UNITED MANGANESE OF KALAHARI

SOCIAL AND LABOUR PLAN
FOR
UNITED MANGANESE OF KALAHARI (PTY) LTD
(UMK)

REVISION DATE OF SUBMITTAL TO DMRE:
MAY 2023
SLP BASELINE INFORMATION AS AT OCTOBER 2022

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ABBREVIATIONS AND ACRONYMS

ABBREVIATION	DESCRIPTION
AET	Adult Education and Training
ATR	Annual Training Report
BB-BEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
CEO	Chief Executive Officer
CRDP	Comprehensive Rural Development Programme
CSR	Corporate Social Responsibility
DMRE	Department of Mineral Resources Energy
DoL	Department of Labour
DTI	Department of Trade and Industry
EE	Employment Equity
FF	Future Forum
HDP	Historically Disadvantaged South African
HRD	Human Resources Development
HLC	Housing and Living Conditions
HRDP	Human Resources Development Programme
IDPs	Integrated Development Plans
JTGDM	John Taolo Gaetsewe District Municipality
JMLM	Joe Morolong Local Municipality
JMTC	Joe Morolong Training Centre
LED	Local Economic Development
LEDP	Local Economic Development Programme
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NCDRPW	Northern Cape Department of Roads and Public Works
NGOs	Non-Governmental Organisations
NQF	National Qualifications Framework
PPP	Public Private Partnership
RDP	Reconstruction and Development Programme
SED	Socio-Economic Development
SETA	Sector Education and Training Authority
SHE	Safety, Health & Environment
SLP	Social and Labour Plan

ABBREVIATION	DESCRIPTION
SMMEs	Small, Medium and Micro Enterprises
UIF	Unemployment Insurance Fund
UMK	United Manganese of Kalahari Proprietary Ltd
WIM	Women in Mining
WSP	Workplace Skills Plan

DEFINITIONS:

TERM	MEANING
Employees	Permanent Employees
Mining Charter	Refers to the Broad-Based Socio-Economic Empowerment Charter for the SA Mining Industry
Permanent employee	Refers to people employed by UMK on a permanent basis
Mine	UMK
UMK	United Manganese of Kalahari (Pty) Ltd

SECTION 1

1 INTRODUCTION TO AND BACKGROUND INFORMATION ON THE OPERATION

1.1 PREAMBLE [Regulation 46 a]

1.1.1 Name of the Company

United Manganese of Kalahari (Pty) Ltd
Registration 2005/003669/07

1.1.2 Name of the Mine

United Manganese of Kalahari (Pty) Ltd

1.1.3 Physical Address

Office 502
5'th Floor
44 Melrose Boulevard
Melrose Arch
2076

1.1.4 Postal Address

Postnet Suite 902
Private Bag X9
Benmore
2010.

1.1.5 Telephone number

(011) 217 2800

1.1.6 Fax number

(011) 217 2801

1.1.7 Location of the Mine

UMK is situated approximately 15 km South of Hotazel, 68 km from Kuruman and 40 km from Kathu. The mine is located on the Farms Mooidraai 310, Botha 313, Smartt 314, Rissik 330, Middelplaats 332, Roldraai 333, Heuningdraai 334 and Middelplaats 730, within the jurisdiction of the John Taolo Gaetsewe District Municipality and Joe Morolong Local Municipality.

Mining operations are currently taking place predominantly on the farms Smartt and Rissik being focused on open cast mining activities.

Figure 1: Regional setting of the UMK Mine.



1.1.8 Commodity

Manganese Ore

1.1.9 Life of Mine

The existing Mining Right NC 113 MR granted on 08 February 2008 is valid until 07 February 2038 with sufficient open cast mining volumes catering for a life of the Mine, based on its current scale of production rates and reserves.

However, additional exploration could further extend the current life of mine.

1.1.10 UMK Annual Financial year-end

31 December

1.1.11 Annual Reporting year-end for SLP

31 December

1.1.12 Responsible Person

General Manager:	Mr Maimane Joe Mosupyoe (083) 395 3013 (011) 217 2800 Joe.Mosupyoe@umk.co.za
Human Resource Manager:	Ms Ramsy Shika (072) 594 8100 (011) 217 2800 Ramsy.Shika@UMK.co.za

1.1.13 Geographic origin of employees

UMK currently employs 244 permanent employees (excluding contractors). Employees mainly originate from Hotazel, Kuruman, Kathu and Mothibistad areas.

1.2 Background Information of the Mine

United Manganese of Kalahari (UMK) is situated approximately 15km South of Hotazel, 68 km from Kuruman and 40 km from Kathu. The mine falls within the jurisdiction of John Taolo Gaetsewe District municipality and Joe Morolong Local Municipality. UMK is an unlisted, private company, owned by Majestic Silver Trading 40 (Pty) Ltd (51%) and New African Mining Investments Ltd (49%). Majestic Silver Trading is a majority Black-Owned Broad Based Black Economic Empowerment (BB-BEE) Business Entity.

1.3 Primary SLP Focus areas

The SLP is applicable to the permanent employees of UMK. The primary focus areas of the SLP are:

- Increasing literacy / numeracy;
- Implementing career development;
- Providing skills development opportunities;
- Mentoring Historically Disadvantaged South Africans (HDPs);
- Providing bursaries and learnerships to employees and the community;
- Increasing HDP participation in management;
- Increasing women's participation in mining;
- Fostering enterprise development;
- Implementing LED, infrastructure development, welfare creation and poverty eradication projects;
- Improving housing and living conditions;
- Improving access to primary health care;

- Ensuring healthy nutrition;
- Increasing the participation of HDPs and communities in procurement opportunities;
- Providing HIV/AIDS awareness programmes and Voluntary Counselling and Testing (VCT);
- Transforming the Company in line with the Amended Mining Charter;
- Improving training provision;
- Maintaining the established Future Forum (FF) with management and employees;
- Committing adequate funds for the SLP initiatives;
- Putting systems and performance indicators in place;
- Implementing and reporting on the progress of SLP initiatives; and
- Engaging with stakeholders.

1.4 Structure of the SLP

A Social and Labour Plan (SLP) is a prescribed requirement of the Mineral and Petroleum Resources Development Act No. 28 of 2002 (MPRDA), and it has to be implemented for the life of mine and closure process for a Mining Right. The SLP is a ground-breaking document in the mining and minerals sector partly because of the extensive involvement of all key role players in its formulation, and partly because of its comprehensive scope, which covers all disciplines and occupational levels as well as Local Economic Development (LED), and the managing of downscaling and retrenchment. It is a summary of the principles and policies to guide the implementation of specific programmes which aim to aid Socio-Economic Development (SED) and economic growth in the mine's area of operation and labour-sending areas on an ongoing basis.

The SLP has been written with five-year period target horizons. UMK will ensure that the Mine is operated in a manner that respects and responds to the social, environmental and economic needs of the present and future generations. To this end, UMK commits itself to the following:

- To regularly assess environmental conditions, identifying all issues of environmental concern and establishing objectives and strategies of their management;
- Provide for the effective involvement of communities in decisions which affect them, and to treat them as equals. Respect all cultures, traditions, ideals, and consider their needs, concerns and aspirations in making its decisions;

- Provide training and resources to develop our employees and build competencies related to environmental and social responsibilities;
- Work actively with Government, unions, industry and other stakeholders to improve policy, laws and regulations in support of sustainability.

1.5 The objectives of this SLP

a) To promote employment and advance the social and economic welfare of all South Africans, particularly the communities in the feeding areas of UMK;

b) To contribute to the transformation of the mining industry; and

c) To contribute (with UMK as a holder of a mining right) towards the SED of the areas in which the mine operates.

SECTION 2

HUMAN RESOURCES DEVELOPMENT PROGRAMME

Regulation 46 (b)

2 HUMAN RESOURCES DEVELOPMENT PROGRAMME (HRDP) - *Regulation 46 (b)*

The following sections contain the strategic activities which form the basis for the UMK HRDP. Note that the reporting year runs concurrently with UMK's financial year. The following sections contain the strategic activities, which form the basis for the UMK HRDP.

2.1 Background and approach

2.1.1 Introduction

UMK is committed to the development and transformation of its employees and the interested and affected communities within which the company operates. The Company seeks to address the development of its employees and communities while adhering to legislative obligations. In order to achieve transformation and development objectives, UMK is committed to recruit youths and members from the community and labour sending areas in assisting with the objectives of the National Development Plan (NDP) and National Skills Development Strategy (NSDS).

Against this background, the guiding philosophies in developing the HRD programmes in the UMK Social and Labour Plan (SLP) are:

a. The data contained in Form Q is used for planning the different programmes within the company's HRD plans;
b. The data in the Northern Cape Economically Active Population (EAP);
c. Socio Economic Baseline Study and Municipal IDPs;
d. Building on the 2018-2022 SLP achievements and lessons;
e. Mining Qualifications Authority (MQA) regional sector skills plan for the Northern Cape Province;
f. The employees Individual Development Plans and the company's Employment Equity (EE) plans.

UMK's Human Resource Development (HRD) strategy is aimed at empowering and giving opportunities to employees to develop their knowledge and skills within the company as well as empowering communities in our host Municipality and community

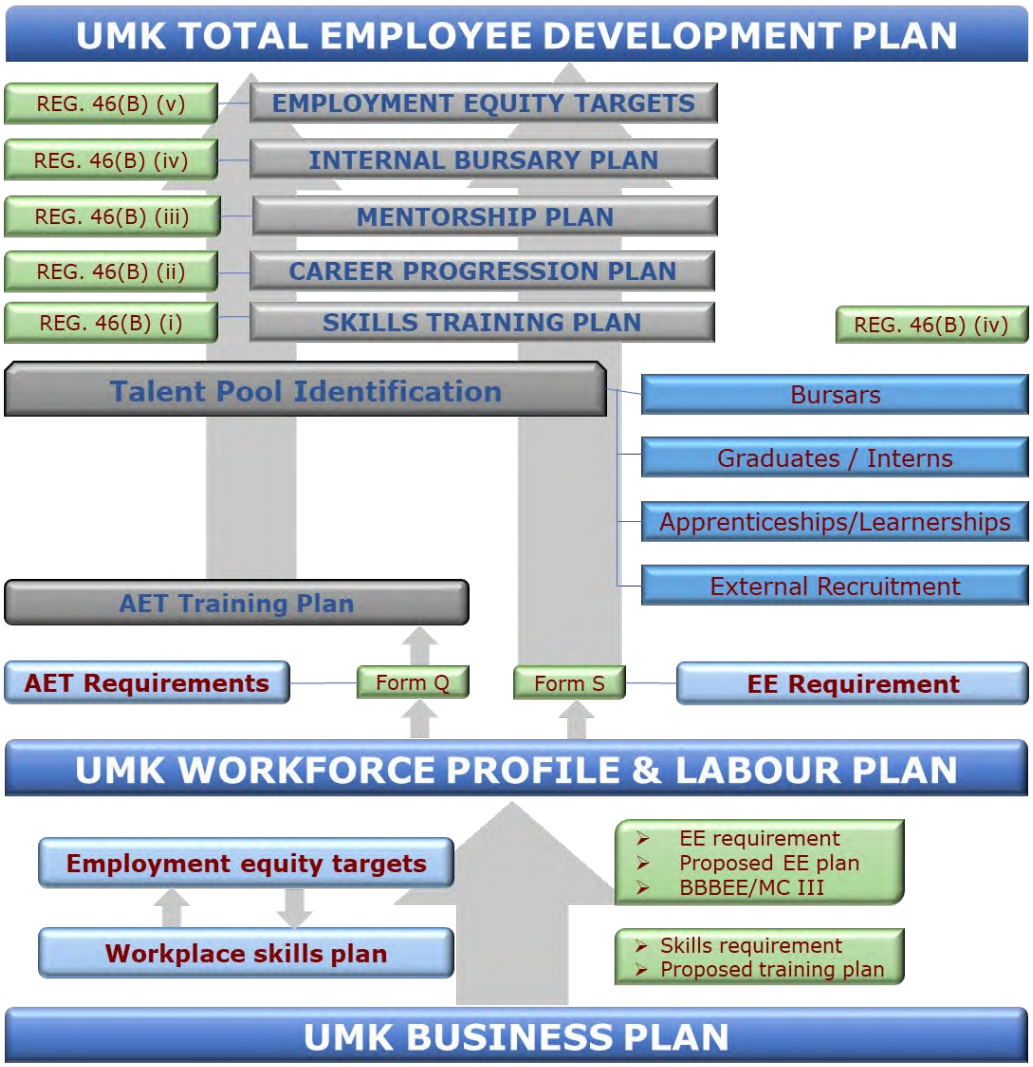
members from JTGDM. UMK's HRD strategy is therefore driven by its operational needs and requirements, and the national imperative as contained in the MPRDA and Amended Mining Charter.

2.1.2 Human Resource Development Framework

The mine's HRD plans are aligned to the mine's business plan.

The development of future HDP leadership is very key and strategic to the survival of the mine.

Figure 2: Employee development plan



The above figure demonstrates how the mine's business plan, its projected labour requirements, its WSP and its employment equity targets are superimposed on each other to create a skills development framework. The data in Form Q and Form S indicate the areas whereby identified talent pool employees are trained.

2.2 Compliance with Skills Development Legislation

2.2.1 Workplace Skill Plan (WSP) And Annual Training Report (ATR)

In compliance with the Skills Development Act, the company annually submits the Workplace Skills Plan (WSP) and the Annual Training Report (ATR), which is signed off in consultation with Organised Labour, CFO and the CEO. The reports are submitted to the Mine Qualification Authority (MQA), the industry SETA, annually.

Table 1: SETA Information

Name of SETA.	Mining qualifications Authority (MQA)
Registration number with the relevant SETA.	*SDL: L070759453* *Workplace Approval: MQA/WSA/609/291021*
Confirmation of having appointed a Skills Development Facilitator	SDF was appointed Appointed letter is available
Proof of submission of workplace skills plan and date of submission	30 April annually

UMK's HRD Strategy ensures a platform for skills development is created and addresses further skills enhancement of employees by supplying skills to employees and members of the community.

Furthermore, this strategy contributes to alleviate the growing shortage of critical skills in the mining industry of South Africa. It supports UMK's Strategic intent to comply with Section 101 of the MPRDA while ensuring all employees on the mine have access to HRD Programmes.

2.2.2 Compliance with Skills Development Legislation

UMK has appointed a Skills Development Facilitator to ensure the effective implementation of skills development responsibilities of the organisation. Table 2 outlines the required compliance to Skill Development Legislation at UMK for the purposes of the HRD section of the Social Labour Plan.

Table 2: Workplace Skills Plan (WSP) Implementation Plan

Skills Development Strategic Action Plan	Responsible Person	Date to be Completed
UMK implements an annual training planning process as part of the business planning process to determine training needs (TNA), identify suitable and cost-effective training solutions and allocate adequate resources to implement the training solutions.	Training Department and Sections	August Annually
Annual submission of ATR and WSP.	Skills Development Facilitator	April Annually
Appointment of dedicated SDF.	HR Manager	Completed
Training and development is delivered by means of training capabilities inherent to UMK and accredited external training providers.	Training Department	Progress monitored against plan
Individual Development Plans (IDP's) are developed as part of the career progression planning process and signed off by Line Managers.	Training Manager and Line Managers	January Annually
Create and coordinate training schedules based on business and personal development needs in accordance to business requirements.	Training Department	Progress monitored against plan

2.3 Skills Development Plan

The HRD plan seeks to maximise the productive potential of people employed at UMK and the surrounding communities through the implementation of the following programmes and action plans:

a) AET;

b) Scholarships, Bursary, Vocational Students, Experiential Training, Graduate Development Programmes, Internships, Apprenticeships, Learnerships, Skills Programmes for employees and non-employees;

c) Core business skills;

d) Portable Skills Training (employees and non-employees);

e) Managerial Development Programmes, Mentorship and Career Progression Plans.

2.3.1 Employment and Education Levels of Employees

The Education, Training and Development System within UMK designed a framework to guide the development of all employees to maximise their full potential for both current and future roles which are aligned to the organisation's Employment Equity (EE) plans and Career Progression. The education levels of UMK are provided in table 3 below;

Table 3: Form Q 2.2 Skills Development Plan - Regulation 46 (b) (i) in conjunction with Regulation 11 (1) g

			Male				Female				Total	
BAND	**NQF level**	**Planned as per envisaged organogram**	**A**	**C**	**I**	**W**	**A**	**C**	**I**	**W**	**Male**	**Female**
General Education And Training (GET)		No Schooling Grade 0/ Pre AET	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
		Grade 1/ Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2/ Sub B	0	0	0	0	0	0	0	0	0	0
	1	Grade 3/Std 1/AET 1	0	0	0	0	0	0	0	0	0	0
		Grade 4/ Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5/ Std 3/ AET 2	0	0	0	0	0	0	0	0	0	0
		Grade 6/Std 4	0	0	0	0	0	0	0	0	0	0
		Grade 7/ Std 5/ AET 3	0	1	0	0	0	0	0	0	1	0
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0
		Grade 9 / Std 7/ AET 4	0		0	0	1	0	0	0	0	1
Further Education and Training (FET)	**2**	Grade 10/ Std 8/N1	83	3	0	0	3	0	0	0	86	3
	3	Grade 11/ Std 9/ N2	0	0	0	0	0	0	0	0	0	0
	4	Grade 12/ Std 10/ N3	41	3	0	6	13	3		2	50	18
Higher Education and Training (HET)	**5**	Higher Certificate	19	9	0	5	5	2		2	33	9
	6	Advanced Certificate / National Diploma	8	1	0	7	5	0	2	2	16	9
	7	Advanced Diploma / Bachelor's Degree	5	0	0	2	4	0	0	1	7	5
	8	Post Grad Diploma / Honours Degree	2	0	0	0	0	0	0	0	2	0
	9	Masters degrees	0	1	0	1	1	0	0	0	2	1
	10	Doctorates	0	0	0	1	0	0	0	0	1	0
		Total	**158**	**18**	**0**	**22**	**32**	**5**	**2**	**7**	**198**	**46**

2.3.2 Adult Education and Training (AET)

Adult Education and Training (AET) is a key instrument of transformation and development within the company and the employees' lives which is aligned to the company's Form Q. AET is the general conceptual foundation towards lifelong learning and development. AET is flexible, developmental and targeted at the specific needs of particular audiences and, ideally, provides access to nationally recognised certificates. AET addresses employees who need basic education in numeracy and literacy.

Adult Education and Training includes:

a) Adult Education and Training (literacy and numeracy);
b) Foundational Learning for Individuals to enter into vocational training programmes (FLC) and
c) Amended Senior Certificates.

The system is designed to be flexible and dynamic allowing continued education and training that is capable of responding quickly to the needs for knowledge and skills.

2.3.2.1 Amended Senior Certificate

The Amended Senior Certificate was designed to give an opportunity to people who do not have matric to be able to apply and write the matric exams in order to achieve a national senior certificate (NSC). The Amended Senior Certificate (ASC) is equivalent to a National Senior Certificate (NSC) and is available to people who have been out of school for more than 5 years and would like to improve their final matric results. As an alternative to a National Senior Certificate, this certificate is available to anyone 21 years and older. This is done through the Adult Matric Programme. The ASC document looks the exact same as the NSC, the only difference between the NSC and the ASC is that for the NSC you will have completed matric through school assessments and exams, but for the ASC you are only required to successfully complete the matric exams.

An Amended National Senior Certificate is given to the candidate once they have completed the Adult Matric course. Using the Adult Matric programme, it does not matter how many years one has been out of school, Umalusi offers the chance to get an accredited matric certificate.

