<td>Tactics tailored to situation with logical explanation of assumptions why tactics could work in specific scenario</td>
<td>5</td>
</tr>
<tr>
<td>What teams and departments across the organization can do to coordinate in the context of the advocacy effort?</td>
<td>Selection of tactics</td>
<td>Plan developed without consultation with or utilization of different teams/departments within organization</td>
<td>Plan developed without consultation with different teams/departments within organization; nonetheless, some incorporation of teams into advocacy plan</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Different teams/departments consulted and incorporated into EI programme advocacy strategy; responsibilities and activities articulated</td>
<td>Different teams/departments consulted and incorporated into EI programme advocacy strategy; responsibilities and activities articulated</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Different teams/departments consulted and incorporated into EI programme advocacy strategy; responsibilities and activities articulated</td>
<td>Different teams/departments consulted and incorporated into EI programme advocacy strategy; responsibilities and activities articulated</td>
<td>5</td>
</tr>
<tr>
<td>Question</td>
<td>Strategic positioning</td>
<td>Tactical effectiveness</td>
<td>Organisational positioning</td>
<td>Organisational resource positioning</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
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<td>-----------------------</td>
<td>-----------------------------</td>
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</tr>
<tr>
<td>Is Oxfam SA positioned to be effective with the chosen tactics?</td>
<td></td>
<td></td>
<td>Organisation well positioned strategically but can learn from this evaluation</td>
<td>Organisation not well positioned to implement tactics due to limited available resources, poor track record, etc.</td>
</tr>
<tr>
<td>How well prepared is Oxfam SA to mitigate organization's weaknesses that could impact the implementation of this advocacy strategy?</td>
<td></td>
<td></td>
<td>This is the first Evaluation conducted to identify organization's weaknesses; solutions to be identified to mitigate</td>
<td>Evaluation conducted to identify organization's weaknesses; partners in consideration; no partners confirmed or learning plan in place to fill gaps</td>
</tr>
<tr>
<td>How has Oxfam SA developed a system to track activities and outcomes throughout advocacy initiative?</td>
<td></td>
<td></td>
<td>Organisation used quarterly and annual reports to track outcomes</td>
<td>Organisation has no system to track activities or outcomes</td>
</tr>
<tr>
<td>Oxfam SA planning to adapt the strategy if necessary?</td>
<td></td>
<td></td>
<td>Organisation willing to learn, unlearn and relern to adapt strategy</td>
<td>No preparation for re-evaluating strategy and tactics, or for adapting during initiative</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
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### STAGE 2 EXECUTION

<table>
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<tr>
<th>Question</th>
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<th>Answer (to be filled in by the organization)</th>
<th>Evaluation of answer</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is Oxfam SA following through with the EI programme advocacy plan? If not, why?</td>
<td>Strategic positioning</td>
<td>organisation followed programme plan</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organisation not following advocacy plan; no logic provided for changes</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organisation partially following advocacy plan; no logic provided for changes</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organisation fully following plan without consideration of potential changes</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organisation partially or fully followed the plan; providing logical reason for changes</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>How has Oxfam SA assessed internal and external environment changes; evaluating implications for advocacy strategy, including targets and tactics?</td>
<td>Strategic positioning; selection of tactics</td>
<td>organisation well strategically positioned</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>No consideration of internal or political environment changes</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Observation of internal and political environment without analysis of how any changes might affect goals, targets or tactics</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Observation of internal and political environment; analysis of how changes could affect tactics</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Observation of internal and political environment; analysis of how changes could affect tactics and/or targets</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>How has Oxfam SA been tracking activities and outcomes?</td>
<td>Selection of tactics; tactical effectiveness</td>
<td>organisation provided Annual reports, and some quarterly reports</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organization does not track activities or outcomes</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organization tracks activities and outcomes inconsistently throughout initiative; does not adjust according to findings</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organization tracks activities and outcomes throughout initiative; does not adjust according to findings</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Observation of internal and political environment; analysis of how changes could affect tactics and/or targets</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>How has Oxfam advocacy effort been generating progress (e.g. gaining access to policymakers, building support in grassroots campaign)? If not, what are you doing to adjust?</td>
<td>Strategic positioning; selection of tactics; tactical effectiveness</td>
<td>organisation made adjustments</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>No analysis of advocacy effectiveness during execution; organization does not re-evaluate strategy or tactics during the implementation of initiative</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advocacy effectiveness analysed during execution; organization regularly re-evaluates strategy and/or tactics during the implementation of initiative; adjustments made</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advocacy effectiveness analysed during execution; organization regularly re-evaluates strategy and/or tactics during the implementation of initiative; adjustments made to adapt strategy or prioritize more effective tactics if necessary; recording of findings for future initiatives</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