Table 4: Amended National Senior Certificate

Course	Amended Senior Certificate
Programme	National Qualification
Award Type	Senior Certificate
Award Issued By	Umalusi
Accredited By	Umalusi
Course Duration	12 months
NQF Level	Level 4
SAQA ID Number	49647
Entrance Requirements	• Adult learners who are 21 years and older who have: ○ a General Education and Training Certificate (GETC); or ○ a Grade 9 school report (or the old standard seven). stating that they have passed Grade 9 or Standard 7; or ○ a recognised equivalent qualification obtained at NQF Level which requires two official languages. • Adult learners who are 21 years and older with an incomplete Senior Certificate qualification. • Adult learners who are 21 years and older with an incomplete National Senior Certificate • Adult candidates who have already obtained a qualification but wish to improve their results/status. • An incomplete National Senior Certificate and whose School-Based Assessment (SBA) validity has expired.

2.3.2.2 Plans to Achieve Literacy and Numeracy Objectives / Targets

It is the company's intent to provide Adult Education and Training to its employees and community members to ensure that learners become literate and numerate. AET is the pathway for further development for many employees and community members in addition to improving their educational levels. It is therefore imperative that AET provided by the company is of a high standard and can withstand external benchmarking in the form of external examinations. To ensure accessibility to employees, AET will be provided on a Part Time bases, at no cost to the learners.

The recruitment strategy of the mine is to employ people who at least meet the criteria for AET Level 4. Currently, the majority of the existing employees meet this requirement. The company however acknowledges the need for AET in the local community. Table 4 A & B below indicates the plan for AET.

Table 4A: The targets for AET 2023-2027 (UMK Employees)

AET Level	2023	Budget	2024	Budget	2025	Budget	2026	Budget	2027	Budget
Level 4	2	R28 000	2	R29 400	2	R30 850	2	R32 414	2	R34 034
Amended Senior Certificate	1	R12 480	1	R13 104	1	R13 759	1	R14 447	1	R15 169
Total	3	R40 480	3	R42 504	3	R44 609	3	R46 861	3	R49 203
Total Budget	**R223 657**									

Table 4B: The targets for AET 2023-2027 (Community Applicants)

AET Level	2023	Budget	2024	Budget	2025	Budget	2026	Budget	2027	Budget
Pre-AET	3	R42 000	3	R44 100	3	R46 305	3	R48 620	3	R51 051
Level 1	5	R70 000	5	R73 500	5	R77 175	5	R81 034	5	R85 085
Level 2	5	R70 000	5	R73 500	5	R77 145	5	R81 034	5	R85 085
Level 3	5	R70 000	5	R73 500	5	R77 145	5	R81 034	5	R85 085
Level 4	5	R70 000	5	R73 500	5	R77 145	5	R81 034	5	R85 085
Amended Senior Certificate	2	R24 960	2	R26 208	2	R27 518	2	R28 894	2	R30 339
Total	**25**	**R346 960**	**25**	**R364 308**	**25**	**R382 523**	**25**	**R353 030**	**25**	**R421 730**
Total Budget	**R1 868 551**									

The company, in consultation with the Local Government Education Departments will partner to assist in achieving the commitments of the SLP. UMK made available a furnished facility for the training and development of AET. The AET centre is located at the Mothibistad Shopping Complex leased by UMK. The administration and management of the AET centre is the responsibility of the Department of Education and UMK will be responsible for the funding of the lease and operational cost (electricity, cleaning, etc).

The company will intensify marketing strategies for AET programmes within UMK and labour sending areas. Posters will be placed at strategic points across the company and communities to ensure prospective learners have enough time to enroll for the programmes.

2.3.3 Core Business Training

Core business training is defined in respect of legislation as that which relates to mining, engineering and process (excluding learnerships). It is imperative that the operation focuses on ensuring that all employees are adequately trained and competent in the core training for the respective roles that they perform as indicated in the table 5 below. The skills development plan is informed by the training needs analysis of the business as well as Individual Development Plans (IDP).

Table 5: UMK Core Business Skills implementation plan

Type / area of training	2023	Budget	2024	Budget	2025	Budget	2026	Budget	2027	Budget
First Aid	10	R19 800	20	R41 580	20	R43 659	20	R45 842	20	R48 134
Fire Fighting L1	10	R13 000	20	R27 300	20	R28 665	20	R30 098	20	R31 603
Advanced Fire Fighting	10	R26 000	20	R54 600	20	R57 330	20	R60 197	20	R63 206
HIRA	20	R23 600	40	R49 560	40	R52 038	40	R54 640	40	R57 372
Legal Liability	10	R30 000	10	R31 500	10	R33 075	10	R34 729	10	R36 465
Basic Rigging	4	R14 800	8	R31 080	8	R32 634	8	R34 266	8	R35 979
Mechanical Lifting equipment	4	R16 500	8	R34 650	8	R36 383	8	R38 202	8	R40 112
Overhead Crane	4	R15 200	8	R31 920	8	R33 516	8	R35 192	8	R36 951
Working at Heights	10	R21 020	20	R44 142	20	R46 349	20	R48 667	20	R51 100
Fall Protection Plan	10	R21 020	20	R44 142	20	R46 349	20	R48 667	20	R51 100
MV Switching (MQA Skills Programme)	4	R35 000	8	R73 500	8	R77 175	8	R81 034	8	R85 085
HT Cable Joint Training	4	R38 000	8	R79 800	8	R83 790	8	R87 980	8	R92 378
Accident/Incident investigation (ICAM)	10	R30 000	20	R63 000	20	R66 150	20	R69 458	20	R72 930
Railway Regulation (A&B Switching)	2	R30 000	2	R31 500	2	R33 075	2	R34 729	2	R36 465
Railway Regulation	2	R30 000	2	R31 500	2	R33 075	2	R34 729	2	R36 465
Stacker and Reclaimer	5	R47 500	10	R99 750	10	R104 738	10	R109 974	10	R115 473
Control Room 0perator	5	R59 340	8	R99 691	8	R104 676	8	R109 910	8	R115 405
Total number	**124**	**R470 780**	**232**	**R869 215**	**232**	**R912 676**	**232**	**R958 310**	**232**	**R1 006 225**
Total Budget	**R4 217 206**									

2.3.4 Occupational Health and Safety Representative Skills Programme

Delegates completing this skills programme will be able to brief their employees on all aspects of occupational health and safety. It will include their rights and powers in terms of the Mine Health and Safety Act (Act 29 of 1996) Section 30 and the ability to identify and report on potential hazards and risks in the workplace.

Table 6: SHE REP Implementation Plan

Type / area of training	2023	2024	2025	2026	2027
SHE REP	10	10	10	10	10
Total	**10**	**10**	**10**	**10**	**10**
Budget	**R38 000**	**R39 900**	**R41 895**	**R43 990**	**R46 189**
Total Budget	**R209 974**				

2.3.5 Learnerships

2.3.5.1 Introduction

Learnership and skills programmes are aimed to create, develop and support a pool of suitable and competent technical employees to address the company's skills requirements, also as a potential pool for Employment Equity imperatives. Such programmes include, but are not limited to, Internships, Management Development Programmes and Learnerships. Where required, these programmes will be registered and accredited through the appropriate SETAs.

A learnership is a registered and accredited learning programme including both practical work experience, and theoretical studies, which therefore combines workplace and institutional learning. UMK undertakes to offer learnerships and skills development programmes to enhance operational requirements.

Table 7: UMK provides the following Learnerships:

1. Artisan Learnerships (Apprenticeships)	a) Electrical
	b) Fitting & Turning
	c) Plating
	d) Diesel Mechanic
2. Non-Artisan Learnerships	a) National Certificate: Rockbreaking: Surface Excavations (16Q160106431413)
	b) Further Education and Training Certificate: Mineral Processing (16Q160140361374)

2.3.5.2 Engineering Learnerships

The company will equip individuals with the necessary knowledge and skills to ultimately qualify as artisans. Apprentices are engaged in a structured programme, of approximately 2½ - 3 years in duration. The company offers programmes that are accredited with the industry SETA, the MQA for specific trades in line with QCTO (Quality Council for Trades and Occupations) requirements. These programmes can be done on a modular or unit standard basis.

Learnership training is provided for employees and unemployed individuals in our host communities to give them the opportunity to obtain a formal qualification. In the event that the company is unable to source community members from the immediate host community for this programme, the company would then only source individuals from the greater labour sending areas.

The programmes are marketed through advertisements in newspapers, pamphlets, labour structures, business unit noticeboards, community forums and local Municipality notice boards. The learners must meet the minimum criteria as set out by UMK and also meet the relevant legislative requirements to enter the apprenticeship programme.

2.3.5.3 Plans to Achieve Engineering Learnership Targets

Learnership programmes at UMK are aligned to the business plan and aspires to address scarce skills, hard to fill vacancies and critical positions both at the mine and in the industry in general. Each learner is allocated a mentor, who meets with learners on pre-determined intervals to review progress and provide support with respect to performance management issues. In turn these mentors receive mentorship training which is covered under “Mentorship Programme” in the SLP.

Learners will be recruited either internally or externally to address the objectives of increasing the pool of available labour and to ensure internal development opportunities. This will assist in addressing skills shortages (hard to fill vacancies) and unemployment challenges. Table 7 A & B illustrates the plan for 2023-2027 Apprenticeships. A total of **10 learners** will benefit from the Learnership programme over a five-year period.

Table 7A: Learnership (18.1) Implementation Plan

Type / area of training	2023		2024		2025		2026		2027	
	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
Apprenticeship	1	0	0	1	0	1	1	0	0	1
Total	**1**	**0**	**0**	**1**	**0**	**1**	**1**	**0**	**0**	**1**
Budget	**R73 000**	**0**	**0**	**R76 650**	**0**	**R80 483**	**R84 507**	**0**	**0**	**R88 732**
Total Budget	**R403 372**									

Table 7B: Learnership (18.2) Implementation Plan

Type / area of training	2023		2024		2025		2026		2027	
	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.	New Intake	Cont.
Electrical			1			1	1	1		1
Platers	1			1	1	1		1	1	1
Fitting					1			1		1
Diesel Mechanic	1			1		1	1			1
Total	**2**	**0**	**1**	**2**	**2**	**3**	**2**	**3**	**1**	**4**
Budget	**R146 000**	**0**	**R77 082**	**R154 964**	**R170 848**	**R256 272**	**R179 390**	**R269 085**	**R94 180**	**R376 720**
Total Budget	**R1 724 541**									

2.3.5.4 National Certificate: Rock Breaking – Surface Excavations

NQF: 3 **Duration:** 12 Months

There is a critical need in industry to equip people with the required competencies to conduct safe and efficient rock breaking activities in surface excavation to sustain the future of the surface mining industry. Rock breaking operations are often conducted under dangerous and difficult conditions, which have to be managed appropriately in order to preserve lives and protection of equipment working in close proximity, and ensure operational efficiency.

The National Certificate in Rock breaking for Surface Excavations (NQF Level 3) is a statutory requirement in terms of the Mine Health and Safety Act and Regulations for persons conducting rock breaking operations to be deemed competent. Learners acquiring this qualification will have an improved understanding of their role and will acquire the applied competencies to consistently and effectively execute their duties by contributing to the surface mining process and adhering to quality, occupational safety and legislative requirements.

The qualification is designed to be flexible and accessible so that people are able to demonstrate the competencies required to work in a safe, healthy and effective manner in a surface mining environment. Activities involve the breaking of rock in a pre-determined sequence to maximise the break of the advancing bench and at the same time minimising damage to the surroundings and to ensure a safe working environment for the production teams. These rock breaking activities could be undertaken by means of explosives or mechanical means or a combination of both. This qualification provides for both primary and secondary rock breaking operations in surface excavations in terms of Chapter 4, Explosives Regulations under the Mines Health and Safety Act.

This qualification will have a positive impact on the production of minerals and contribute significantly to society in general and the South African economy. Furthermore, the mining industry creates opportunity for many secondary and tertiary mining and minerals related business activities. Furthermore, this qualification facilitates access for previously disadvantaged groups and other learners to acquire the technical knowledge and skills that are required to conduct rock breaking operations and enhancing the status and employability of the learner within the mining and minerals industry. A total of **50 learners** will participate in this learnership programme over a period of 5 years.

Table 8A: Mining Learnerships (18.1) Implementation Plan

Type / area of training	2023	Budget	2024	Budget	2025	Budget	2026	Budget	2027	Budget
Rock breaking	1	R110 000	1	R115 500	1	R121 275	1	R127 339	1	R133 706
Competent A	2	R7 800	2	R8 190	2	R8 600	2	R9 029	2	R9 481
Competent B	2	R14 400	2	R14 240	2	R14 952	2	R15 700	2	R16 485
Blasting Assistant	2	R16 800	2	R17 640	2	R18 522	2	R19 448	2	R20 420
Total	**7**	**R149 000**	**7**	**R155 570**	**7**	**R163 349**	**7**	**R171 516**	**7**	**R180 092**
Total Budget	**R819 527**									

Table 8B: Mining Learnerships (18.2) Implementation Plan

Type / area of training	2023	Budget	2024	Budget	2025	Budget	2026	Budget	2027	Budget
Rock Breaking	1	R110 000	1	R155 500	1	R121 275	1	R127 339	1	R133 706
Blasting Assistant	2	R16 800	2	R17 640	2	R18 522	2	R19 448	2	R20 420
Total	**3**	**R126 800**	**3**	**R173 140**	**3**	**R139 797**	**3**	**R146 787**	**3**	**R154 126**
Total Budget	**R740 650**									

2.3.5.5 Further Education and Training Certificate: Minerals Processing

NQF: 4 **Duration:** 12 Months

"Minerals Processing" in this context refers to the extraction of valuable minerals contained in mined ore and the production of related products, or enriched concentrates, for further processing or sale. Processes employed in the recovery of gold, platinum, uranium, base metals, coal, iron ore, diamonds, manganese etc. are provided for in this qualification. Recovery rates and cost implications relating to minerals extraction processes must be optimised to ensure the ongoing viability of the producer. Obtaining this qualification will equip learners to supervise and coordinate the Mineral processing operation in achieving this goal. Production of these commodities is of tremendous benefit to the economy, as well as society, by way of local and foreign investments and sale of products.

This qualification will help improve their employability, e.g. in smaller mineral processing plants that cannot afford to do their own training as well as benefit the learner through the fundamental knowledge and life skills included in the qualification. This competence provides the skills needed to supervise and coordinate significant processes within metallurgical operations. It also provides the basis upon which further related learning and career development can take place. A total of **25 learners** will participate in this learnership programme over a five-year period.

Table 9A: Processing Learnerships (18.1) implementation plan

Type / area of training	2023	Budget	2024	Budget	2025	Budget	2026	Budget	2027	Budget
Mineral Processing	1	R65 000	1	R68 250	1	R71 663	1	R75 246	1	R79 008
Plant Attendants	2	R57 000	2	R59 850	2	R62 843	2	R65 985	2	R69 284
Total	**3**	**R122 000**	**3**	**R128 100**	**3**	**R134 506**	**3**	**R141 231**	**3**	**R148 292**
Total Budget	**R674 129**									

Table 9B: Processing Learnerships (18.2) implementation plan

Type / area of training	2023	Budget	2024	Budget	2025	Budget	2026	Budget	2027	Budget
Mineral Processing	2	R130 000	2	R137 000	2	R143 326	2	R150 492	2	R158 016
Total	**2**	**R130 000**	**2**	**R137 000**	**2**	**R143 326**	**2**	**R150 492**	**2**	**R158 016**
Total Budget	**R718 834**									

2.3.6 Community Training

Portability refers to the ability of learners to transfer their knowledge and skills attained at the mine to other employers, industries or learning institutions. Most of the training that will be provided to workers and community members will be based on SAQA qualifications and unit standards. This means that the learning will be completely portable and the qualification will be nationally recognised.

The company has embarked on a process to further increase the training opportunities for community members as its part of its contribution to skills development of local communities in the JTG area. UMK continues with the existing Joe Morolong Training Centre to provide technical skills training to successful applicants from the community. From 2023, the company aims at including employees into the programme to upskill the workforce.

The Community Training Programme will mostly be focused on young people from the surrounding villages and communities, although older individuals and company employees are not excluded. The technical training is aligned with skills that are required in the mining companies in the area and industry. This initiative is aimed at creating a pool of skilled people who can be employable in the industry or create own employment. UMK undertakes to offer community training in the following programmes:

Table 10: Community training programme

1. Community Business Skills Programmes (Non-Mining)	a. Business Practices
	b. New Venture Creation
	c. Basic Computer Skills
	d. Office Practice (Office Administration)
	e. Protection Services
2. Mining Machine Operator Training	a. TMM Hauler Programme

Business Practice

Business Practice introduces the students to the business environment and selected business sectors. The subject focuses on skills, knowledge, values and attitudes in relation to your own context and experience of the world of work.

New Venture Creation

The subject equips enrolled students with an entrepreneurial skillset, opportunistic networking and fosters innovation and new business start-ups. This course is aimed at all would-be entrepreneurs, established entrepreneurs and students interested in business development processes. The course is designed as a practical environment, where the cases being analysed are the actual, real-time experiences of students going through the entrepreneurial process of starting a company. To facilitate the development of ventures, the course embarks on both a theoretical framework and business development guidance to support and raise the prospects of success. The fundamental components from venturing a business will be taught, but more importantly, the student will gain a hands-on experience in entrepreneurship.

Office Practice

Office Practice equips students with the skills, knowledge, values and attitude required to be successful as an administrative, secretarial or personal assistant. The subject lays the foundation for lifelong learning and creates the opportunity for further and higher education.

Protection Services (National Certificate in General Security Practices)

This qualification is an entry-level qualification and recognises the key competencies required of security personnel who are able to work in a variety of security contexts. This qualification will be for individuals who want to enter the security industry and develop competencies in standard security practices such as access and egress control, security response and patrols, asset protection and visible security operations. This qualification will entail that persons involved in the security environment will be able to practice the necessary knowledge, skills and attitudes to operate in a professional manner. The qualification will also enhance their career opportunities within the security environment.

2.3.6.1 Skills Programmes and Portable Skills Implementation Plan

Table 10A: Other programmes implementation plan

Type / area of training	2023	Budget	2024	Budget	2025	Budget	2026	Budget	2027	Budget
Basic Computer	25	R273 750	25	R273 793	25	R287 483	25	R301 857	25	R316 950
New Venture Creation	25	R30 850	25	R30 850	25	R32 393	25	R34 012	25	R35 713
Business Practices	25	R31 000	25	R31 000	25	R32 550	25	R34 178	25	R35 886
Office Practice	5	R16 250	5	R16 250	5	R17 063	5	R17 916	5	R18 811
Protection Services	5	R28 750	5	R28 750	5	R30 188	5	R31 697	5	R33 282
Total	**85**	**R380 600**	**85**	**R380 643**	**85**	**R399 677**	**85**	**R419 660**	**85**	**R440 642**
Total Budget	**R1 671 222**									

2.3.6.2 Machine Operator Training (TMM Hauler Programme)

UMK introduced a driver training programme that offers community members the opportunity to be trained on earth moving equipment (TMM) to be able to operate safely in the mining industry. The aim of the programme is to provide members of the community with a training opportunity to become skilled operators and employable in the area and anywhere in South Africa. The individuals will receive an MQA certificate on completion of the programme which is a nationally recognised qualification. This programme is also aimed at promoting women in mining – 20% of the target will be allocated to women. The company partners with other business partners and companies in order to attempt to absorb learners trained on the programme for possible employment.

Table 10B: TMM hauler programme implementation plan

Type / area of training	2023	2024	2025	2026	2027
TMM Hauler Programme	10	10	10	10	10
Total	**10**	**10**	**10**	**10**	**10**
Budget	**R222 000**	**R275 000**	**R288 750**	**R303 187**	**R318 346**
Total Budget	**R1 407 283**				

2.3.6.3 School Support and Post Matric Programmes

The school Support Programme aims to provide learners with the care and support that they need in order to grow and make their dreams a reality. South Africa needs educated, skilled and literate citizens to help it grow and develop a thriving economy as indicated in the National Development Plan. To help address these needs, UMK recognises that Early Childhood Development educators do not have the skill and resources to help children with guidance and basic needs. Therefore, UMK believes that by uplifting underserved communities through education will develop and provide collaborative, scalable educational platforms to connect, equip and empower people in Southern Africa.

2.3.6.3.1 Early Childhood Development

NQF Level 5 Duration **15 months**

Credits 120

The Early Childhood Development (ECD) programme helps take care of the wellness, nutrition and educational needs of young children at risk of not developing to their full potential. ECD is a comprehensive approach to programmes and policies for children from birth to nine years of age with the active participation of their parents and caregivers. Its purpose is to protect the rights of children to develop their full cognitive, emotional, social and physical potential. The purpose of the programme is to improve the quality of learning in Early Childhood Development (ECD) centres, by preparing vulnerable children for school readiness. The intention is to empower and equip ECD centres' owners and educators with essential training and enterprise skills, to enable them to stimulate and develop learners holistically.

As South Africa continues to live with high levels of abject poverty, unemployment, increased levels of gender-based violence, low levels of intentional child/caregiver engagement and inequality in education. Added to inadequate/displaced housing infrastructures and lack of access to basic amenities and community services. The company recognises and prioritises the educational and nutritional needs of babies and children (aged new born – 6 years old) to reduce the impact of the trauma and effects their adult caregivers experience and have inherited due to these socio-economic challenges. The programmes runs for a period of 15 months per enrolment and will benefit a total of **5 teachers** over a five-year period.

The programme ensures that:

a) Early childhood development centres have the understanding how to register a centre, complies with regulations and by-laws and meet the minimum norms and standards.
b) Identifying the needs of children with disabilities, foetal alcohol syndrome and HIV/Aids, etc.
c) ECD practitioners and caregivers are trained to fulfil the developmental needs of the child.

Table 11: Early Child Development programme implementation plan

Type / area of training	2023	2024	2025	2026	2027
Early Child Development	1	1	1	1	1
Total	**1**	**1**	**1**	**1**	**1**
Budget	**R22 000**	**R23 100**	**R24 255**	**R25 467**	**R26 741**
Total Budget	**R121 563**				

2.4 Bursary Plan - Regulation 46 (b) (iv)

2.4.1 Introduction

UMK is well aware of the need not only to assist its own employees with development opportunities, but also to provide members of the local community with access to tertiary education opportunities (bursaries) and experiential work opportunities (internships). The Internship and Bursary Plan links with developing individuals to supply the operation with required skilled people. Apart from business-related qualifications, the Mine is also aware of the need to develop qualified individuals from communities affected by the Mine, in other sectors of the economy. UMK will equip its employees with skills, (portable to other sectors of the economy) upon downscaling or closure.

Bursaries will be offered on an annual basis in line with the funds that have been made available in this SLP. The funds will be administered by the Naledi Education Trust which is founded and funded by UMK. The annual budget is R3 000 000 (a total of R15 000 000 over the SLP period) and the funding available will enable approximately **15 students** to be assisted on an annual basis, depending on the field of study and institution of choice. There is current uncertainty as to how the proposed government's policy of "free education" will be implemented. The Naledi scheme will continue as supplementary funding to what is provided by government.

The Naledi bursaries will be restricted to undergraduate studies. A balance must be maintained between those students commencing and those completing their studies.

New intakes will be taken once the group being sponsored have completed their studies or if students drop out.

Whilst preference will be given to students wishing to study in mining related fields and originating from the Northern Cape, bursaries will also be awarded for non-mining related fields of study, students originating from other provinces and bursaries will not be limited to specific universities, in accordance with taxation requirements.

UMK has a small staff structure and therefore cannot offer employment opportunities to all the students that will be funded in the bursary programme, but where possible the bursaries will also be utilized to assist the mine to meet and maintain employment equity targets. Furthermore, where required, bursars will be linked with the internship plan to ensure that they become part of the skills pool.

Table 12: Bursary implementation plan

Type / area of training	2023	2024	2025	2026	2027
	New Intake (Approximate)	New Intake (Approximate)	New Intake (Approximate)	New Intake (Approximate)	New Intake (Approximate)
Bursaries	15	15	15	15	15
Total	15	15	15	15	15
Budget	R3 000 000	R3 000 000	R3 000 000	R3 000 000	R3 000 000
Total Budget	R15 000 000				

2.5 Internship Plan

An internship is a mechanism of providing opportunities for new entrants to the labour market to gain work exposure and practical experience in their respective fields of study. The company will implement an internship programme that will be linked to the bursary plan. It is envisaged that the internship plan will be able to give opportunities to graduated students and ensure that they acquire practical exposure and demonstrate understanding of the culture of the company and industry. The programme will benefit a total of **5 interns (1 per year)** over a five-year period.

UMK will implement an internship plan which will be rolled out as follows:

a) Experiential training in the form of internships will be offered to a selected number of students from the community and graduates who would benefit from practical training as per the requirements of their respective tertiary institution and/or course;

b) Experiential training will be provided to undergraduate or postgraduate students who are interested in becoming involved in the Minerals sector

c) These internships will be offered to students in core disciplines of mining, engineering and other disciplines identified by the company;

d) UMK will provide a coaching and mentoring process for interns;

e) The progress of interns will be continuously assessed against required programme outcomes. Progress will also be monitored and evaluated quarterly;

f) Students' records will be maintained and forwarded to the relevant learning institutions.

Table 13: Internship implementation plan

Type / area of training	2023	2024	2025	2026	2027
	New Intake	New Intake	New Intake	New Intake	New Intake
Mining Engineering	1	0	0	0	0
Electrical Engineering	0	0	0	0	1
Mechanical Engineering	0	1	0	0	0
Geology	0	0	1	0	0
Rock Engineering	0	0	0	1	0
Total	1	1	1	1	1
Budget	R700 000	R735 000	R771 750	R810 338	R850 854
Total Budget	R3 867 962				

2.6 Form R Hard-to-fill Vacancies

Hard-to-fill vacancies represent both currently filled and vacant positions. These are difficult to fill / replace due to the limited availability of related skills in the market. These also represent positions where UMK is non-compliant in terms of its employment equity obligations according to the Mining Charter.

Hard-to-fill vacancies will be addressed at UMK through the implementation of the Skills Development Programme and various learnerships, as described in the sections above. The hard-to-fill vacancies at UMK have been recorded in Form R (Table 14). Skills development, AET and learnership programmes will attempt to build capacity where needed and will be based on the WSP for the operation. Designated groups will be given preference in filling vacancies.

Table 14: Form R – Hard to fill vacancies

Occupational level	Job Title of Vacancy	Main Reason for being unable to fill the vacancy
Top management	**None**	**Not Applicable**
Senior Management	**None**	**Not Applicable**
Professionally qualified and experienced specialists and mid-management	**None**	**Not Applicable**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	**None**	**Not Applicable**
Semi-skilled and discretionary decision making	**None**	**Not Applicable**
Unskilled and defined decision making	**None**	**Not Applicable**

2.7 Career Progression Plan – *Regulation 42 (b) ii*

2.7.1 Introduction

A Career progression matrix has been implemented at UMK indicating the qualifications and experience required to qualify for the different job levels within the various mining occupations. Through training and development, employees will be assisted to gain the necessary qualifications to meet job specifications to qualify for the next job level.

The table below indicates the number of employees targeted to be assisted in getting ready to be considered for a position that will enhance the employee's career.

A preliminary talent pool has been established as indicated in **Table 15**. UMK will, however, use 2023 to create a detailed pool of individuals comprising exceptional performers, as well as potential management candidates with assessed potential at various levels. These employees will be tracked and placed into a talent pool for succession and accelerated development.

Progression into upper levels is determined by performance, aptitude and enthusiasm, as well as the availability of career opportunities within a given occupation.

Table 15: Career Progression implementation plan

Current Position	Training intervention	Qualification to be achieved	Year 1		Year 2		Year 3		Year 4		Year 5	
			No of identified employees		No of identified employees		No of identified employees		No of identified employees		No of identified employees	
			new	cont.	New	cont.	new	cont.	new	cont.	new	cont.
HR General Staff	HR advance training	HR qualification	2	0	0	2	2	0	0	2	2	0
Mining	Mining training	Mining qualification	0	0	2	0	0	2	2	0	0	2
Engineering	Engineerng training	Engineering qualification	2	0	0	2	2	0	0	2	2	0
Production	Plant operating training	Plant operator license	2	0	2	0	3	0	3	0	3	0
SHEQ	Safety Officer	SHEQ qualification	2	0	0	2	3	0	0	3	3	0
Total			**8**	**0**	**4**	**6**	**10**	**2**	**5**	**7**	**10**	**2**

Table 16: Career Progression Plan - Activities and Targets

Human Resources					
Specific Career Steps		**Compliment 2024**		**Generic Courses/Interventions**	
Manager				Fast Tracking by means of training and development plans on MQA (SETA) standards where applicable	
HR Officer					
HR Clerk					
HR General Staff					
Current Position		**Progression Time Frame on the "How"**			**Appointed Mentor**
		Year 1 - 2	Year 3 - 4	Year 7-9	To Be Appointed
HR General Staff		HR Officer (Junior)	HR Officer	Manager	
Skills Development Plan - Human Resources					
Skills Required	• Basic Administrative skills • Basic Computer literacy • In service training	Relevant certificate Administrative skills Advanced computer literacy In service training: • Manning skills • Labour control • ER/IR policies and procedures • Coaching skills	HR planning Advanced relevant qualification In service training: • HR Policies • HR Procedures • HR systems • Manning skills • Cost structure Leadership Problem solving skills Coaching skills Relevant tertiary qualification	HR planning Leadership Problem solving skills Coaching skills Relevant tertiary qualification First degree (HR management; Labour Law) Registered personnel practitioner Relevant experience	
OCCUPATIONAL CATEGORY	HR General staff	Clerk	HR Officers / Supt	Manager	
TARGET LEARNERS	1	1	0	0	
COMPLETION DATE	2024	2026	-	-	

MINING							
Specific Career Steps			**Compliment 2025**			**Generic Courses/ Interventions**	
Mining Engineering and Geology Internship/apprentenship			Internship/Apprentenship completion			On the job training Advanced engineering training Advanced geology training Leadership and management courses Advanced project management courses	
Mining Engineer			Engineering qualification				
Geologist			Geology qualification				
Current position/	**PROGRESSION TIME FRAME ON THE "HOW"**						**APPOINTED MENTOR**
	Year 1	Year 1 - 2	Year 3 - 5	Year 6-7	Year 8-10	Year 10-12	To be appointed
SKILLS DEVELOPMENT PLAN – MINING							
SKILLS REQUIRED	• Induction • Health and safety • On the job induction • On the job training	• Job specific technical skills • Job specific skills • Mine specific support standards	• Job specific technical skills • Job specific hazard identification • Mobile equipment license	• Job specific technical skills • Job specific hazard identification • Mine specific support standards	• Planning skills • Organizing skills • Supervisory skills • Mine specific support standards • Blasting ticket	• Cost control skills • Coaching skills • HR policies and procedures, re disciplinarily and grievance • Blasting ticket	• Diploma/ Degree – Mining Engineering • Surveying • Conceptual skills • Leadership skills • Blasting ticket
OCCUPATIONAL CATEGORY	Mining Engineer	Mining Engineer	Geologist				
TARGET LEANERS	2	2	2				
COMPLETION DATE	2025	2027	2029				

PRODUCTION								
Specific Career Steps			**Compliment 2024**			**Generic Courses/Interventions**		
Metallurgy Internship			Metallurgy internship completion			Fast tracking by means of training and development plans on MQA (SETA) standards where applicable		
Metallurgist			Metallurgy qualification					
Plant Operators			Plant operator licenses					
Current Position	**Progression Time Frame on the "How"**							**Appointed Mentor**
	Year 1 - 2	**Year 3 - 4**	**Year 5**	**Year 5 - 6**	**Year 7-8**	**Year 11-13**	**Year 14-15**	To be appointed
Skills Development Plan - Plant								
Skills Required	• In-service training • Plant Operator • Knowledge of all plant sections	• Job specific technical skills • Job specific skills • Mine specific support standard	• In service training - • Conceptual skills • Junior Analytical skills	• In service training - • Conceptual skills • Analytical skills • Leader skill	• In service training • On the job • Conceptual skills • Analytical skills • Leadership skills	• Specific On the job training • Advanced Conceptual skills • Analytical skills • Leadership skills	• Degree in Chemical engineering or metallurgy, or • BTech in Chemical engineering/metallurgy or	• Degree in Chemical engineering or metallurgy, or • BTech in Chemical engineering/metallurgy or • Degree in Mechanical engineering • Senior managerial skills
OCCUPATIONAL CATEGORY	Plant operators	Plant operators	Plant operators					
TARGET LEANERS	2	3	3					
COMPLETION DATE	2024	2026	2028					

ENGINEERING						
Specific Career Steps			**Compliment 2026**			**Generic Courses/Interventions**
Engineering internship			Internship completion			Fast tracking by means of training and development plans on MQA (SETA) standards where applicable
Engineering trade test			Trade test			
Engineer			Engineer			
Current Position	**Progression Time Frame on the "How"**					**Appointed Mentor**
	Year 1 - 2	**Year 3 - 4**	**Year 5 - 7**	**Year 9-12**	**Year 14-15**	To be Appointed

Skills Development Plan - Engineering						
Skills Required	• On the job training	Artisan Aide Course • Electrical • Fitting • Boiler making • Mechanical	Apprenticeship • Electrical • Fitting • Boiler making • Mechanical	• In service training - • Foreman • Planning skills • Organizing skills • Problem solving skills • Supervisory skills	• BSc Engineering/ • Government certificate of competency • In service training • Conceptual skills • Analytical skills Leadership skills	• Government Certificate of Competency (GCC) • Relevant Engineering Degree • Senior managerial skills
OCCUPATIONAL CATEGORY	Electrical & Boilermaking	Fitting	Mechanical			
TARGET LEARNERS	2	2	2			
COMPLETION DATE	2024	2026	2028			

SHE			
Specific Career Steps	**Compliment 2024**		**Generic Courses/Interventions**
SHE Internships	Completion of Internship		Fast tracking by means of training and development plans on MQA (SETA) standards where applicable
SHEQ Officers	SHE Officers		
SHEQ Manager	SHE Manager		

Current Position	**Progression Time Frame on the "How"**		**Appointed Mentor**
	Year 3-4	Year 6-8	To be Appointed

Skills Development Plan – SHEQ			
Skills Required	• SHE qualification	• SHEQ apprentenship	•
OCCUPATIONAL CATEGORY	SHE Officer	SHE Manager	
TARGET LEARNERS	2	2	
COMPLETION DATE	2024	2026	-

**The above mentioned will be reassessed and updated on an annual basis.*

***It should be noted that the table above represents potential career path opportunities. The incumbents' ability to achieve these levels of classification/certification will be dependent upon a number of factors, including, but not limited to:*

a) Effective, successful job performance;

b) Achieving preferred NQF standards; and

c) Availability of vacancies to accommodate successful candidates.

****In the event of a position becoming available and the Mine not finding a suitable internal candidate, external employment will be used.*

The following mechanisms will be implemented for the fast-tracking of employees identified as having significant potential (high-flyers), in order to promote the advancement of HDPs into higher skilled and management levels within UMK:

- Conducting individual detailed assessments through employee skills interviews, to determine employees' aspirations and potential;
- Implementing *career planning* whereby employees' careers are planned according to their own aptitudes, skills, qualifications, interests and values;
- Offering support and assistance to the employee for the achievement of his/her career planning goals;
- Facilitating the administration of AET courses and the Skills Development Programme;
- Encouraging participation in AET programmes as a means to achieve succession pathing and possible learnership opportunities;
- Compiling and implementing an integrated HRD Awareness Generation Programme with employees, including their career progress opportunities;
- Regularly informing employees about their career path planning opportunities via notice boards and induction training;
- Describing and publishing minimum requirements for employment positions. These information campaigns will be directed firstly to existing employees;
- Fast-tracking the career progression of the HDPs identified as having significant potential and aspiration;
- Facilitating the realisation of employees' personal developmental needs in line with the strategic objectives of UMK;
- Ensuring that mentors are familiar with each employee's career aspirations;
- Eliminating obstacles preventing the successful career progression of employees;
- Ensuring that mentors and managers are kept abreast of all job training and subsequent development opportunities that may be available to the employee;
- Monitoring progress through continuous performance management.

Specific succession programmes will be designed for the incorporation of women into core mining positions at UMK and will aim to draw on the labour pool of women from the affected communities. Through a process of training and mentorship, these women will become empowered to execute their responsibilities efficiently in their various positions.

2.8 Mentorship Plan - Regulation 42 (b) (iii)

2.8.1 Introduction

Mentorship is a key process and tool in support of people development, employment equity, Human Resource Development planning, and performance management. It is a formal relationship between a mentor and a mentee, and is established to enhance the mentee's career via building skills and knowledge. This is a continuous process for unlocking the mentee's potential, which benefits both the individual and the organization.

Internal mentorship refers to "in-house" mentorship, where lower-level employees are paired with higher-level employees in order for a transfer of skills to take place.
External mentorship refers to the coaching by outside consultants or companies.

2.8.2 Mentorship Plan with Timeframes

The Mentorship Programme will focus on mentoring and coaching employees into more specialised positions. This will be aligned with the Skills and Employment Equity requirements of UMK. The Mentorship Programme will be linked to the Skills Development Programme, Learnership Programme, Career Progression Programme, Internship and Bursary Programme and Employment Equity Programme. Regarding internal mentorship of employees, UMK will implement the following mechanisms:

- Establish mentoring implementation structures;
- Identify mentors/mentees;
- Match mentors with suitable mentees;
- Set relationship goals and plans for learning programmes;
- Implement and monitor mentees' progress; and
- Evaluate and fine-tune the process.

The mentorship plan will be implemented through the following steps:

- Transferring skills to identified employees;
- Mentoring and coaching employees about learnership opportunities;
- Ensuring that mentors are sufficiently capacitated for their role;
- Ensuring that mentees are matched with suitable mentors in terms of personality type, etc.; and
- Providing accelerated individualised development programmes for those employees identified as having sufficient potential and aspiration.

The programme will benefit **10 employees** per annum, which will make a total of **50 employees** over a five-year period. A total of 5 mentors will be allocated a total of 2 mentees.

Table 17: Mentorship implementation plan

Type / area of training	2023 Mentees	Mentors	2024 Mentees	Mentors	2025 Mentees	Mentors	2026 Mentees	Mentors	2027 Mentees	Mentors
Mentorship	10	5	10	5	10	5	10	5	10	5
Total	10		10		10		10		10	
Budget	**R65 000**	**R0**	**R68 250**	**R0**	**R71 663**	**R0**	**R75 246**	**R0**	**R79 008**	**R0**
Total Budget			**R359 167**							

2.9 Managerial Development Programmes

Management training is an essential part of ensuring that the company will run as productively and efficiently as possible now, and into the future with further emphasis on creating a skilled leadership base to sustain the organisation. Managerial Development Training aims at developing employees in managerial skills, to keep the organisation abreast with latest relevant managerial practices and trends, as well as improving organisational efficiency and sustainability. The programme will accommodate a total of **41 employees** who will participate in either Supervisory or Management development programme over a five-year period.