Total: 19
<table>
<thead>
<tr>
<th>Question</th>
<th>Category of tool recommended</th>
<th>Answer</th>
<th>Evaluation of answer</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did Oxfam SA follow through with the programme of Extractive Industry advocacy?</td>
<td>Tactical effectiveness</td>
<td>Made a call for an evaluation</td>
<td>Organization did not follow through on advocacy plan; no logic provided for aberration from plan</td>
<td>5</td>
</tr>
<tr>
<td>What changed as a result of Oxfam SA advocacy?</td>
<td>Tactical effectiveness</td>
<td>Annual reports shared alludes to empowerment made to Activists and movements, who advocated on mining communities' rights and SLPs</td>
<td>Inconsistent measurement of effect of advocacy activities pursued by the organization</td>
<td>5</td>
</tr>
<tr>
<td>Did Oxfam SA achieve the desired outcomes and maximize success?</td>
<td>Tactical effectiveness</td>
<td>Slight deflection from regional planned impact to focus on sharing learning regionally and cover ground in South Africa</td>
<td>Desired outcomes achieved</td>
<td>5</td>
</tr>
<tr>
<td>Did Oxfam SA adapt in order to maximize success?</td>
<td>Strategic positioning; selection of tactics</td>
<td>There was some adaptation from the programme execution</td>
<td>Observation of internal and political environment conducted without analysis of how any changes might affect goals, targets or tactics</td>
<td>5</td>
</tr>
<tr>
<td>Have Oxfam SA reflected on tactic selection and tactical effectiveness during the initiative?</td>
<td>Selection of tactics</td>
<td>The theory of change brought tactical effectiveness and the assumptions held truthfully though with the amplitude of work the theory of change need to be revisited</td>
<td>Review of tactic selection and tactical effectiveness conducted</td>
<td>5</td>
</tr>
</tbody>
</table>

| TOTAL | 25 |
ANNEXURE 2 QUESTIONNAIRE
EVALUATION QUESTIONNAIRE TO KEY INFORMANTS AND FOCUS GROUP DISCUSSIONS

We have been mandated to conduct an evaluation on behalf of Oxfam and you have been chosen to participate in the evaluation as you have been one of the stakeholders.

If you give me consent I will ask you some questions for about 25-30 minutes only and please be informed that your name or details will not be revealed without your consent. The findings will be used to improve such type of project interventions in the near future.

1. How long have you been in the community/group or committee?
2. When did you start to engage government and other companies on mining and community rights?
3. What drove you to start to engage on mining?
4. Who were the stakeholders you were collaborating with?
5. Before engaging with Oxfam, What challenges did you met in dealing with government or mines and how did you attempt to address them?
6. Before engaging with Oxfam how did you ensure women, youth and people with disability were part of the initiative?
7. How did you then engage and collaborate with Oxfam or other coalitions or activists?
8. What support did you get from Oxfam?
9. What capacity and empowerment skills did you gain as an individual and as community?
10. What form of training have activists acquired and how have they continued using the skills?
11. After Oxfam, how did you ensure Women, youth, disabled have increased knowledge of their rights, opportunities and challenges on mining, and skills to participate and monitor the extractive industries?
12. How have you ensured that mines adhere to the FPIC policies and requirements as they implement social labour plans?
13. How are the community activists being involved now and what impact have they made in the community?
14. How have you involved traditional leaders in the campaign and awareness?
15. What has been their role?
16. How many traditional leaders and activists have you workshoped on mine’s accountability for social labour plans, mine licensing and environmental management?
17. How have you continued to engage and work with Traditional Leaders and activists post the project?
18. How have you participated in the Provincial Alternative Mining Indaba (PAMI) and what lessons have you learnt?
19. How many written and oral submissions have you made to the government and mining companies?
20. What evidence do you have on individual appeals you made in terms of the relevant regulations of National Environmental Management Act, 1998 and others?
21. What was the outcome of such submissions?
22. How have you hold companies and government agencies accountable in adopting and implementing a pro-poor mining charter, social and labour plans, resettlement and benefit sharing policies that strengthen human rights and gender justice?
23. How the relationships with mine companies and government have is post Oxfam collaboration or project?
24. How many engagement meetings have occurred between community and government/mining?
25. What challenges do you continue to encounter?
26. What lessons can be learnt in terms of mines’ social labour plans and community rights?
27. How have you continued to use the skills post the training and now?
EVALUATION TOOL FOR MINING AFFECTED COMMUNITIES UNITED IN ACTION (MACUA)