2.9.1 Supervisory Development Programme

Supervisory Development is the most critical level of leadership development as it equips employees with skills to transition from managing themselves to managing others. All employees who get promoted to first line supervisors are the recipients of this training.

2.9.2 Management Development Programme

The Management Development Programme (MDP) provides middle managers with the opportunity to develop their knowledge and skills in order to perform management responsibilities more effectively within a changing and competitive business environment. The MDP provides a broader understanding of management and leadership and in this way brings real business benefits to participants and their organisations.

Table 18: Managerial Development implementation plan

Type / area of training	2023	2024	2025	2026	2027
Supervisory Development Programme	3	6	6	6	6
Management Development Programme	2	3	3	3	3
Total	5	9	9	9	9
Budget	**R65 000**	**R68 250**	**R71 663**	**R75 246**	**R79 008**
Total Budget	**R359 167**				

2.10 Employment Equity

The table below presents the current employment equity status at UMK. This data indicates the commitment the company has towards redressing the imbalances of the past by ensuring that there is transformation of the various management levels of the company.

Table 19: Current EE Status

Occupational Levels	African		Coloured		Indian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Board	2	1	0	0	0	0	3	0	6
Top Management (EXCO)	1	0	0	0	0	0	1	0	2
Senior Management	2	0	0	0	0	0	4	1	7
Middle Management	6	6	1	0	1	1	4	2	21
Junior Management	47	14	12	5	0	1	11	2	92
Core & Critical Skills	148	37	16	0	0	0	19	0	220
People with Disabilities	0	0	0	0	0	0	0	0	0
Total	**206**	**58**	**29**	**5**	**1**	**2**	**42**	**5**	**348**

2.10.1 HDP in Management

UMK is committed to significantly contribute towards transformation in the mining industry. This commitment is shown by current data indicating that most targets will be met or exceeded. This will be maintained in the coming five years.

Table 20: Targets for Black Persons in Management

Occupational Levels	No of Black Persons	Overall Total	DMRE Target		2023		2024		2025		2026	
			Black Persons	Black Females	Black Persons	Black Female	Black Persons	Black Female	Black Person	Black Female	Black Person	Black Female
Board	3	6	50%	25%	50%	16%	50%	16%	50%	16%	50%	16%
Top Management (EXCO)	1	2	50%	25%	50%	0%	50%	0%	50%	0%	50%	50%
Senior Management	2	7	60%	30%	28%	0%	42%	14%	42%	28%	57%	42%
Middle Management	15	21	75%	0%	71%	33%	76%	38%	76%	38%	85%	40%
Junior Management	90	92	88%	0%	97%	21%	97%	22%	97%	27%	97%	32%
Core & Critical Skills	219	220	60%	0%	99%	16%	99%	20%	99%	22%	99%	31%
People with Disabilities	0	0	3%	0	0%	0%	0%	0%	0%	0%	0%	0%
Total	**330**	**244**										

SECTION 3

LOCAL ECONOMIC DEVELOPMENT PROGRAMME

Regulation 46 (c)

3 LOCAL ECONOMIC DEVELOPMENT PROGRAM (LEDP) - *Regulation 46 (c)*

3.1 Background and Approach

3.1.1 Background

Local Economic Development (LED) emphasises facilitation and cooperation with all stakeholders to improve overall competitiveness. Relationships are being built with Local Government structures, with the Local Business Chamber and other institutions of importance in the SED of the JMLM. UMK aims to achieve, through a LED Programme (LEDP), a positive contribution to the upliftment of the socio- economic conditions in the surrounding areas from where it operates.

3.1.2 Approach

The following sections contain the strategic activities, forming the basis for UMK's LEDP. The LEDP will seek to promote UMK's alignment and involvement in the LED initiatives of the JMLM's IDP. The following primary plans will form the basis of UMK's LEDP:

- A LED Project Plan;
- A Housing and Living Conditions (HLC) Plan; and
- A Procurement Plan.

The LEDP 2023 – 2027 will primarily be on the following:

- Aligning UMK's Corporate Social Responsibility and sustainable development plans with the JMLM's IDP;
- Establishing and implementing LED projects that can assist in poverty eradication, infrastructure development, and welfare creation;

- Increasing the levels of HDP-based procurement levels to the Mine; and
- Promoting the establishment of entrepreneurs amongst the household members of employees.

During 2023, a new five (5) year LEDP will be established based on the success of the current LED plans. This will take place every five (5) years thereafter until closure.

A general action plan for implementing the LEDP is provided in **Table 21** below.

Table21: General Action Plan for the LEDP

ACTION	DELIVERABLES	TARGET DATE
Continue allocating resources for implementation of a comprehensive sustainable LEDP and the coordination of LEDP initiatives for UMK.	Assigning specific responsibilities to relevant persons	Ongoing
Refining of the five (5) year LEDP.	Refining of the IDP alignment indicators, LED projects, Entrepreneurial Development Plan, Nutrition Plan, Living Conditions Plan and Procurement Plan.	Annually
Ongoing monitoring, progress and reporting on the implementation of the LEDP.	Annual reporting to the DMRE.	Annually

**Progress in terms of achieving the above, as well as the new action plan for the next reporting period will be updated and recorded annually.*

3.2 Background Socio-Economic Information - *Regulation 46 (c) (i) and (ii) (a)*

3.2.1 Introduction

A desktop background socio-economic study on UMK's area of operation has been provided in the **District and Local Socio-Economic Analysis**, below.

3.2.2 District and Local Socio-Economic Analysis

The tables in this section include data obtained from the Municipal Demarcation Board (www.demarcation.co.za), based on the 2011 Census of South Africa. The data has been augmented with information from the 2021 IDP documents of the JMLM, and from Gaffney's Local Government in South Africa, Official Yearbook: 2007-2008. The socio-economic data from the JMLM and JTGDM will be analysed in this section.

3.2.2.1 Population

In terms of population figures, both the JMLM and JTGDM municipalities are dominated by black South Africans (97% and 84% respectively) (**Table 22)**. UMK will ensure that its LED projects and procurement spend is aligned with this demographic representation:

Table22: Population distribution within the JMLM and JTGDM

Group	Joe Morolong Local Municipality		John Taolo Gaetsewe District Municipality	
	Number	%	Number	% people
Black	86 844	97,0%	187 752.12	83,5%
Coloured	895	1.0%	22 547.34	10,0%
Indian or	0	0,0%	831.76	0,4%
White	1790	2,0%	13 667.78	6,1%
Total	**89 529**	**100%**	**224 797**	**100%**

3.2.2.2 Employment levels

Within the economically active age group (18 – 60 years), the JMLM and JTGDM have unemployment rates of 45,4% and 41,7%, respectively. JMLM has an 8,7% employment rate and 33% of its population is economically inactive, while JTGDM has an employment rate of 19,5%, with 28,6% of its population being economically inactive (**Table 23).**

The unemployment rate in both municipalities is similar to the national average of 44,1% of the expanded definition of unemployment rate (Stats SA, Quarterly Labour Force Survey, Q2:2022), the number of economically inactive persons in the employable age groups is significant in both municipalities, indicating a considerable need amongst the populations of the JMLM and JTGDM for LED projects that promote the creation of employment opportunities.

Table23: Employment levels at the JMLMB and JTGDM (everyone between ages 18 and 60)

Status	JMLM		JTGDM	
	Number	%	Number	%
Employed	7 828	8,7%	43 825	19,5%
Unemployed	4 912	5,5%	18 518	8,2%
Discourage work Seekers	6 200	6,9%	10 967	4,9%
Other not economically active	29 569	33,0%	64 361	28,6%
Not Applicable	41 022	45,8%	87 127	38,8%
Total	**89 531**	**100%**	**224 799**	**100%**

Table 24 shows the distribution of the population in the JMLM and JTGDM by age group. An average portion of the population in both the JMLM (41,4%) and the JTGDM (41,2%) is young (i.e. below the age of 18 years). The percentage of the economically active age groups (18 - 60 years) within both the district and local municipalities is 51,3% and 52,4% respectively.

This is likely to have an impact on the creation of employment opportunities for those below 18 years, when they move into the economically active bracket. Employment may rise if this is achieved. A young population also implies high dependency ratios and increased pressure on the portion of the population that is employed to support the dependent and unemployed people.

The focus during the implementation of SLP initiatives should thus be on job creation and skills development, to absorb the youth finishing school and the economically active but also the unemployed sector of the population.

Table24: Age groups within the JMLM and JTGDM

Group	JMLM		JTGDM	
	Number	%	Number	%
0 – 5 Years	853	14,4%	30 464	12,2%
6 – 18 Years	1597	27,0%	73 657	29,0%
19 – 35 Years	1698	28,7%		
35 – 60 Years	1337	22,6%		
Over 60 Years	434	7,3%	18 254	6,4%
Total	**5919**	**100%**	**245 255**	**100%**

Key:	**= Economically Active Population**

3.2.2.3 Dependency

Age dependency ratios inform how many young people (under 18 years of age) and older people (over 60 years of age) depend on the people of working age, classified as economically active (18 to 60 years).

Approximately 2450 (41,4%) people in JMLM are below the age of 18 years and 434 (7,3%) people are above the age of 60 years. Concerning the JTGDM, 104 121 (41,2%) people are below the age of 18 years and 18 254 (6,4%) people are above the age of 60 years. The proportion of people below the age of 18 years in JMLM and JTGDM is indicative of an average to high dependency burden on those people who are economically active and employed.

The age-dependency ratios (refer to **Table 25**) for the JMLM and JTGDM is respectively 95,03 and 99,59 people dependent on every 100 people classified as economically active and employed. When combined with unemployment levels, the dependency ratios of the JMLM and JTGDM are respectively 75,61 and 559,62 people dependent on every 100 people classified as economically active (refer to **Table 25)**. These dependency ratios are indicative of poverty and third-world conditions amongst more than half of the population. This places a significant burden on job creation and basic service provision to people within the JMLM and JTGDM.

The findings on dependency imply that both the local and district municipalities in the area should have programmes that cater to the development of the youth. HRD and LED strategies, for example, should focus on implementing skills development programmes and creating income-earning opportunities that may reduce unemployment levels and be able to absorb the large youthful population into the economic sector.

Table25: Dependency ratios per 100 persons in the JMLM and JTGDM

Group	**JMLM**	**JTGDM**
Age dependency	95.03	99,59
Unemployment dependency ratio	75,61	559,62

The **standard age dependency ratios** for both the **JMLM** and **JTGDM** have been calculated as follows:

Age Dependency ratio = (population under 18) + (population over 60) X 100 ÷ (population between 18 and 60)

1) JMLM

= (2450+434) X 100 ÷ 3035

= 95.03 persons per 100 economically active persons

2) JTGDM

= (104 121+18 254) X 100 ÷ 122 880

= 99,59 persons per 100 economically active persons

The **unemployment dependency ratios** for both the JMLM and JTGDM, considering unemployment and not economically active rates (ages 18 to 60) of 75,61 and 559,62 respectively, have been calculated as follows:

Employment Dependency ratio = (population under 18) + (population over 60) + (population between 18 and 60 that are unemployed) X 100 ÷ (population between 18 and 60 that are employed)

3) JMLM

= (2450 + 434 + 3035) X 100 ÷ 7828

= 75,61 persons per 100 persons employed in the labour force

4) JTGDM

= (104 121+18 254+122 880) X 100 ÷ 43 825

= 559,62 persons per 100 persons employed in the labour force

3.2.2.4 Gender

In terms of gender composition (Table 26), the JMLM (53,0%) has a slightly higher percentage of women than men. Unemployment and poverty are therefore higher amongst females, therefore, skills development and job creation strategies should focus on the empowerment of females.

Table26: Gender composition at the JMLM and JTGDM

Group	JMLM		JTGDM	
	Number	%	Number	%
Female	3 081	53,0%	123 276	40,9%
Male	2 734	47,0%	118 988	49,1%
Total	5 815	100%	242 264	100%

3.2.2.5 Languages

Within the district and local municipalities, Setswana is shown to be the most spoken language (Table 27**)** with a 92% and 76% of inhabitants speaking this language at the JMLM and JTGDM, respectively.

Table27: Language groups of the JMLM and JTGDM areas

Language	JMLM		JTGDM	
	Number	%	Number	%
Afrikaans	2 468	3,0%	36 598	16,5%
English	1 763	2,0%	5 835	2,6%
Setswana	81 083	9,2%	167 489	75,6%
Other	2 820	3,0%	87 302	5,2%
Total	**88 134**	**100%**	**221 442**	**100%**

The high proportion of Setswana-speaking people implies that, for any development strategies within the JMLM and JTGDM to succeed, they must be sensitive to the

predominant cultural systems and social dynamics related to the Setswana culture. Communication processes and material should consider these findings and avail information in the Setswana language.

3.2.2.6 Education

Educational trends between the local and the district municipal areas are similar. There is a significant percentage of people who have not received any formal education at both the JMLM (22,9%) and JTGDM (11,2%), meaning that illiteracy is not uncommon in these areas. A higher number of people have obtained some form of primary education 26,6% for JMLM and 16,6% for the JTGDM, while the highest percentage of people have some secondary education, 27,8% for JMLM and 34,0% for the JTGDM. An average, but still low, amount of people have obtained Grade 12 in both the JMLM, 13,4% and JTGDM 28,0% municipal areas (Table 28). Very few people in both the JMLM (4,1%) and JTGDM (0,8%) have obtained any form of tertiary education.

Table28: Education levels within the JMLM and JTGDM areas

Group	JMLM		JTGDM	
	Number	%	Number	%
No Schooling	10 204	22,9%	15 600	11,2%
Some primary School	11 887	26,6%	23 050	16,6%
Complete Primary School	2 324	5,2%	13 066	9,4%
Some Secondary School	12 384	27,8%	47 350	34,0%
Grade 12	5 986	13,4%	38 950	28,0%
Higher	1 823	4,1%	1 090	0,8%
Total	**44 608**	**100%**	**139 106**	**100%**

The relatively high numbers of people in both municipalities without any schooling indicate a need for ABE, while the remaining education attainment levels of these two communities provide scope for the implementation of Adult Skills Training and Development Programmes. But with more than half of this population obtaining some secondary education and higher, more advanced Skills Training and Development Programmes should be implemented. This will also benefit the portion of the population that is currently undergoing their school education to further their knowledge and skills.

3.2.2.7 Occupations and industry

In terms of occupations, the fact that most industries within the JMLM and JTGDM areas are elementary in nature means that most occupations are in industries such as community services, manual labour and agricultural work (Table 29), which could contribute to an explanation as to why so many people in the region are not actively seeking employment, as these sectors do not provide many employment opportunities. UMK's LED initiatives should therefore focus on creating economic developments that will offer employment opportunities in other sectors of the economy.

Table29: Industries at the JMLM and JTGDM

Group	JMLM	
	Number	%
Agric related work	720	0,8%
Mining, Quarrying	471	0,5%
Manufacturing	144	0,2%
Electricity, gas, water	116	0,1%
Construction	283	0,3%
Wholesale, Retail	432	0.5%
Transport	122	0.1%
Finance & Business Services	100	0.1%
Community, Social & Personal Services	1693	1.9%
Undetermined	*87171	95,5%
Total	**91 252**	100%

- *Number not aligning*

3.2.2.8 Household income

As indicated in Table 30, a significant portion of households does not receive any form of monthly income (35,9% for JMLM and 41,7% for the JTGDM), while approximately 48,7% and 80,7% of households in JMLM and JTGDM live on at less than R1601 a month. Low levels of household income are a cause for concern in both municipalities.

Table30: Monthly household income within the JMLM and JTGDM

Income	JMLM		JTGDM	
	Number	% People	*Number*	*% People*
No income	382	35,9%	91 618	41,7%
R1 - R400	12	1,1%	54 726	24,9%

Income	JMLM		JTGDM	
	Number	% People	*Number*	*% People*
R401 – R800	51	4,8%	6 435	2,9%
R801 - R1 600	73	6,9%	24 659	11,2%
R1 601 - R3 200	110	10,3%	9 429	4,3%
R3 201 - R6 400	31	2,9%	7 624	3,5%
R6 401 – R12 800	17	1,6%	7 395	3,4%
R12 801- R25 600	22	2,1%	4 438	2,0%
Response not given	366	34,4%	13 160	6,0%
Total	**1064**	**100%**	**219 484**	**100%**

The low levels of permanent and reliable income amongst the district and local population reinforce the need to support a strong LED drive focusing on enterprise creation and the development of sustainable livelihoods for rural communities.

3.2.2.9 Energy

In terms of access to energy, the majority of households within the JMLM (59,4%) and JTGDM (76,5%) areas use electricity for cooking purposes, as shown in **Table 31**. Of concern, is the high volume of residents who are reliant on wood for cooking at both JMLM (36,5%) and JTGDM (15,5%). Electricity provision to these households should be prioritised for the future.

Table31: Energy used for cooking within the JMLM and JTGDM Households

Type	JMLM		JTGDM	
	Number	%	Number	%
Electricity	49 867	59,4%	184 693	76,5%
Gas	2 190	2,6%	15 587	6,5%
Paraffin	1 038	1,2%	3 370	1,4%
Wood	30 679	36,5%	37 358	15,5%
Coal	41	0,1%	41	0,0%
Animal dung	117	0,1%	121	0,0%
Solar	0	0%	147	0,1%
Other	61	0,1%	84	0,0%
Total	**83 993**	**100%**	**241 401**	**100%**

In terms of the use of electricity for lighting, as shown in Table 32 both the JMLM (89%) and JTGDM (90%) have a relatively high number of households that use electricity.

Table 32: Energy used for lighting within the JMLM and JTGDM

Type	JMLM		JTGDM	
	Number	%	Number	%
Electricity	74 203	89,0%	217 593	90,0%
Gas	29	0,0%	160	0,1%
Paraffin	270	0,3%	2 907	1,0%
Candles	8 984	10,0%	18 918	8,0%
Solar	129	0,2%	1 071	0,4%
Other	136	0,2%	243	0,1%
Total	**83 751**	**100%**	**240 892**	**100%**

The relatively high usage of fuelwood and candles for household energy purposes is indicative of underdevelopment and poverty in the region. Furthermore, the use of these energy sources within the households often causes house fires resulting in many deaths each year.

The most effective way to reduce reliance on primary energy sources such as wood and candles, is to capacitate households with the means to combat their poverty, i.e. through education, skills development and access to proper income-earning opportunities. As people become empowered as potential 'ratepayers' or 'revenue-generators' for government, the appropriate service infrastructure will be established accordingly to service the demand.

3.2.2.10 Sanitation and waste removal

The provision of adequate sanitation and formal waste removal is severely lacking and limited to the primary economic centres in the JMLM and JTGDM. This poses a health risk to people through the spread of diseases such as cholera and other communicable diseases.

In terms of sanitation and waste removal, it can safely be assumed that the JMLM area is in a similar situation to that of the JTGDM as a whole. In JMLM and JTGDM, 7% of the population does not have access to sanitation. About 4,7% of households in JMLM have access to a flushed toilet, and 31% of households in JTGDM enjoy this privilege (**refer to Table 33).**

Most households in both the JMLM (81%) and JTGDM (58%) use pit latrines, a sanitation system considered to be below RDP standards.

Table33: Level of sanitation provision in the JMLM and JTGDM areas

Type	JMLM		JTGDM	
	Number	%	Number	%
Flush toilet connected to a public sewage system	3 345	4,0%	68 533	28,0%
Flush toilet connected to a septic tank or conservancy tank	623	0,7%	7 292	3,0%
Chemical toilet	632	0,7%	724	0,3%
Pit latrine / toilet with without ventilation pipe	46 958	56,0%	70 387	29,0%
Pit latrine / toilet without ventilation pipe	21 202	25,0%	69 994	29,0%
Ecological toilet (e.g. Urine diversion; enviroloo etc)	1 880	2,0%	1 949	1,0%
Bucket toilet (collected by municipality)	0	0,0%	89	0,03%
Bucket toilet (emptied by household)	3 311	4,0%	3 856	2,0%
Other	552	0,6%	2 528	1,0%
None	5 697	7.0%	16 912	7,0%
Total	**84 200**	**100%**	**242 264**	**100%**

The portion of the population that does not have any form of access to a sanitation service and the majority that still make use of the pit latrines, is further indicative of poverty and a low level of access to basic services. This represents a LED need within these.

With reference to waste removal within the JMLM and JTGDM, most residents either have their own waste disposal dumps or do not have access to disposal facilities. With 3% of the JMLM and 26% of JTGDM areas that have waste removal once a week, a concerning 87% and 66% of the households in JMLM and JTGDM respectively, use their dumps. Approximately 4% of households at JMLM and 3% in JTGDM do not have access to a disposal site (**Table 34)**.

Table 34: Refuse removal at the JMLM and JTGDM households

Type	JMLM		JTGDM	
	Number	%	Number	%
Removed once week	2 539	3%	59 658	265

Communal dump	4 902	6%	10 764	5%
Own refuse dump	71 031	87%	154 190	66%
No Disposal	3 002	4%	7 653	3%
Total	**81 474**	**100%**	**232 265**	**100%**

The low level of formal waste dumps is a further indication of the low level of basic service provision and underdevelopment within the JMLM and JTGDM. This presents another LED opportunity in terms of the IDP, which needs to be addressed. It can be seen that appropriate sanitation services and access to refuse services in the JMLM and JTGDM are currently lacking. Furthermore, the level of service provision differs greatly from urban areas to rural areas where it is poor.

3.2.2.11 Water supply

Legislative standards require that communities have at least 20 – 30 litres of clean safe water per person per day, within 200m of their household. **Table 35** reveals that although the majority of households in the JMLM (86%) and JTGDM (87%) have access to public / communal water, water provision in both municipalities needs to be prioritised.

Table 35: Water provision levels within the JMLM and JTGDM households

Type	JMLM		JTGDM	
	Number	%	Number	%
Public / Communal Tap	27 815	86%	59 104	87%
Water-carrier / tanker	315	1%	2 956	4%
Borehole outside the yard	1 238	4%	1 879	3%
Flowing water / stream / River	2 259	7%	2 259	3%
Well	406	1%	444	1%
Spring	0	0%	47	0,06%
Other	305	1%	1 602	2%
Total	**32 338**	**100%**	**68 291**	**100%**

The level of access to water by households in the JMLM and JTGDM is indicative of the many rural areas that do not have access to potable water. It seems that both the local and the district municipalities require further capacity, resources, and support to supply households with improved water supply and other basic services.

3.2.2.12 Sports, recreation, arts and culture

The majority of active sports facilities in the JMLM are currently centered in Hotazel. The majority of sports teams in the JMLM do not participate in league formations, because National / Provincial federations of different sporting codes do not spread their wings wide enough to cover the deeper rural areas.

The South African Constitution identifies the right to cultural expression as a fundamental right and in that sense; Provincial and Local Governments have some responsibility in promoting and developing arts and culture within the areas under their jurisdiction. Arts and cultural groups do exist in different communities within the JMLM, and the IDP recognizes a need to develop these talents in an approach that can develop careers and jobs for these artists. Artists are potential entrepreneurs, and a relevant approach is imperative in developing this function.

3.2.2.13 Housing

In the Sustainable Human Settlements document “Breaking New Ground in Housing Delivery”, the National Department of Housing reinforces the vision to promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. The plan commits to meeting a range of specific objectives.

The JMLM has identified major urban development zones: Blackrock and the Hotazel nodes.

3.2.2.14 Tourism

The tourism potential of the area is recognized and efforts to capitalize on this potential should be incorporated into planning policy, especially with regard to nature conservation.

There is, however, a definite potential to develop tourism and thereby diversify the economic base of the JMLM area. The local population has the potential to partake in the tourism market with the creation of widely sought after arts and crafts, which are to be sold in established local markets.

3.2.2.15 Land ownership

The JMLM should be considering upgrading the legislation applicable to land tenure targeting poor and underprivileged members of the community. This process will enable associations to acquire, hold and manage property in terms of a written constitution with

the objective to establish a new form of legal entity for land ownership and management, to provide alternatives to existing models and to support beneficiaries of land reform programs.

3.2.2.16 Implications

From the above sections it can be seen that, in terms of concentration of major economic activities, income levels, service provision, and related socio-economic benefits and access for communities, disparities exist between urban and rural communities. Poverty levels and community needs are more strongly experienced in rural areas. Furthermore, the Local Government seems to lack the capacity and resources to guide a strong LED programme aimed at spreading socio-economic benefits and development equitably across all communities, with particular reference to rural areas. Strong support may be needed from industry and the private sector to strengthen these institutional deficiencies. The high unemployment figures, poverty levels, poor infrastructure, and lack of an adequate provision of good basic services to all people living within the JTGDM, all present opportunities for UMK's potential involvement to realise an improvement in the situation.

3.3 Socio-economic impact of the operation on the mine community - *Regulation 46 (c) (ii) (b)*

3.3.1 The impact

During the operation of a mine, local communities are provided with jobs as well as input services to the mining operation. Within the current regulatory environment and due to international trends, mining companies are increasingly required to assist local business development and provide preference to local businesses for their procurement needs.

Generally, mines contribute to poverty reduction and economic growth while several stakeholders benefit from mining.

UMK currently employs 342 employees, of which approximately 80% come from within the boundaries of the JTGDM. This results in a substantial injection of cash into the economy of Kuruman and Kathu specifically for both the formal and informal retail and service sectors and downstream secondary industries. To get an order of magnitude of the indirect employment and income effects of the Mine, a multiplier of four (4) has been used because of the high dependency and impact of UMK on the local communities. This means that if a total workforce of 274 people is taken, approximately 1 096 indirect jobs are generated based on the assumption that all of the income is spent within this

municipal area. In terms of dependents or beneficiaries, each employee supports 10 people on average, bringing the total number of people's livelihoods linked to UMK in the JTGDM to 10 960 people. As such, this Mine has a highly significant socio-economic impact. This information will also be used when the information is updated in the next reporting cycle, to measure the change in spend.

Table 36: Annual Regulatory Costs paid to Government (2022)

Categories	2018	2019	2020	2021	2022	Total
Skills Development (SDL)	R1 163 197	R1 795 634	R2 115 592	R2 271 877	R2 107 449	R9 453 748
Claims back from SDL	-R323 380	-R518686	-R121	-R288 612	-R2 238 534	R3 369 304
UIF	R504969	R681687	R865 450	R983 344	R970 178	R4 005 628
ESKOM	R7 997 407	R9 359 709	R10 417 400	R12 510 673	R13 475 541	R53 760 730
Sedibeng / Bloem Water	R1 929 847	R2 473 315	R3 355 989	R2 645 231	R3 550 317	R13 954 698
Telecommunications	R1 152 458	R1 777 665	R1 137 308	R1 292 389	R1 231 446	R6 591 265
Royalty Taxes	R376 966 555	R197 467 607	R192 720 955	R9 527 733	R41 913 777	R818 596 627

3.4 Infrastructure Development, Poverty Eradication and Welfare Creation Projects - *Regulation 46 (c) (iii)*

3.4.1 Approach

LED is an approach towards economic development which allows and encourages local communities, government and the private sector to work together to achieve sustainable economic growth and development, thereby promoting economic benefits and improving the quality of life for all residents in any local municipal area. UMK aims to assist Local Government and community structures to implement their own development priorities and realise new economic opportunities through the profitable operation of the UMK Mine within the JMLM.

3.4.2 Baseline situation

UMK actively participates in significant infrastructure development and poverty eradication projects within the JMLM. Further, UMK continues to be engaged in substantial Corporate Social Investment (CSI) activities in the surrounding local communities.

3.4.3 Action plans and Projects

UMK will continually assess the projected IDP and LED projects/initiatives in JMLM and JTGDM. A five (5) year LED Project Plan will be compiled. At the end of each five (5) year period, the LED Plan will be reviewed and new plans compiled. An Action Plan for the implementation of LED projects is provided in **Table 37**.

The UMK LED Project Plan will focus on implementing the following mechanisms:

- Integrating the UMK SLP activities into the JMLM IDP;
- Implementing selected poverty eradication, infrastructure development and welfare creation projects that meet the criteria of the Company;
- Undertaking and supporting identified SMME creation initiatives in surrounding and affected communities, where these are feasible and appropriate;
- Addressing the priority needs of employee households (basic services, housing, road infrastructure) through:
  - Implementing infrastructure development projects;
  - Increasing the access of employee households to development credit and assets; and
  - Empowering local black businesses.
- Partnering with Local Government and communities, by means of Public-Private-Partnerships, in the identification of LED initiatives;
- Implementing a Portable Skills Programme that could contribute to the empowerment of employee households and community members as a means to achieving sustainable development;
- Reviewing of LED activities on an annual basis and the formulation of five (5) year plans; and
- Implementing action steps, as indicated in **Table 37.**

Table37: Action Plan for the Implementation of LED Projects

ACTION	DELIVERABLES	TARGET DATE
Ongoing consultation with the UMK Unions, LED Managers from the JMLM, as well as community forums on the selection and implementation of LED projects.	Minutes of meetings and action plans.	Ongoing
Implementation of LED projects.	Performance indicators as per individual project.	Ongoing
Continuously monitoring and supporting the implementation of the LED projects.	Regular monitoring of LED projects.	Ongoing
Assess the success of LED projects and reassess the appropriateness of the LED programme.	Report on successes and failure of the LED programme.	Annually

**Progress in terms of achieving the above, as well as the new action plan for the next reporting period will be updated and recorded annually.*

Projects identified for UMK are as follows and are described in more detail below:

3.4.3.1 Table 38: Project 1 – Ga-Madubu & Lebonkeng Water Supply

Project Name:	**Ga-Madubu & Lebokeng Water Supply**	
Project Category:	**Community Infrastructure Development**	
Background to Project:	Joe Morolong LM as a rural municipality it is faced with a shortage of potable water supply for its residents and has embarked on water projects that will alleviate this challenge. The Ga-Madubu and Lebokeng Water Supply project is a scheme that is aimed at providing potable water to the two villages, with a total of **2 956 households** and **16 258 residents**. The scope of work has been outlined in the project business plan that will ensure that the community has access to portable water. JMLM's IDP has identified the need to implement this project in order to augment water supply in the area.	
Project Objectives:	To provide potable water to households by drilling and equipping water boreholes that conform to the guidelines of the Department of Water and Sanitation. The scope of work includes the following: • Drilling and equipping of boreholes • Construction of pump houses (dual diesel & electricity) • Supply & installation of pipework (75mm diameter uPVC pipe – 7500m) • Supply & installation of pipework (110mm diameter uPVC pipe – 7600m) • Supply & installation of isolating valves (75mm & 110mm diameter) • Communal standpipes (60 units) • Supply and installation of 200kl (200 000L) elevated steel tank • Installation of Chlorination system at the storage tank	
Measurable Deliverables (2023):	Detailed design and construction of the works	**R30 000 000.00**
Measurable Deliverables (2024):	Construction of the works, commissioning and hand over	**R6 000 000.00**
Measurable Deliverables (2025):	None	R0.00
Measurable Deliverables (2026):	None	R0.00
Measurable Deliverables (2027):	None	R0.00
Combined project		**R36 000 000.00**
Exit Strategy:	Hand over the project to JMLM & JTGDM	

Project Name:	Ga-Madubu & Lebokeng Water Supply				
Project Start Date:	2023				
Provisional Project End Date:	2024				
Target Group/ Beneficiaries:	Ga-Maduba & Lebokeng households		Labour sending area of project:	JMLM	
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total	
	50%	50%		20	
	Total Indirect Jobs				
Partners/ Associates in Project:	JTGDM, JMLM, DWS				
Total Financial Contribution	2023	2024	2025	2026	2027
R36 000 000.00	R30 000 000.00	R6 000 000.00	R0.00	R0.00	R0.00
Information Valid as at date					

3.4.3.2 Table 39: Project 2 – Kokfontein Access Road & Culvert Bridged

Project Name:	**Kokfontein Access Road & Culvert Bridge**	
Project Category:	Community Infrastructure Development	
Background to Project:	The IDP of Joe Morolong Local Municipality has identified the improvement of Kokfontein access road and construction of the culvert bridge as a priority, due to flood damage and this has resulted to restricted access to the village. With most villagers relying on public transport, it is extremely difficult for public transportation like buses, taxis and emergency vehicles to access the village.	
Project Objectives:	Improved access road by doing the following: • Bulk excavation of reusable material & carting to stockpile areas • Removal of unsuitable material below the road surface level • Rip & re-compact the existing in-situ material • Importing, compacting & stabilising of material for use in the base layer • Surfacing of the 4620m long & 6m wide carriageway with 80mm SABS-approved concrete block interlocking paving • Construction of culvert bridge structure & gabion retaining wall structures • Construction of road guardrails & handrails • Supply & installation of road signage	
Measurable Deliverables (2023):	None	R 0.00
Measurable Deliverables (2024):	Detailed design and construction	**R15 000 000.00**
Measurable Deliverables (2025):	Construction and hand over	**R 10 000 000.00**
Measurable Deliverables (2026):	None	R 0.00
Measurable Deliverables (2027):	None	R 0.00
Combined Project		**R25 000 000.00**
Project Start Date:	2024	

Project Name:	Kokfontein Access Road & Culvert Bridge				
Provisional Project End Date:	2025				
Number of Jobs Created:	Male	Female	Total Direct Jobs	Total	
	50%	50%		40	
Partners/ Associates in Project:	JMLM & JTGDM				
Total Financial Contribution	2023	2024	2025	2026	2027
R25 000 000.00	R 0.00	R15 000 000.00	R 10 000 000.00	R 0.00	R 0.00
Information Valid as at date					

3.4.3.3 Table 40: Project 3 – Health infrastructure projects

Project Name:	**Health infrastructure projects**			
Project Category:	Community Infrastructure Development			
Background to Project:	The IDP of Joe Morolong Local Municipality has identified the improvement of local infrastructure that include local clinics and provision of equipment to various health facilities across the Municipality. The project will involve identification of the infrastructure needs at the local health facilities and schools health programmes. The project will be implemented in consultation with the Northern Cape Department of Health.			
Project Objectives:	Improved health facilities to provide access to improved health services. The project will involve refurbishment of health facilities, provision of health equipment and implementation of schools health programmes.			
Measurable Deliverables (2023):	Health facilities feasibility project plan Refurbishment of local clinics			R 2 000 000.00
Measurable Deliverables (2024):	Refurbishment of local clinics and implement schools health programmes			R 5 750 000.00
Measurable Deliverables (2025):	Refurbishment of local clinics and implement schools health programmes			R9 000 000 000.00
Measurable Deliverables (2026):	Refurbishment of local clinics and implement schools health programmes			R 9 000 000.00
Measurable Deliverables (2027):	Refurbishment of local clinics and implement schools health programmes			R 9 250 000.00
Combined Project				**R35 000 000.00**
Project Start Date:	2023			
Provisional Project End Date:	2027			
Number of Jobs Created:	**Male**	**Female**	**Total Direct Jobs**	**Total**
	50%	50%		20
Partners/ Associates in Project:	JMLM & JTGDM & NCDH			

Project Name:	Health infrastructure projects				
Total Financial Contribution	**2023**	**2024**	**2025**	**2026**	**2027**
R35 000 000.00	R2 000 000.00	R5 750 000.00	R9 000 000.00	R9 000 000.00	R9 250 000.00
Information Valid as at date					

3.4.3.4 Table 41: Project 4 – Community Electrification: Solar Powered High Mast lighting

Project Name:	**Community Electrification: Solar Powered High Mast Lighting**				
Project Category:	Community Infrastructure Development				
Background to Project:	Joe Morolong LM as a rural municipality is faced with the need to provide community high mast light for the improvement of security in the villages. The project will involve procuring of solar and battery storage to provide energy to the high mast light. The local municipality through its Technical Service Department will develop project plans to roll out the projects in a number of villages.				
Project Objectives:	To provide high mast solar lighting to local residents in the villages.				
Measurable Deliverables (2023):	None				R 0.00
Measurable Deliverables (2024):	Project planning and installation				R 3 500 000.00
Measurable Deliverables (2025):	Solar High Mast light installation				R 4 000 000.00
Measurable Deliverables (2026):	Solar High Mast light installation				R4 000 000.00
Measurable Deliverables (2027):	Solar High Mast light installation				R 3 500 000.00
Combine Project					R15 000 000.00
Project Start Date:	2024				
Provisional Project End Date:	2027				
Number of Jobs Created:	**Male**	**Female**	**Total Direct Jobs**	**Total**	
	50%	50%		20	
Partners/ Associates in Project:	JMLM & JTGDM				
Total Financial Contribution	**2023**	**2024**	**2025**	**2026**	**2027**

Project Name:	Community Electrification: Solar Powered High Mast Lighting				
R15 000 000.00	R 0.00	R 3 500 000.00	R 4 000 000.00	R4 000 000.00	R 3 500 000.00
Information Valid as at date					

3.4.3.5 Table 42: Project 5 – Community Recreation Facilities

<table>
<tr><td>Project Name:</td><td colspan="5">Community Recreation Facilities</td></tr>
<tr><td>Project Category:</td><td colspan="5">Community Infrastructure Development</td></tr>
<tr><td>Background to Project:</td><td colspan="5">Joe Morolong LM as a rural municipality is faced with a shortage of communal recreational facilities in the villages. The project will involve identifying infrastructure needs in the villages, develop drawings, building new facilities and renovation existing infrastructure.</td></tr>
<tr><td>Project Objectives:</td><td colspan="5">To build and renovate recreational facilities in the villages that will provide youth with sport and recreation which includes combined sport facilities at schools, tribal offices, community halls, etc.</td></tr>
<tr><td>Measurable Deliverables (2023):</td><td colspan="3">Project planning and implementation</td><td colspan="2">R1 500 000.00</td></tr>
<tr><td>Measurable Deliverables (2024):</td><td colspan="3">Infrastructure construction</td><td colspan="2">R3 625 000.00</td></tr>
<tr><td>Measurable Deliverables (2025):</td><td colspan="3">Infrastructure construction</td><td colspan="2">R3 625 000.00</td></tr>
<tr><td>Measurable Deliverables (2026):</td><td colspan="3">Infrastructure construction</td><td colspan="2">R4 625 000.00</td></tr>
<tr><td>Measurable Deliverables (2027):</td><td colspan="3">Infrastructure construction</td><td colspan="2">R6 652 000.00</td></tr>
<tr><td>Combined project</td><td colspan="3"></td><td colspan="2">R20 000 000.00</td></tr>
<tr><td>Exit Strategy:</td><td colspan="5">Hand over the project to JMLM & JTGDM</td></tr>
<tr><td>Project Start Date:</td><td colspan="5">2023</td></tr>
<tr><td>Provisional Project End Date:</td><td colspan="5">2027</td></tr>
<tr><td>Target Group/ Beneficiaries:</td><td colspan="2">JMLM communities</td><td colspan="2">Labour sending area of project:</td><td>JMLM</td></tr>
<tr><td rowspan="3">Number of Jobs Created:</td><td>Male</td><td>Female</td><td rowspan="3">Total Direct Jobs</td><td colspan="2">Total</td></tr>
<tr><td>20</td><td>20</td><td rowspan="2">40</td></tr>
<tr><td>Total Indirect Jobs</td><td></td></tr>
</table>

Project Name:	Community Recreation Facilities				
Partners/ Associates in Project:	JTGDM, JMLM,				
Total Financial Contribution	2023	2024	2025	2026	2027
R20 000 000.00	R1 500 000.00	R3 625 000.00	R3 625 000.00	R4 625 000.00	R6 625 000.00
Information Valid as at date					

3.4.3.6. **Table 43. Project 6. Refurbishment of schools nutrition facilities**

Project Name:	**Refurbishment of School Nutrition Facilities**			
Project Category:	**Community Infrastructure Development**			
Background to Project:	UMK in collaboration with the Department of Education Schools Nutrition programme built 19 nutrition facilities at various schools within the JTGDM. Some of these infrastructures are in need of maintenance due to the usage over time. The project will involve assessing the current status of some of the facilities and determine which ones to be prioritised for refurbishment.			
Project Objectives:	To renovate existing school nutrition facilities.			
Measurable Deliverables (2023):	Project planning and implementation			R400 000.00
Measurable Deliverables (2024):	Project implementation			R800 000.00
Measurable Deliverables (2025):	Project implementation			R800 000.00
Measurable Deliverables (2026):	Project implementation			R1 000 000.00
Measurable Deliverables (2027):	Project implementation			R1 000 000.00
Combined project				**R4 000 000.00**
Exit Strategy:	Hand over to the Department of Education			
Project Start Date:	2023			
Provisional Project End Date:	2027			
Target Group/ Beneficiaries:	JMLM communities		**Labour sending area of project:**	JTGDM
Number of Jobs Created:	**Male**	**Female**	**Total Direct Jobs**	**Total**
	10	10		20

Project Name:	Refurbishment of School Nutrition Facilities				
	Total Indirect Jobs				
Partners/ Associates in Project:	JTGDM, JMLM & Department of Education				
Total Financial Contribution	2023	2024	2025	2026	2027
R4 000 000.00	R400 000.00	R800 000.00	R800 000.00	R1 000 000.00	R1 000 000.00
Information Valid as at date					

3.4.4 Small, Medium and Micro Enterprises (SMMEs) Development

The SMME development strategy will be reviewed and updated where required by UMK during 2023, as part of the preferential procurement, to provide a framework for initiatives that could promote the sustainability of enterprises within surrounding and major labour sending communities.