We have been mandated to conduct an evaluation on behalf of Oxfam and you have been chosen to participate in the evaluation as you have been one of the stakeholders.

If you give me consent I will ask you some questions for about 25-30 minutes only and please be informed that your name or details will not be revealed without your consent. The findings will be used to improve such type of project interventions in the near future.

1. How have you engaged, capacitated Mining Affected Communities United in Action (MACUA)? What capacity and institutional strengthening was offered to Mining Affected Communities United in Action (MACUA)?

2. What impact has the training have on MACUA and how have they continued to use the skills gained post the project?

3. How have WAMUA proceeded advocating for mining rights?

4. How many mining companies have started to recognize activists and community based organisations as stakeholders in FPIC and accountability mechanisms for Social Labour Plans?

5. Overall how many direct beneficiaries and indirect beneficiaries who have benefitted from the project?

6. How relevant was the project in your community?

7. Describe the nature of the relationships between community, Oxfam and the project partners – the reasons for the collaboration and the benefits and learnings arising from the partnerships.

8. How effectively and appropriately have you worked with partners and other stakeholders, and involved them in relevant stages through the process?

9. Outline any new partnerships and links formed (i.e. with government, academia, private sector, or other civil society organisations)?

10. Highlight any mutual mentoring and capacity building undertaken with partners and allies

11. What are the key achievements and challenges related to the work with partners on relevant cross-cutting themes such as gender, disability and social inclusion, child safeguarding, environment management, value for money and private sector engagement?

12. What recommendations can be made looking at the sustainability of the interventions in the future?

13. How the project contribute to any positive or negative changes in women, men, girls’ and boys’: roles, capacities, access to and control of resources, access to services (e.g. health, education), authority to make decisions, leadership, status, and relations?

14. How did the project specifically address the different practical needs and strategic interests of women, men, boys and girls?

15. How did women, men, boys and girls participate in and benefit from the project?

16. How did you assess/review partners’ work on gender programming and work with them to strengthen their work in this area?

DISABILITY INCLUSION

17. How did people with disabilities, and Disabled Peoples Organisations, participate in and benefit from the project?

18. How did the project specifically target the different needs and priorities of people with disabilities?

19. How did you assess/review partners’ work on disability inclusion and work with them to strengthen their work in this area?

20. Has the number of people living with disability participating in the project increased or decreased? Why?

MONITORING AND EVALUATION OF THE PROJECT

21. What monitoring tools and reports were put in place to monitor the project?

22. How were lessons drawn from semi and annual reports used to make decisions and track progress?

23. Describe how the project has progressed in relation to the sustainability of outcomes for girls,
boys, women and men, and their communities, and any related changes made to the project’s exit, scale-up or handover strategy? If any.

24. What feedback and complaints mechanisms have been put in place to gather feedback from project participants, communities and partners and how did you make project participants, communities and partners aware of such mechanisms?

25. What feedback have project participants, communities and partners provided? How have you responded to these?

26. Describe how project participants and partners were involved in decision-making, and which project information was shared with them and how.