The UMK SMME supporting Strategy is based on the following principles and actions:

1. Focusing specifically on supporting/procuring of emerging SMMEs from affected communities, were available, which will in turn create employment opportunities.
2. Facilitating the support of various SMMEs within communities that are not reliant on work from the mining industry, and may act as an alternative to mining dependent livelihoods if applicable, and
3. Where possible, outsourcing various contracting opportunities to enterprises operating in surrounding communities.

3.4.5 Community and stakeholder consultation

Various consultations and workshops were conducted as part of the SLP. The consultation process is on-going; however, the table below indicates the consultation and workshops that have been conducted over the last 5 months regarding the SLP.

Kindly refer to appendix 2 for the detailed minutes and memos of the meetings.

Table 43: Consultations and meetings

Consultations	
Interest Groups	**Date**
Ditshepeng village	November 2022
Loopeng village	February 2023
Tsinengkop village	February 2023
Ga-Madubu & Lobenkeng villages	November 2022
Kookfontein village	February 2023

3.5 Measures to address housing, living conditions and nutrition - *Regulation 46 (c) (iv)*

3.5.1 Introduction

According to the publication, Housing and Living Conditions for the Minerals Industry (2009), and the 2010 Amendment of the Mining Charter, the government encourages the development of acceptable housing and living conditions for mine employees through the implementation of the following measures:

- The upgrading or conversion of hostels into family housing units;
- Attaining the occupancy rate of one person per room; and
- Facilitate home ownership options for all mine employees in consultation with organised labour.

3.5.2 Current dwelling of employees

UMK has never had hostels. The mine offers a total cost to company salary structure and a housing allowance is included within the employees' salary package, as a measure to encourage house ownership. This strategy was informed by the Housing and Transportation survey that was conducted by the mine. The majority of all employees are locals; hence they are encouraged to have their own houses in the area they originate from.

3.5.3 Current status of houses within the community

Most of the mine employees are from Kuruman, Kathu, Mothibistad, Seoding, Magojaneng, Bathlaros, Wrenchville and Vergenoeg within the Gasegonyana, Gamagara and Joe morolong Local municipalities. The municipal areas have been urban areas, peri-urban areas and rural villages. In areas such as Kathu, Hotazel, and Kuruman the housing standard is urban. There are surrounding areas which are peri-urban. Joe Morolong Local Municipality consists of more than 119 villages, which makes it a 99% rural municipality. The nature of houses in this municipality is mostly owner-built.

3.5.4 Promotion of home ownership

The majority of the mine's employees reside in the surrounding villages and residential areas and commute to the mine on a daily basis. The company has developed an employee house ownership scheme in consultation with organized labour and contained within the 2020 Wage Negotiations Agreement. The programme was initially implemented during the 2013 to 2017 SLP however amended to cater for equal contribution to all bargaining unit employees iso a sliding scale based on grading.

The company envisions to extend the housing scheme for the 2023 to 2027 SLP. The new scheme caters for new employees in the D and D5 categories, but will primarily focus on C5 and lower-level employees, and in particularly recognizing employees that wish to build on communal land. The company has budgeted R15 (fifteen) million over a five-year period. The annual budget is R3 (three) million per annum.

3.5.5 Health Care

UMK has introduced a fully equipped medical station on site for all employees, manned by a qualified occupational nurse for the use of employees. An Occupational Medical Practitioner visits the clinic once per week. Employees obtain free assistance from the nurse. The medical station is open Monday to Friday during office hours. The nurse and doctors are on standby to render emergency attention 24 hours a day in the event of injuries on duty.

3.5.6 Measures to improve nutrition

Regulation 46 (c) (v) requires that mines put measures in place to ensure that employees have adequate access to a well-balanced diet and meals. UMK has a privately owned canteen on the premises, where employees can purchase snacks and meals.

The following measures will be implemented with regard to nutrition:

- UMK is committed to improve the nutrition of its employees in accordance with the standards set out by the Chamber of Mines and the nationally accepted health standards, through ensuring that:
    - The food provided by the Canteen is of a sufficient dietary requirement;
    - The food is provided at an affordable cost to all the employees of UMK; and
    - All employees have equitable access to food provision and drinking water during normal working hours.
- Education to employees on the importance of adequate and proper nutrition, by means of a nutrition awareness plan; and
- Regular assessment of the quality of meals and dietary intake of those employees that do not use the canteen.

SECTION 4

PROCUREMENT PROGRESSION PLAN

Regulation 46 (c) (vi)

4 PROCUREMENT PROGRESSION PLAN

UMK recognises the need to redress the imbalances of the past and regarding BEE to be one of the supporting pillars of the Transformation Process in South Africa. UMK further recognises that BEE is vital towards meeting the expectations of the South African Mining Charter. The Mine acknowledges that procurement provides an ideal platform to launch a definitive drive towards economic empowerment of HDPs. The Mine intends to take advantage of this initiative.

The mine is committed to meet the DMRE procurement targets for mine procurement as reflected in the procurement scorecard. This plan indicates the targets from 2022 to 2027.

UMK procurement has implemented a strategy requiring all suppliers to the mine to be rated according to the DTI's BB-BEE rating system by accredited rating agencies. The BB-BEE Certificates are also used to determine black ownership. The DMRE's focus on black ownership is recognized and procurement are classified in terms of procurement of services, consumables and capital goods.

Procurement targets will be amended to cater for a revision of the Revised Mining Charter once approved and accepted by all parties.

4.1 Approach

A Supply Chain Management Policy has been approved by the Board that will continue to govern UMK's procurement activities and will support UMK's continued efforts to comply with the procurement targets that will be set by the Revised Mining Charter and clearly states UMK's commitment to BEE Procurement. In line with of the Revised Mining Charter, UMK's Supply Chain Management Policy and

procurement spend specifically focuses on procurement from HDP vendors and promotes new opportunities for meaningful participation by HDP companies. The policy has made provision for the following methodology:

- UMK has implemented measures to promote, affirm, prefer and advance procurement to persons who have been subjected to unfair discrimination in the past. The Mine acknowledges the need to meaningfully expand opportunities for HDPs to enter the Mining industry and to benefit from the exploitation of the country's resources;
- Procurement will be used by UMK as one of the primary mechanisms to shape LED in the communities affected by its operation. Where preferred procurement is not possible due to a lack of capacity in local communities, local people will be provided with opportunities for empowerment as service providers to UMK;
- UMK's vision is to identify, develop and promote the creation and sustainability of businesses operated by HDP's through the mechanism of procurement. The objective is to foster entrepreneurship in communities adjacent to its mining operations and by increasing the level of participation by HDP owned suppliers in the mainstream of the resource industry as well as other related industries;
- All suppliers will be required to disclose information regarding their ownership and internal BEE programmes;
- UMK has introduced measures to monitor and verify the current status of various suppliers and to ensure that such information is reliable;
- Preference will be given to products supplied and services rendered by HDP owned suppliers from local communities within the JMLM, and JTGDM;
- The Mine will encourage suppliers to form partnerships or Joint Ventures with HDP supplier companies where there is no HDP owned vendor tendering to supply the required goods or services;
- Tender requirements will be comprehensively communicated to HDP vendors; and
- Aspiring HDP vendors will be assisted and mentored in the formulation of appropriate business plans.

The Procurement Plan will be implemented by means of the following measures to facilitate a preferred supplier status to HDP based companies:

- Applying this procurement plan to all "Vendors", consisting of contractors, service providers and suppliers;
- Annually performing the verification of the BEE status of existing suppliers;

- Encouraging suppliers to form partnerships, Joint Ventures, or consortiums with HDP supplier companies, where no HDP owned company is tendering to supply the required goods or services;
- Providing a complete list of products and services required by UMK which could be supplied by HDPs;
- Communicating with the Department of Trade and Industry (DTI) to identify HDP companies with the necessary capabilities and aspiration to operate in the mining industry;
- Using the DTI's "Codes of Good Practise" and the guidelines from the Revised Mining Charter to direct the procurement process;
- Ensuring that tender requirements are comprehensively communicated to vendors;
- Assisting aspiring HDPs in the formulation of appropriate business plans;
- Assisting HDPs in training programmes which focus on meeting both the tender and South African Bureau of Standards (SABS) requirements, as well as generating an understanding of basic financial control systems;
- Assisting HDPs in identifying external markets, outside of the Mine, with a view to becoming more self-sufficient and less dependent on UMK for income opportunities, and
- A selection checklist will be developed to discourage subjectivity and "fronting" with regard to supplier selections.

4.2 Procurement Targets

The mine is committed to meet procurement progression targets for the coming five years and beyond. The mechanisms provided above will ensure that the mine meets targets set on the preferential table below. Preference and support will be provided to suppliers who demonstrate compliance with the three elements; transformation, localization and enterprise development.

Table 44: Procurement Mining Goods targets

DMRE Mining Goods	2023		2024		2025		2026		2027	
Sub-category	**10% of total spend**		**20% of total spend**		**35% of total spend**		**50% of total spend**		**70% of the total spend**	
Historical Disadvantaged Persons Owned	**DMRE Target**	**Mine Target**	**DMRE Target**	**Mine Target**	**DMRE Target**	**Mine Target**	**DMRE Target**	**Mine Target**	**DMRE Target**	**Mine Target**
	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%
Black Female Owned or Youth Persons Owned	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
BEE complaint (level 1-5)	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%

Table 45: Procurement Mining Service targets

DMRE Services	2023		2024		2025		2026		2027	
Sub-category	**70% of total spend**		**80% of total spend**		**80% of total spend**		**80% of total spend**		**80% of total spend**	
Historical Disadvantaged Persons Owned	**DMRE Target**	**Mine Target**	**DMRE Target**	**Mine Target**	**DMRE Target**	**Mine Target**	**DMRE Target**	**Mine Target**	**DMRE Target**	**Mine Target**
	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Black Female Owned	15%	15%	15%	15%	15%	15%	15%	15%	15%	5%
Youth Persons Owned	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
BEE complaint (level 1-5)	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

4.3 Enterprise and Supplier Development

The company will implement its Enterprise and Supplier Development programme in line with the Mining Charter and Broad Based Black Economic Empowerment Act. The plan will be implemented to bring enterprises and suppliers into the mainstream of mining procurement. The programme will include the following activities and principles:

- Local Enterprises and suppliers will be identified from the mine database.
- Five-year developmental agreements will be signed with qualifying local Enterprises and Suppliers.
- Some Enterprises will graduate to become suppliers at the mine.
- Developmental support will be provided through direct business finance injection or technical expertise transfer.

- Where there are equal bids from different vendors, the contract will be awarded to the HDP vendor in preference to a non-HDP vendor;
- The company will also implement supplier development through Original Equipment Manufacturer Suppliers (OEM) programme where it's feasible.

The company has committed to provide financial support to local SMMEs participating in the Enterprise and Supplier Development programmes. The financial support will be **R4 million** per annum, which will amount to **R20 million** over a five-year period.

Table 46: SMME support plan

2023	2024	2025	2026	2027	Total
Financial support to local SMMEs					
R4 000 000	R4 000 000	R4 000 000	R4 000 000	R4 000 000	**R20 000 000**

SECTION 5

MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

5 DOWNSCALING AND RETRENCHMENT

The UMK Mine is in full production, with limited employment opportunities currently on offer as the infrastructure has been completed and staffed for full-time permanent operation. UMK employs an outsourcing strategy with a number of business partners providing specialist services to the company, which reduces the requirement for initial capital investment and provides the mine with considerable flexibility in terms of output capacity according to the fluctuating conditions experienced in the fairly volatile market for manganese products.

UMK is committed to the retention of employment and avoidance of job losses, wherever possible. The mining industry is very competitive as there is a shortage of skilled employees. It is therefore imperative to note that the UMK mine has invested in the training and retention of its employees.

UMK experienced limited downscaling or retrenchment at the end of 2015 when extreme adverse market conditions were experienced when a total of 15 employees were identified for retrenchment. Fortunately, market conditions improved early in 2016 and nearly all the affected employees were re-employed or retained in employment.

In light of a possible future economic downturn, it is important for the mine to have mechanisms in place to be followed should downscaling and retrenchment become necessary.

If restructuring may become necessary, UMK will comply with the guidelines provided by the Department of Labor, and have put the following measures in place:

- Alternatives to prevent retrenchment taking place;

- Interventions to ensure that where retrenchments are unavoidable, the process will be fair and the number of retrenchments limited;
- Interventions to be put in place to assist the affected individuals to find alternative employment;
- Communicating with affected employees and business partners in advance.

5.1 Continued Functioning of the Future Forum

The Future Forum has been established and operational. The Forum consists of representatives of employees through their organized labor representatives and mine management. The aim of the Forum is to ensure sustained communication between staff and management about the future of the mine. The Future Forum is an effective communication mechanism ensuring effective running of the mine.

The functions of the Future Forum include the following:

1) Promote ongoing discussions among employees, representatives and mine management about the future of the mine.
2) Maintain medium to long term vision to identify challenges and possible solutions with regard to productivity and employment.
3) Develop turnaround strategy and redeployment strategies to reduce job losses and improve business sustainability.
4) Implement strategies agreed upon by both employee representatives and mine management.

5.2 Mechanisms to save jobs, provide alternative solutions and procedure for creating job security where job losses cannot be avoided.

The Mine Works Programme of UMK mine is structured to ensure that it is sustainable during the life of the mine. The management of the mine will endeavour to avoid retrenchments, wherever possible. However, economic downturns in the past have indicated that job losses cannot be avoided in all industries, including the resource industry, in particular mining.

The mine management, in consultation with the Future Forum, will consider the following alternatives to retrenchment as well as any other additional alternatives that may be viable in future:

Table 47: Considered Alternatives to Retrenchment Alternative	Description
Cessation of recruitment of new employees	The UMK mine will discontinue the recruitment of new employees. Attempts will be made to fill vacancies from existing skilled employees from sections affected by proposed retrenchment; unless it is found that the available resources do not meet the specifications of vacancies that may exist.
Voluntary early retirement	In consultation with labour unions, employees who are 55 years and older and who are occupying positions that can be filled by qualified and experienced redundant employees will be engaged to take early retirement provided that their retirement benefits will not be adversely affected.
Alternative employment within the company	The UMK mine will investigate employment opportunities within the company to provide alternative employment.
Availing mine skill database to surrounding mines	UMK mine management participates in the Northern Cape Mine Managers Forum, where a skills database of the affected employees will be shared for employment opportunities that may exist at other mines.
Alternative working arrangements	The mine management will investigate alternative work arrangements such as minimizing working hours and shift rearrangement.
Working on off days	May be considered in order to improve productivity.
Reskilling	The mine will provide training to reskill employees to fill vacant positions where it is practicable.

5.3 Management of Retrenchment

5.3.1 Consultations

In the event of the mine contemplating the dismissal of any employee for operational requirements, the employer will consult with the representatives of the employee, as stated in section 189 (1) of the Labour Relations Act 66 of 1995.

Retrenchment will be considered as a last resort and, when applied, UMK will engage constructively with the affected employees and their union representatives.

5.3.2 Notification to the Minerals and Mining Development Board

In terms of section 52 (1)(a) of the MPRDA, notification of the Minerals and Mining Development Board will take place in the consideration of retrenchment of 500 employees, or 10% of the staff complement, whichever complement is smaller. The Minister of Labour will be notified in the retrenchment of 500 employees, or 10% of the staff complement, whichever, complement is larger.

5.4 Mechanism to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain.

Severance Package Payment

Employees will be entitled to one weeks' pay for every year worked. All benefits accrued to the affected employees will be paid to ensure financial support. The mine will ensure that employees' benefits are not used for any other purposes, but to provide for the employees when the need arises.

Portable Skills Training

Portable skills training under Human Resources Development will equip the unskilled and the semi-skilled employees affected by retrenchment.

Counselling

The mine will make provision for the employees affected by retrenchment to undergo various psychosocial training to ensure that they adjust to their conditions. Retrenchment can have a severe impact on affected employees who have to adjust to loss of regular income.

Local Economies

As stated earlier, more than 90% of the mine's employees are from the surrounding communities. There are various mining companies in the area of Hotazel, Kuruman and Kathu who can benefit skilled employees from UMK mine, which will minimize the impact of retrenchment on individuals, families and on the Kuruman region.