27. What are some of the positive strong partnership aspects developed post the project?

28. What recommendations can you make for future projects of this nature and how they empower communities and involve mines and government?

Thank you
**QUESTIONNAIRE FOR A JOURNALIST**

We have been mandated to conduct an evaluation on behalf of Oxfam and you have been chosen to participate in the evaluation as you have been one of the stakeholders.

If you give me consent I will ask you some questions for about 25-30 minutes only and please be informed that your name or details will not be revealed without your consent. The findings will be used to improve such type of project interventions in the near future.

1. How many years have you been working as a Journalist?

2. How have you been involved in documenting stories on mining and community empowerment?

3. Which stories can you share that shows community empowerment, capacity to engage government, mining companies and other developments?

4. What lessons can you draw from the stories looking at the role of NGOs such as Oxfam, activists, artisan mining, role of government and the mining companies?

5. From the communities supported by Oxfam which stories can be most significant change stories in terms of community capacity to keep government accountable, their involvement in mines’ decision making, transparency, and household eviction by mines, legal mandates on land rights in areas where there are mines, and policy influence?

6. What recommendations can you make on this regard

Thank you

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**FAIR GOVERNANCE OF FRACKING, OIL AND GAS EXPLORATION IN SOUTH AFRICA**

**Australian project**

**Eastern Cape and Western Cape**

The project, “Fair governance of fracking, oil and gas exploration in South Africa” was a project that aimed at ensuring that coastal communities in Kwa-Zulu Natal, Eastern Cape and Western know and have improved capacity to defend their rights to Free, Prior and Informed Consent in light of a bid to explore for Oil, Gas and Fracking offshore and their ancestral lands. These communities live off the natural resources like fishing, tour operators and are also farmers whose livelihoods will be severely impacted by mining activities.

How long have you been in the community/ group or committee?

When did you start to engage government and other companies on mining and community rights?

What drove you to start to engage on mining?

Who were the stakeholders you were collaborating with?

Before engaging with Oxfam, What challenges did you met in dealing with government or mines and how did you attempt to address them?

How did you then engage and collaborate with Oxfam or other coalitions or activists?

What support did you get from Oxfam?

What capacity and empowerment skills did you gain?

How have you continued to use the skills post the training and now?

Coalition of coastal communities in Kwa-Zulu Natal, Eastern Cape and Western Cape’s capacity to defend rights to Free, Prior and Informed Consent enhanced

Increased industry uptake of FPIC policies and FPIC requirements integrated into companies’ full project cycle, including projects and associated facilities

How have you ensured that mines adhere to the FPIC policies and requirements as they implement social labour plans?

What challenges did you or continues to encounter?

What lessons can be learnt in the case on social labour plans and community rights?
Before engaging with Oxfam how did you ensure women, youth and people with disability were part of the initiative?

After Oxfam, how did you ensure Women, youth, disabled have increased knowledge of their rights, opportunities and challenges on mining, and skills to participate and monitor the extractive industries?

Can we say therefore that, The Department of Mineral Resources and Mining Companies heed community demands to be heard in decision making around oil and gas exploration? Why do you say so?

How did you mobilise communities of fisherfolk, tour operators and other oceans economy role-players know and demand their rights?

How many were mobilised?

How many community dialogues were conducted?

How are the community activists being involved now and what impact have they made in the community?

What form of training have your activists acquired? Have they continued using the skills?

How have you involved traditional leaders in the campaign and awareness?

What has been their role?

How many traditional leaders and activists have you workshopped on mine’s accountability for social labour plans, mine licensing and environmental management?

How have you continued to engage and work with Traditional Leaders and activists post the project?

How have you mobilised activists and communities, tour operators and other oceans economy role-players to demand their rights?

How have you participated in the Provincial Alternative Mining Indaba (PAMI) and what lessons have you learnt?

How many written and oral submissions have you made to the government and mining companies?

What evidence do you have on individual appeals you made in terms of the relevant regulations of National Environmental Management Act, 1998 and others?

What was the outcome of such submissions?

How have you hold companies and government agencies accountable in adopting and implementing a pro-poor mining charter, social and labour plans, resettlement and benefit sharing policies that strengthen human rights and gender justice?

How the relationships with mine companies and government have is post Oxfam collaboration or project?

How many engagement meetings have occurred between community and government/ mining or oil and gas companies on FPIC standard and the need for mandatory reporting requirements? What was the agreement and outcome of the meetings?

Have those agreements been honoured and implemented?

How has been the engagement with SASOL executive and shareholders during SASOL AGM and what was the outcome of the meeting?

How have you engaged, capacitated Women activists?

What capacity and institutional strengthening was offered to Women Affected by Mining United in Action (WAMUA)

What impact has the training have on WAMUA and how have they continued to use the skills gained post the project?

How have WAMUA proceeded advocating for mining rights?

How many mining companies have started to recognize activists and community based organisations as stakeholders in FPIC and accountability mechanisms for SLPs

Overall how many direct beneficiaries and indirect beneficiaries who have benefitted from the project?

How relevant was the project in your community?

Describe the nature of the relationships between community, Oxfam and the project partners – the reasons for the collaboration and the benefits and learnings arising from the partnerships.

How effectively and appropriately have you worked with partners and other stakeholders, and involved them in relevant stages through the process?

Outline any new partnerships and links formed (i.e. with government, academia, private sector, or other civil society organisations)

Highlight any mutual mentoring and capacity building undertaken with partners and allies

What are the key achievements and challenges related to the work with partners on relevant cross-cutting themes such as gender, disability and social inclusion, child safeguarding, environment management, value for money and private sector engagement.
What recommendations can be made looking at the sustainability of the interventions in the future?

How did you assess/review partners’ work on gender programming and work with them to strengthen their work in this area?

**DISABILITY INCLUSION**

How did people with disabilities, and Disabled Peoples Organisations, participate in and benefit from the project?

How did the project specifically target the different needs and priorities of people with disabilities?

How did you assess/review partners’ work on disability inclusion and work with them to strengthen their work in this area?

Has the number of people living with disability participating in the project increased or decreased? Why?

Monitoring and evaluation of the project

What monitoring tools and reports were put in place to monitor the project?

How were lessons drawn from semi and annual reports used to make decisions and track progress?

Describe how the project has progressed in relation to the sustainability of outcomes for girls, boys, women and men, and their communities, and any related changes made to the project’s exit, scale-up or handover strategy.

What feedback and complaints mechanisms have been put in place to gather feedback from project participants, communities and partners and how did you make project participants, communities and partners aware of these mechanisms?

What feedback have project participants, communities and partners provided? How have you responded to these?

Describe how project participants and partners were involved in decision-making, and which project information was shared with them and how.

Report any challenges and risks that have been encountered in implementing the project, the impact of these challenges and/or risks and the actions taken to address these. Refer to the risk management approach specified in the project design and plans.

What are some of the positive partnership aspects with Oxfam South Africa on this project?

Within evidence outline the technical or other support from Oxfam South Africa that have been particularly helpful in your implementation.
**QUESTIONNAIRE TO THE BENCH MARK FOUNDATION**

We have been mandated to conduct an evaluation on behalf of Oxfam and you have been chosen to participate in the evaluation as you have been one of the stakeholders.

If you give me consent I will ask you some questions for about 25-30 minutes only and please be informed that your name or details will not be revealed without your consent. The findings will be used to improve such type of project interventions in the near future.

1. How long have you been working for the Bench Mark Foundation?
2. What is the role of Bench Mark Foundation in social issues and in projects related to community rights and holding mining companies and government accountable?
3. When did you start partnering or getting involved in the Oxfam SA programme?
4. How did you partner with Oxfam SA and communities?
5. What has been the impact if any on community empowerment thus mining activists, artisans, women in mining, on policy submissions, and holding government accountable?
6. In your view, do you think Bench Mark and its partners made an impact in promoting governance, accountability, transparency on the part of government, and mining companies? Why do you say so?
7. In your view, do you think Bench Mark and its partners made an impact in empowering mining activists to hold government and mining companies accountable, promoting governance, accountability, transparency? Why do you say so?
8. What challenges and successes did the project have?
9. What lessons can be drawn from the project?
10. What recommendations can be made for future projects of this nature?
11. Any other things you would like to share?