SECTION 6

FINANCIAL PROVISION

UMK is committed to achieve the targets presented in this Social and Labour Plan. Implementation of the HRD Section will cost the company **R19 736 785** The Community Development Projects budget for the five-year period is **R135 000 000.00.** Housing and Living Condition has a budget allocation of **R15 000 000.00.** Enterprise and Supplier Development budget for the five-year period is **R20 000 000.00**. UMK has committed a total budget of **R194 736 785.00** for the implementation of this Social and Labour Plan over a five-year period from 2023 to 2027. The current estimated costs for Management of Downscaling is **R37 000 000.00**

Table 48: Financial provision plan

Description	**Budget Allocation**					
Item	**2023 (ZAR)**	**2024 (ZAR)**	**2025 (ZAR)**	**2026 (ZAR)**	**2027 (ZAR)**	**Total (ZAR)**
HRD	R3,097,620	R3,768,676	R4,098,042	R4,254,343	R4,518,104	**R19,736,785**
LED	R36,000,000	R35,675,000	R27, 424,000	R18,625,000	R20,375,000	**R135,000,000**
Housing	R3,000,000	R3,000,000	R3,000,000	R3,000,000	R3,000,000	**R15,000,000**
ESD	R4,000,000	R4,000,000	R4,000,000	R4,000,000	R4,000,000	**R20,000,000**
Sub Total	**R44,497,620**	**R45,943,676**	**R39,523,042**	**R31,379,343**	**R33,393,104**	**R194,736,785**
Management of Downscaling	R37,000,000.00					

SECTION 7

UNDERTAKING

I,_____Malcolm Curror_____the undersigned and duly authorized thereto by _____the UMK Board of Directors_____,hereby confirm that the information, commitments and conditions set out in the Social and Labour Plan are a true reflection, and the mine is responsible to execute the commitments accordingly. UMK (Pty) Ltd will publish the approved SLP in English and a dominant language(s) commonly used within the mine community within 30 days of approval through the following avenues:

- Company website, local newspaper(s);
- Hard copies of the approved SLP will be placed in local libraries, municipal offices, traditional authority offices and mine offices; and
- Announcements will be made, where feasible, in local radio stations and relevant news outlets about the availability and content of the approved SLP.

Signed at _____  _____on this_22'nd_ day of ____June_____ 2023.

ANNEXURE A

SIGNED UMK SLP RESOLUTION LETTER

JOE MOROLONG
LOCAL MUNICIPALITY

• TEL NO : +2753 773 9300 • FAX NO : +2753 773 9350

Ref: 8/3/69
Enq: Mr L. Moinwe
E-mail: registry@joemorolong.gov.za

United Manganese of Kalahari (Pty) Ltd
5th floor, Office 502
44 Melrose Boulevard, Melrose Arch

08 May 2023

Mr. T Mamabolo

RE: UMK SLP Projects

Subsequent to your discussion with our PMO staff regarding community infrastructure projects allocated to UMK, we confirm our willingness to engage further with yourselves regarding the size of the projects.

As you may be aware, all projects allocated to our stakeholders go through the Council Resolution.

We propose that UMK make funding available through the Social Labour Plan (SLP) for the following critical projects that are beneficial to our communities:

- Ga-Madubu and Lebonkeng Water Augmentation Projects – R35 600 000.00
- Kokfontein Access Road and Bridge – R24 800 000.00

Technical Reports, including designs and Bill of Quantities for the above-mentioned projects, will be shared with you. As per the norm, you will be invited to attend monthly progress site meetings to have visibility of the project activities.

To cover more villages, we propose that the remainder of the budget, circa R74 330 000.00, will be allocated to various projects that are aligned with your values and are part of our Integrated Development Plan. The Municipality will consult with you prior to allocating the projects to UMK.

JOE MOROLONG
LOCAL MUNICIPALITY

• TEL NO : +2753 773 9300 • FAX NO : +2753 773 9350

Please be informed that these projects will have to go through the Council Resolution prior to implementation.

We hope the above addresses all your concerns and appreciate UMK's support in assisting the Joe Morolong Local Municipality (JMLM) with the implementation of critical projects and we are looking forward to a long and fruitful relationship with UMK.

Yours Sincerely

Mr. T. Gopetse
Acting Municipal Manager

PRIVATE BAG X117, MOTHIBISTAD, 8474, RSA

ANNEXURE B

DITHAKONG ATTENDANCE REGISTER
DITSHIPENG ATTENDANCE REGISTER
GANAP ATTENDANCE REGISTER
HEUNINGVLEI ATTENDANCE REGISTER

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Tshegofatso Siamisang	Dithakong	0762018281	T.T.S
Galalekang Pushoyabone	Dithakong	0712216529	G.P.
Tshepo Baitlong	JMLM	0720072344	[illegible]
TSHEPO PHOKOJE	JMLM Offi	0767379025	[illegible]
Ninana Kgabileng	Dithakong	0793045574	[illegible]
Gomotsegang Sebogodi	Dithakong	0796562436	G.Sebogodi
Maitseo Kgabileng	Dithakong	0660005163	[illegible]
Baetsang Maloeng	Dithakong	0606173528	B. Maloeng
Galatsang Tinelo	Dithakong	—	X
MOGOMOTSI MAROKE	Dithakong	0607452994	[illegible]

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Moogisi Sekanka	Tshehlong	0820781148	[signature]
Motlogelwa Matsipane	SAEARDLR	0724410671	[signature]
[illegible]	Loutlhe Dulse		[signature]
Mogomotsi Khokhong	Joe Morolong offi L.M	0714028967	[signature]
Bakang Leutlwetse	JMLM offi	071 574 9027	[signature]
Kgalalelo Manyeke	Dithakong	076 3087183	[signature]
Haleho Kakue	DITHAKONG	0727951783	[signature]
Segomotso Gopetse	JMLM off	079 624 1501	[signature]
MODISE JARVIS	JMLM offi	0823135701	[signature]
Tsaone Gulekara	JMLM off	071 403 6276	[signature]
Naomie Gomofemo	JMLM cllr	0762252620	[signature]
Luthango Mulaudzi	JMLM	082 8658245	[signature]

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Olerato Moleele	Dithakong	071 575 1067	[signature]
Leorato Nkatthalang	Dithakong	076 995 6 885	[signature]
Molemoeng Phiri	Dithakong	0664913317	[signature]
Seanokeng Letokwe	Dithakong	0797643818	[signature]
Moatlhadi Tshitedi	Dithakong	079 218 6029	[signature]
Kediemetse Loeto	Dithakong	0715314804	[signature]
Keolebogile Difolokwe	Dithakong	0795676296	[signature]
Refikie Mongale	Dithakong	071 341 8234	[signature]
Boipelo Ukokou	Dithakong	079 509 9588	[signature]
Jelogile Sethiba	JMLM offi	0825019003	[signature]
THAPELO KEETILE	JMLM offi	0826603275	[signature]
Tatolo Gopetse	JMLM offi	0828201 55	[signature]

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Novility Tswere	JMLM offi	0720624540	
Lesedi Manankong	JMLM Cllr	0762926889	
Violet Jordan.	JMLM Speaker	076 411 9174	
Sally. Mantana	JMLM Cllr	0729580646	
Moneedi Gaetsewe	JMLM Cllr	0815097777	
Dipitso Gaoorwe	JMLM Cllr	079 622 1114	
Kealebogia Maamogwa	JMLM Cllr	082 752 7313	
Joshua Tikane	JMLM Cllr	076 1456287	
Kbokeng Kolberg	JMLM Cllr	076 901 6637	
Dineo Kopeledi	JMLM Cllr	0526826657	

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Katlego Thupe	JMLM - B.T.O Offi	0771657661	
Esther Kehologile	JMLM Cllr	078 968 7519	EK Kehologile
Segomotsi Cheche	JMLM Cllr	064 629 1790	
Tumisang Masano	JMLM Cllr	0632632087	
Onkhusi be Ebhetshang	JMLM Cllr	064 873 8126	
Patricia Filipo	JMLM Cllr	071 29 21 841	
Lesego Malhogo	JMLM Cllr	0608662241	
Gomolemo Tagane	JMLM Cllr	072 685 2346	
Tumelo Gaobuse	JMLM Cllr	071 544 1971	
Gopolang Kgosi Tagi	JMLM Cllr	0822628279	

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Seneo Letsetebe	Joe Morolong Offy LM	072 740 4561	
Jimempo Moncho	JMLM Off	071 641 55 17	
Mmakabelo Pitso	Lokaleng	—	L Pitso
Nana Esikang	Dithakong Lekung Sec	0763578768	
BP Loeto	JMLM Offi	0820687250	BP
[illegible]	Dithakong	0820906873	
Boikhutso Baitiloi	Dithakong	063 4272 608	
Itdeleng Ipeleng	Dithakong W.C	071 6296 811	
Keamogetse Ithankanyane	W.C	064 7424 521	
Joyce Sekamoeng	Dithakong	071 438 4380	

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Nphile Wildewees	Dithakong	082 478 2078	[signature]
Ntherbiseng Bahetanye	Dithakong	0793432272	[signature]
LESEGO NTUMELANG	DITHAKONG	0767005233	[signature]
BAKANG MOETLO	Dithakong	0760966100	[signature]
Rethabile Mothibi	Dithakong	0724837126	[signature]
Reaoboka Gaobepe	Dithakong	0608757410	[signature]
Keoagile Seme	Dithakong	0727577172	[signature]
Motlalepula Seme	Dithakong	0767877348	[signature]
Masia Meteitsile	Dithakong	0607706158	[signature]
Mathabo Tatisi	Dithakong	0825432262	[signature]

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Keabetswe Kgoa	Dithakong	0827582878	[illegible]
Alfred Monchwe	Dithakong	0835521239	[illegible]
Elisabeth Eburu	Dithakong	—	[illegible]
Lebogang Boishetswe	Dithakong	079 6502 662	[illegible]
George Thankanyeme	Lokaleng	072 516 2049	[illegible]
Mothalepule Malong	Dithakong	0797727446	M.C
Samuel Yawtyk	Dithakong	—	SAMUEL
Boikshepo Kenewang	Dithakong	072 2322 676	[illegible]
Kathego Seganeno	Dithakong	071 139 0683	[illegible]
Boiketho Gaseemelwe	Dithakong	076 212 9662	[illegible]

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
JUDA MALOENG	Dithakong	0734 88706	[signature]
Joseph Mararang	"	082 083 7512	[signature]
K. Lucas LOETO	"	076 6829 227	[signature]
Sector Masilabele	"	0731410978	[signature]
A. Mogomolsi	Hikeng	082 4046450	A.M
Masego Ketolohetse.	Hikeng	0720968995	[signature]
ONKEMETSE THANKAMANG	LERETLWENG	0714747830	[signature]
Bonkla Kasholofatse	Leretlwang	0798153222	[signature]
Mogomolsi Masilabele	Melorane	0766977415	[signature]
Onalenna Sedisho	Melorane	0711569405	[signature]

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Mopule Tatisi	Dithakong	0720962648	[signature]
REBECCA TLHAGANJANE	DITHAKONG	0823590142	[signature]
Thandeka Leepeng	Dithakong	0682857957	[signature]
Keaobaka Mothele	Dithakong	—	[signature]
Thabo Lekhonkhobe	Dithakong	0791644173	[signature]
Nonny Tatisi	Dithakong	0762241192	[signature]
L.D Letokwe	Dithakong	0791750804	[signature]
Brazil Ikeetlwaeng	Dithakong	072 345 2279	[signature]
Thabiso Thaganyane	Dithakong	—	THABISO
MAVIS MOUANJANO	Dithakong	0822553383	[signature]

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Kediemetse Loeto	Dithakong	0718314804	
Lesego gatisang	Dithakong	0723434477	
Joba Mowagole	Dithakong		
Gobitsamang Mokgoelog	Dithakong	0760550662	
Reabetswe Otswakwa	Dithakong	0660637522	
Dick MOFFAT	"	072 032 3385	
Thepenyane Goreweng	Dithakong	0664973286	
LESEGO LOETO	DITHAKONG	0792206454	Moeto
Thuto Ntaolang	Dithakong	063 618 7821	
Thandiwe Ntaolang	Dithakong	071 7608 640	

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
D. Mocwana	Dithakong	0724296708	
M. Esikang	Dithakong	0716396887	
G. Matsebe	Molatswaneng	0606776300	
Masabaka	Matilabapkiri	0824866895	
Dipontsho Tatisi	Dithakong	079 793 4988	
Dimakatso Mararang	Dithakong	0715057505	
Pinkie Secuogelo	Dithakong	0713900230	
Gaoghite Maboudo	Dithakong	0716306265	
Lesedi Maloeng	Dithakong	0766869738	
Kesaletseng Seganeno	NOG	0767300387	

JOE MOROLONG LOCAL MUNICIPALITY

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MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Gakologelwang Mokgweetsi	Molatswaneng	0791152852	Gmokgweetsi
Nnyana Lecholo	Molatswaneng	0791173718	Nlecholo
Kelebogile Mmorof	Hikeng	0765367750	kmmorofi
Mattalaia Phini	Hikeng	0727233322	[illegible]
Tlumaeng Nkwe	Hikeng		[illegible]
Obiseng Keilamore	Tsopeng	0766625805	[illegible]
[illegible]	Soganeng	0729299952	[illegible]
Z. Mosesane	Mosesane	0711516188	[illegible]
Ontsheng Gaebolae	Molatswaneng	072 651 8636	[illegible]
Seme Bd.	Dithakong	076-0840481	[illegible] BD

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Tsaone Baanyang	Dithakong	0637543269	[signature]
Tshoofelo Segamono	DITHAKONG	071 510 5576	[signature]
STATION Ikuthung	—	0638949494	[signature]
TSHEPAONE MASINDA	DITHAKONG	078 299 9078	[signature]
Thabang Sekamoeng	dithakong	0766427919	[signature]
Thuso mopalami	dithakong		[signature]
Selelo mokomele	Dithakong	0761566931	[signature]
Kealeboga Kaotsane	Dithakong	066 0086 948	[signature]
Mosudiwapitso Morofi	[illegible]	072 0580 243	[signature]
Boitshepo Mocwana	Dithakong	0764796307	[signature]

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Ogt Monnawakgothy	Bothithong	0837752122	[signature]
O.S. Moalu	Dithakong	0728742862	[signature]
Marina Tshwene	Dithakong	0767231122	[signature]
Maria Gasetingwe	Dithakong	0827941892	[signature]
Maitseo Matlhabaphiri	Dithakong	0664105105	[signature]
Boitiso Esikang	Dithakong	0768826677	[signature]
Onalenna Lephoi	Dithakong	0638108154	[signature]
Boipelo Lephoi	Dithakong	0665490808	[signature]
MODIRI LOTLEGANG	Dithakong	0723577780	[signature]
LEBOGANG MALOENG	DITHAKONG	0820508571	[signature]

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MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Mothusi Botshetswe	Dithakong	0820934890	
CAPTAIN BLAAR	SARS	0824438697	
MPOLETSANG MOSALA	DITHAKONG	0769592884	
Meshak Loeto	Dithakong	0648837401	LOETO
Thabiso Lekwene	Dithakong	0818763415	
Katlogo Francis	Dithakong	0725811074	
Mpho Motswagole	Dithakong	0799460034	
NFO NNOSANG	DITHAKONG	0789217784	
Ontinetse Kaketso	Dithakong	083 757 6694	
ORAPELENG MOKOMELE	DITHAKONG	082 290 6694	

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MEETING HELD ON THURSDAY 10 NOVEMBER 2022 AT 14H00 IN DITHAKONG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Mebaane Bugat	DITHAKONG	—	[signature]
Gilbert Maloeng	DITHAKONG	—	[signature]
Joe Maitsdeng	Dithakong	064 911 7389	[signature]
Tshegofatso Moetlo	Dithakong	0796615060	[signature]
THUSHO TSHWENE	DITHAKONG	0724254094	[signature]
Mapule Nkawe	Dithakong	0609297404	[signature]
Kgomotso Boinang	Dithakong	0607543425	[signature]
[illegible]	Dithakong	0790344558	[signature]
THABE MOTSHWARAKGOLE	DITHAKONG	0845621703	[signature]
Lewhogondo Moetlo	"	0721367938	[signature]

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Benet	Dithakong	0609268585	
James Mabogale	Dithakong	0762154098	
Tshepile Moetio	Dithakong	0762136275	Moetio
KEHILWE GAOBOTSE	Dithakong	066 590 5434	K Gaobotse
ORAPELENG Mmusi	Dithakong	071 5414 869	
K. Mongale	Dithakong	0710814571	
S. Keshokobetse	Dithakong	0826931261	
L. Borhang	Dithakong	0799346534	
T.G. Baanyang	Dithakong	0766442112	
Pogisho Petrus Isake	Dithakong	0649963459	

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MEETING HELD ON WEDNESDAY 09 NOVEMBER 2022 AT 09H00 IN DITSHIPENG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Gomolemo Tagane	JMLM Cllr	072 685 2346	
Novility Tswere	JMLM Offi	072 068 4540	
Tumisang Magano	JMLM Cllr	0632632087	
Dineo Kopetedi	JMLM Cllr	0826826657	
Lesego Machogo	JMLM Cllr	0608662241	
Patricia Filipo	JMLM Cllr	071 29 21841	
Joshua Tirane	JMLM Cllr	076 145 6287	
Onthusitse Ashafshang	JMLM Cllr	064 873 8126	
B.P Loeto	JMLM Offi	0820687250	Loeto BP
Tumeo Gaobuse	JMLM Cllr	071 544 1971	

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Lesedi Manankong	JMLM Cllr	0762926 859	
Sally. Mancana	JMLM Cllr	0729580646	
KABELO LEBATLANG	J.M.L.M. Cllr	082 57 90047	
Seneo Letselebe	Joe Morolong Off1 LM	072 740 4561	
Jikompo Mancho	Joe Morolong Off1 LM	071 641 5517	
Lukengo Mulaudzi	JMLM Off1	0828658745	
Dineonyane Mewi	JMLM Off1	0769275545	
MODISE JARVIS	JMLM Off1	0823135701	Jarvis
Malebogo Selwe	JMLM Off1	063 1758 796	Selwe
Tsaone Gulekana	JMLM Off1	071 403 6276	

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MEETING HELD ON WEDNESDAY 09 NOVEMBER 2022 AT 09H00 IN DITSHIPENG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Regomoditswe Segano	JMLM offi	0783554645	Segano
Gomolemo Jacobs	JMLM offi	0781633395	[illegible]
Seatla Mokgara	Bothithong	072 6867163	[illegible]
Motshidisi Uwai	Mammebe	064 768 3898	[illegible]
Simane Rakanang	P	0820814705	P.S Rakanang
Lesiria Bikwidi	Kiangkop	0729511045	[illegible]
T.J. Magopane	Kiang Doochane	0826409258	[illegible]
L Esiang	Kiang Diwachane	0799712833	[illegible]
Mmamotse Sefthalefo	Gatswinyane	0760496653	[illegible]
Kuesiemang Kgomotsego	Gatswinyane	079 988 9223	[illegible]

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Mpho Phutiyagae	Dihotshane	0818001618	Mphutiyagae
Lizzy Gaekgwathe	Dihotshane	0826804906	KLGaekgwathe
Baitshepi Lekwa	Dihotshane Committee	0607644760	Lekwa
THAPELO KEETILE	JMLM	0826603255	[illegible]
Rppelang Bokwalane	Kiangkop Committee	0795631027	[illegible]
Lesego Sechogera	Gaewinyane	0712975652	Sechogera
DITHAPELO Rakue	Mammebe	0733314448	[illegible]
OMPHEMETSE SEKAMOENG	BOTHITHONG	0728204487	OSekamoeng
Rose Mokgancdi	Bothithong	0764943073	RMokgancdi
Kelebogile Chwene	Bothithong	0763533741	KChwene

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Dimakatso Gaonakhebe	Bothithong	0879269167	Gaonakhebe
K.A Awi	Ga Makgatle	0822531769	KA Awi
S. Gwai	Mammebe	0720332645	[illegible]
D Bauoko	Bothithong	0716111669	Bauoko
Masego Thibogang	Bothithong	0768366607	Thibogang
KABELO TSOGANG	BOTHITHONG	071 895 6734	[illegible]
M. Pmokomosane	"	0608105574	[illegible]
G Ngamole	MAMMebe	079 4585 249	G Ngamole
M. Neue	Dhsuipeng (Montsheng)	0762037444	[illegible]
B Semmo	Dhsuipeng (Montsheng)	0799103076	[illegible]
Bakang Lentlwetse	JMLM	0715749027	[illegible]

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
B mosesane	Gamakgatle	0721403912	BB mosesane
Lekihogonolo Alli	Bothithong	0766550881	[illegible]
kedisaletse Bonts	Danoon	0790223632	K. Bontsi
Motshidisi Moitse	DANOON	0727170055	[illegible]
Bohutsana Modukwane	Ditshipeng	0663890111	B. Modukwane
NSeemoeng	Danoon	076 375 5473	[illegible]
Joyce Gaborokwe	DOH - JTG Office District	076 875 2498	[illegible]
KARABO KOK	GAMAKGATLE	060 461 9393	K. Kok
Sipuo Mothobi	Gamakgatlhe	076 7047402	[illegible]
REBELLA MPETE	GAMAKGATIHE	076 29 25 472	R. [illegible]

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MEETING HELD ON WEDNESDAY 09 NOVEMBER 2022 AT 09H00 IN DITSHIPENG

NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Tlo Tlé Sang Gwai	Mammebe	0796148046	[signature]
K.A. Tselayakgotlhe	MAMMEBE	072 5029 320	[signature]
Gopolang Phiri	MAMMEBE	0715817162	[signature]
Thebe Seswai	Danoon	079 927 5874	[signature]
Rebaone Seitatolo	Ditshipeng	079 400 6720	[signature]
VICTOR Melamu	Bothytheng	0728288719	[signature]
Gomotsegang Dispinyane	Montsheng	0798319914	[signature]
DITIKELO NCHE	MONTSHENG	0728159859	[signature]
Kelebogile Bontsi	Sekokwane	0822 868555	[signature]
Kelebileng Tikane	Ditshipeng	0827350981	[signature]

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
S.T. Mokomele	Mantsheng	0761916189	[signature]
OHENBE SEICHOKELO	Ditshipeng	076 8984680	[signature]
TEBOGO SEITATOLO	Ditshipeng	0791200788	[signature]
Tlhatlogo Bikwi Di	Ditshipeng	0763266321	[signature]
Thulaganyo Ntaxlag	Gamakgatle	071 134 8384	[signature]
Amogelang Theo	Bothithong	0723110963	[signature]
Amogelang Magwatane	Mammebe	0799635384	[signature]
L.K. Mammedi	Ditshipeng	0769096903	[signature]
Mogakolodi Sepalamelo	Ditshipeng	0826726124	[signature]
K Seupe	Ditshipeng	0761498699	KP Seupe

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Phenyo Rokanang	Ditshipeng	0791567315	P. Rokanang
Keotshepile Mohutsiwa	Ditshipeng	0608637257	[illegible]
Tsholofelo Nampa	Ditshipeng	071 6276 336	[illegible]
Conny Hume	" "	079 1033 256	Hume
Kgaobaka Disipingane	Ditshipeng	0764770487	[illegible]
Keotshepile Kasibere	Ditshipeng	0827381643	[illegible]
Thabang Phra	" " "	0712733857	[illegible]
Thabo Bolchelo	Ditshipeng	082122060	[illegible]
T.L. Monnawakgothy	BOTHITHONG SAPS	0820596056	[illegible]
Segomotso Tsatsi	Ditshipeng	0761184935	Estsatsi

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Kedumetse Segos	Montsheng section	078 939 9169	
Tshegofatso Mche	Montsheng	063 763 7343	
Karabo Keotsare	Ditshipeng	0760535607	
Kelebogile Bothmile	Montsheng	0673269288	K.C. Bothmile
Mocumi HOTSELE	MONTSHENG	0764995911	HOTSELE
Keaoleboga Sawai	DANOON	0794399579	
Tatolo Gopetse	JMLM Offi	0828201889	
Boipelo Motlhaping	JMLM Offi.	071 354 6838	
Tshireletso Makidiane	Majemantsho	079 360 8994	
Keaboga Pico	Majemantsho	072 872 3095	

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NAME & SURNAME	VILLAGE	CONTACT DETAILS	SIGNATURE
Dipitso Gaoome	JMLM Cllr	0796224114	
GOPOLANG KGOSITAU	JMLM Cllr	0822628279	
ESTHER KEHOLOGILE	JMLM Cllr	078 968 7519	EK Kelologile
Moses Mbolekwa	JMLM. EXCO Cllr	079 5800426. 0828292500	
NAOMIE GOMOTEMO	JMLM EXCO Cllr	0762252620	Gomotemo
KEALEBOGA MAAMOGWA	J.M.L.M WARD CLLR	082 752 7313	
Ipeleng Tlwako	JMLM- Offi	073 799 3747	
Bakang Leutlwetse	JMLM Offi	071 574 9027	
TSHEPO PHOKOJE	JMLM Offi	0767379025	
Segomotso Gopetse	JMLM Offi	079 624 1501	
Mogomotsi Khokhong	JMLM official	0714028967	

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
MATHEWS RAIRI			0792646570	P.O.Box 585	[illegible]
John Nonong			0793530271	PoBox 585	[illegible]
Semu Ratsatsi			0	PO Box 585	+
GAOBUSIWE ATLHOLANG			0607764164	1965GAPITIA	[illegible]
Diane Kamanyane			0769823858	Gamokatedi	[illegible]
CHALEMNA Motlhanwane			0724653923	Klipom	[illegible]
Boitumelo Phudichudu			071 379 1736	Klipom	[illegible]
OFEMTSE CHWENYANE	GANAP	C.B.W	0713588864	GANAP	[illegible]
Mosimaneegape Taetso	Ganap 2	Member			+

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MEETING HELD ON TUESDAY 01 NOVEMBER 2022 AT 14H00 IN GANAP 02

NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
J Sethibe	IA	Manager: IA	0825069[illegible]	[illegible]@joemorolong.gov.za	[signature]
J. Kamphilu	JNLM	Manager: Housing	0748737739	housing@joemorolong.gov.za	[signature]

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[redacted]

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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MEETING HELD ON TUESDAY 01 NOVEMBER 2022 AT 14H00 IN GANAP 02

NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Boitshepo Mabiki	Ganap 2		0723453701		[signature]
Bole Dibawe	Ganap		0824862242		[signature]
NB Gaetelwe	GANAP II				[signature]
Keabetswe Mocati	Gapicia		0714475703		[signature]
MPHO MOLOAGAE	PADSTOW		0796275863		[signature]
Mokaisi Motsuokoetsi	Lookong		0728892489		[signature]
Ipeleng Sewedi	Lookong		0761132534		[signature]
Boipoletse Mosetthane	Mathanthanyaning		0827220672		[signature]

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Kelaotswe Molale	Garupoana	Member	079 9560154		[illegible]
Lesego Mokgoje	GANAP 2		0769664748		LS Mokgoje
G.M. MORETI	ZONE 14	MEMBER	0766208737		[illegible]
Nametsegong Kegotetse	KLIPOM	Member	0712582845		[illegible]
CEDRIC MOLALE	KLIPOM	Member	0768999909		[illegible]
T. Obuelitswe	Cachar	member	0818389171		[illegible]
D. GAOBUSIWE	GAPITIA	WARD COMMITTEE	076 716 8043	P.O. Box 9190	[illegible]
JOHN MOSOLE	GANAP III	WARD 2	0722292250		[illegible]
Gabriel	Lubany		0764494763	919	[illegible]

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
V.S. Mosimanyana	Pedestoni	PR CCLLR	0648283332		[signature]
NIMEL GAOBUSE	VANZUSKY WARD CLLR	WARD CLLR	0715441971	gaobuse.st@gmail.com	[signature]
ESTHER KEHOLOGILE	MAGOJANENG W	PR CLLR	0789687519	estherkehologile@gmail.com	EK Kehologile
GOMOLEMO TAGANE	JMLM	WARD CLLR	0726852346	gomosekokodie@gmail.com	[signature]
Dineo L. Kopeledi	JMLM	PR CLLR	082 882 6657	dineokopeledi02@gmail.com	[signature]
NILAFATE KGOSIERILENG	JMLM	PR CLLR	076 1535 312	dkgosierilen@gmail.com	[signature]
Violet Jonkani	JMLM	Speaker	0764119174		[signature]
BOIPELO MOTLHAPING	JMLM	CFO	0713546838	cfo@joemorolong.gov.za	[signature]
Dineonyane Meawi	JMLM	LED Manager	0769275545	led@joemorolong.gov.za	[signature]

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Dorcas Cwere	JMLM	Ward Committee	0647289085	—	[illegible]
Lesego Hendricks	JMLM		0725097960	—	[illegible]
Lizzy Morero	JMLM		0798499178	—	[illegible]
Oganeditse Gaobusiwe	JMLM		0720515907	—	[illegible]
Matshabi Mojaki	JMLM	Ward Committee	0728524133		[illegible]
Mothusi Boyise	JMLM		0723147383	—	[illegible]
Tebogo Setlholoeng	JMLM		0798089104	—	[illegible]
Kwaelebogo Hebe	JMLM	Ward Committee	0799999486		Hebe
[illegible]	JMLM		[illegible]		[illegible]

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MEETING HELD ON TUESDAY 01 NOVEMBER 2022 AT 14H00 IN GANAP 02

NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Sally. Mancana	JMLM.	Ward Cllr	0729580646	mancanasally@gmail.com.	
KABELO LEBATLANG	J.M.L.M	WARD CLLR	0825790047	kabelod182@gmail.com	
NOVILITY TSWERE	JMLM	PR COUNCILLOR	0720684543	novilityfswe@gmail.com	
Lesego Machogo	JMLM	Ward 6 Cllr	0608662241		
Keabogo Mabihi			—		K mabihi
Elias Gaboshe	JMLM	ward Committee	0607122430	—	
Boreolo MABIHI		ward commiting	0797176216		
Seshupo Madukwe	Ganap 1	Ganap 1	0607601341	seshupomadukwe@gmail.com	
Gracia Gaobusiwe	-	—	—		X

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON TUESDAY 01 NOVEMBER 2022 AT 14H00 IN GANAP 02

NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Osegonadiae Olyn	Ward Committee	Slough	0714035199	[illegible]	[signature]
Masobata Mecwi	Community member	Slough	0715602678		[signature]
Keolebogile Mecwi	Community Member	Loopeng	0726450294		[signature]
Moledi Modise	Ward Committe	Loopeng	0768278932	Moledi Modise@gmail.com	M.S. Modise
Boitumelo Mabihi	Community member	Mathanthanyaneng	0722217502	boitumelo[illegible]@gmail.com	[signature]
Mosebatsi Hadele	COMMUNITY MEMB	Slough	0609040446		[signature]
KEHILWE MOSEG	COMMUNITY MEMBER	LOOPENG & LOBUNG	0763458865		KIMOSEG
Agisanyang Manki	Community Mem	Slough	0607333509		A.S. Manki
Oratile Kekgetile	COMMUNITY member	Slough	0673018326		[signature]

JOE MOROLONG LOCAL MUNICIPALITY

REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON TUESDAY 01 NOVEMBER 2022 AT 14H00 IN GANAP 02

NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Tshomo Gaogusiwe	JMLM	Ward Cllr	0712444890	149 E GAPITIA	[illegible]
Diphoto go Madakwe	—		0729703 854		[illegible]
GAOKGAKALA KELOKILWE	TRADITIONAL COUNSEL	W	0722229223	149 E GAPITIA	[illegible]
Ruth Mosegedi			0761043691	Ganap 2	[illegible]
Catherine Raseroka			—	Ganap 2	M Raseroka
CECILIA MOSEK			0799788951	—	[illegible]
[illegible]			0723327136	Ganap 2	[illegible]
Bonolo Momphi	PADSTOW VILLAGE		0792644607	momphib@gmail.com	[illegible]
Gomolemo LESETEDI	PADSTOW Village		0720622150	glesetedi@gmail.com	[illegible]

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

ATTENDANCE REGISTER

MEETING HELD ON TUESDAY 01 NOVEMBER 2022 AT 09H00 IN HEUNINGVLEI COMMUNITY HALL

NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Belokang Titi			0673487094		Titi
Lesego Mmereki			0729291520		[illegible]
Dikgogeli Mohatiwe			0760666268		[illegible]
Moneedi Sekgetho			0766471142		[illegible]
Catherine Mabudi			0664096623		[illegible]
Tshiamo Mowane			0792385073		[illegible]
MARGARET Mphatue			07931 2792		Mphatue
Tsholofelo Sekgetho			082 239 8092		[illegible]
Keoratile Ditsebe			064 938 6725		[illegible]
Utlwanang Kuotlang			0796015439		[illegible]
Ikeobakile Bitoromyane			0715880048		[illegible]
RATANANG GAOTLHOPE			0818787704		[illegible]
Kabo Kenosi JMLM			073 651 9224		[illegible]

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Dimakatso Gaothope			0722563375	dimakatsoptevio43137@gmail.com	
Nunu Veronica Kgothlang			064 784 2121		
Ikaobakile Bitoronyane			0715880048		
RATANANG Gaothope			0818787704		
Agisanyang Gaothope			0797555374		AGaothope
KEGOMODITSWE SEKGETHO			0769156210	KFSekgetho@gmail.com	KFSekgetho
BOINUOTLO PHETANE			0793038979		
Tlotlangkgosi Mosielele			0762068983		
Onalenna Kgototo			0827313973		

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Bolokang Tit			0673481094		Tit
Atesogo Mmereki			0729291520		[illegible]
Dikgogodi mohutsiwe			0760666268		[illegible]
Kealebogo Mocwane			0825490290		KMocwane
Moineedi Sekgetho			0766471102		[illegible]
PHAMIDO KGOTLANG			066 328 0427		Pkgotlang
Onaleenna Sekgetho			0660142075		Sekgetho
Kelebogile Geotlhope			0796463603		KGeotlhope
Tumisang Motihanke			0765396275		T.m

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Keobiditse LOTLHARE	Member	Sesipi	0714117525	keobiditseedita@gmail.com	Lothare
Kebaofile Pebe	member	Sesipi	066 22294		Pebe
Ikanyeng Bareki	W/ Committee	Sesipi	0829682160	ikanyeng@gmail.com	[illegible]
Tsidifatso Mokotong	Member	sesipi	0729908623	Mokotong	[illegible]
Giona Gaothope	Member	Tsilwane	0766149427		Gaothope
TSHENOLO JANZO	MEMBER	KOME	0647361562		[illegible]
Tshegofatso Dioke	member	Sesipi	0763510108		[illegible]
Ketshepaone Kgotlong	Member	Sesipi	0660716044		[illegible]
OGAWALETSENG THEBEYAPELO	Member	Perth	0723484622		[illegible]

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
TSHENOLO TANTLO			0647361562		[signature]
Tshegofatso Dioke			0763510168		[signature]
ketshepaone kgotlang			0660716044		[signature]
keogopotse kgotlang			0818514014		[signature]
Giona Gaotlhope			0766149427		Gaotlhope
Gomolemo Nkepang			0796039558		[signature]
ONTLAMETSE NKEPANG	W/COMMITTEE	~~W/COMMITTEE~~ TSILOANE	0762751164		[signature]
Boipelo Kgotlang			0818520989		[signature]
MPhonyane Ramogoelelo			0797368098		[signature]

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Keneilwe Gaotihope			0723630629	Keneilwemckay1983	[signature]
Dineo Gaotihope					
Onalenna Sekgetto			0766266203		[signature]
Dimakatso Tshabang			0607209678		Tshabang
Boipelo Magwatane			0711764723		[signature]
Prettix Phetane			0715623581		[signature]
Keneilwe Tshupalogo			0720818828		Tshupalogo
Orateng Ditsebe			0764068496		[signature]
Tshiamo Sekwati			071 341 3939		[signature]

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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MEETING HELD ON TUESDAY 01 NOVEMBER 2022 AT 09H00 IN HEUNINGVLEI COMMUNITY HALL

NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Keanogetse Manyintile			072 3098309	keanogetsepretty@gmail.com	[signature]
Matshadiso Mabia			0712775317		[signature]
Kgomotso Gatilope			0722618776		[signature]
Modi Keneme			079 222 3961		[signature]
Moses Mphatwe			072 396 7703		[signature]
Alfred Tulberang			0763561455		[signature]
Modiso Moseki			0818178193		[signature]
Lethogonolo Kgafhang			0796986082		[signature]
Pretty Phetane			071 562 3551		[signature]

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
Otolgile Gottlope	Gammokwane		0606900001		[signature]
Queen Mmereki	Gammokwane		0825074763		[signature]
Diagetsemang Khubu	Gammokwane		081 896 7778		[signature]
MPHO BASHAMIKI	Gammokwane	~~0765786726~~	0768786726		[signature]
Mothonyana	Gammokwana		0663685315		[signature]
Pilele	Gammokwane		082588745		[signature]
Omphemetse Sebati	Gammokwane		0794705915		[signature]
Maria Gaotlhoffe	Gammokwane		0790367719		[signature]
MPHO RADIPINA	Gammokwane		0713959711		[signature]

Keorapetse Ditsebe

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REVIEWED IDP & BUDGET FINANCIAL YEAR 2022/2023 COMMUNITY CONSULTATION MEETINGS

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NAME & SURNAME	ORGANIZATION/DEPARTMENT	DESIGNATION	CONTACT DETAILS	EMAIL ADDRESS	SIGNATURE
KGOMOTSO MOKWENE		PERTH	0764335777		[signature]
ONTLAMETSE SEGERI		PERTH	0766944415		[signature]
DIMAKATSO JANTLO		PERTH	0795392203		[signature]
Kelebogile MOTSOKO		Kome	0760647132		K.MOTSOKO
Keolebogile Thitone		Kome	0663481885		[signature]
[illegible]		Kome	0723473221		[signature]
Botlope Mokoleng		Lokaleng	0715321717		[signature]
T.M. LORARO		Gammokwane	0911629480		[signature]
Tumisangmatthanke		gamagou	0765396275		[signature]

Date: 01 November 2022

Reviewed IDP 2022/23 FY Community Consultation Meetings

Place: Heuningvlei Ward: 01 Time: 09:00

Name & Surname	Village	Contact Details	Signature
Lesego Machogo	Ward Cllr	0608662241	
Dipitso Gaoorwe	Tsineng	0796221114	
Vincent Mosinnanyana	Padstow	0648283332	
Joshua TIKANE	BOTHITONG	0761456287	
Onebusiese Ebshetshang	Glenred	0648738126	
Dineo Kopeledi	Sekokwane	0826826657	
ESTHER KEHOLOGILE	MAGOJANENG W	0789687519	EK Kehologile
TUMISANG MAGANO	JMLM / TEANEEN	0632632087	
NTLAFETSO KGOSIERILENG	JMLM	0761535 312	
Joy Kumphilu	"	0748737739	
Lesedi Manankong	JMLM CllR	0762926829	
Sally Manzana	JMLM (Cllr)	0729580646	
NOULITY TSWERE	JMLM	0720684540	
Segomotso Gopetse	JMLM	0796241501	
KEALEBOGA MAAMOGWA	JMLM Cllr	0827527313	
Tafalo Gopetse	JMLM	0828201559	
Dineonyane Mewi	JMLM	0769275545	
Kattego Thupe	JMLM	0791657661	
BOIPELO MOTLHAPING	JMLM	0713546838	
Selogile Sethibe	JMLM	0825069022	
MODISE JARVIS	JMLM	0823135701	Jarvis
Bakang Leutlwetse	JMLM	0715749027	
TSHEPO PHOKOJE	JMLM	0767379025	
GOMOLEMO TAGANE	JMLM	0726852346	
TUMELO GAOBUSE	JMLM	0715441971	
Violet Sordan	JMLM	0411914	
Luvhengo Mulaudzi	JMLM	0828658745	
M.C. Melokwe	JMLM	0727364322	Melokwe