Thank you

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**QUESTIONNAIRE TO THE OXFAM STAFF**

We have been mandated to conduct an evaluation on behalf of Oxfam South Africa and you have been chosen to participate in the evaluation as you have been one of the stakeholders.

If you give me consent I will ask you some questions for about 30-40 minutes only and please be informed that your name or details will not be revealed without your consent. The findings will be used to improve such type of project interventions in the near future.

1. How long have you been part of the execution team of the Advancing open governance, transparency and greater citizen participation?
2. What have been the objectives of the Advancing open governance, transparency and greater citizen participation project?
3. Based on the objectives of the project, what went well and what did not go well in the planning, execution, monitoring and reporting of the project?
4. How has your organisation been involved in the collaboration of the programme?
5. Giving evidence, how has the project promoted capacity building, governance, transparency and citizen participation?
6. How have workshops brought behaviour change and capacity of community activists in your country to hold mines and government accountable, transparency and on mines’ SLPs?
7. Giving impact examples, what were the enablers and disenablers of the implementation of the programme and its project in your country?
8. Giving examples, how has the project promoted citizen participation and policy influence thus, active citizenship as a vehicle for social transformation and bringing about sustainable policy changes in your country?
9. How were the project objectives informed by any research and research data?
10. Giving impact examples, during the phase of the project, how have you used the resources from funding to address the struggles around Mining in your country?
11. Giving evidence which groups have you mobilised and empowered on governance and decision making across the extractives industry value chain?

12. How relevant was the project in empowering community activists, women in mining etc. to ensure they have the capacity for contract monitoring and campaigning practical tools to gather evidence and taking action in their communities to hold mining companies and government accountable?

13. How has the project over its timeframe, promoted Communication and public education among activists?

14. How did you promote media engagements?

15. Giving impact examples, how has the project promoted Policy engagements and legislative reforms?

16. How have you raised awareness to facilitate community dialogues among CBOs for policy contributions, policy submissions?

17. Which policies have been influenced this far and by which group of activists? Can you share a copy with the before and after?

18. Through the project how have you engaged and participated in the South African National Alternative Mining Indaba (SANAMI)? What were the outcomes?

19. Using evidence, how have you promoted governments and corporations to be held accountable for open governance of extractives resources through increased civil society and community participation?

20. How many civil societies groups were established that undertook joint public education/advocacy to advance open governance and transparency within extractive industry and in South Africa’s OGP Agenda?

21. How have they been operational?

22. Based on evidence, which of the following project objectives were achieved?

   a) Full and proactive disclosure of information on socio-economic and environmental implications of proposed mining projects (mining application stage) by 2020.

   b) Improved capacity of communities in local and national decision making processes to maximize their benefits from mining in their areas.

   c) Buy-in of government into the need to legislate reporting standards mandating country-by-country reporting up to project level

   d) A robust; representative; empowered and highly active/visible coalition with sustainable strategies and tools to uphold transparency and accountability and community integrity across the value chain.

23. Based on the funding modalities, was the project well planned for and budgeted for during its life span, based on the objectives, outcomes and the theory of change? Why do you say so?

24. How has the project strengthened the Mining Affected Communities United in Action (MACUA)?

25. With evidence, how have you promoted civil society and communities increased technical capacity to be able to hold government and policy makers to account?

26. Through the project how have you promoted that the South African Government and relevant institutions are monitored for their stance on Open Governance and for including and implementing commitments on EI transparency in the OGP Action Plan?

27. With evidence, how did the project promoted that the South African government uses its Chairpersonship role of OGP to strengthen the initiative and actively champion its core principles in multilateral spaces and bilateral trade relations?

28. With evidence how did you achieve the objective of ensuring an extractive company publicly commits to adhere to higher standards of transparency as a result of civil society advocacy?

29. What evidence of impact (case studies) did the project promote in different communities?

30. What lessons can be learnt from the project?

31. What recommendations can be made?