



mineral resources & energy

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Minerals Resources and Energy
REPUBLIC OF SOUTH AFRICA

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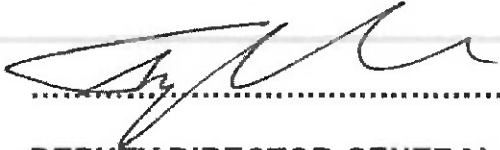
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Sir/Madam

APPLICATION FOR DEPUTY DIRECTOR-GENERAL CONSENT IN TERMS OF SECTION 102 READ WITH REGULATION 44 OF THE MINERAL AND PETROLEUM RESOURCES DEVELOPMENT ACT, 2002 (ACT 28 OF 2002) AS AMENDED (HEREINAFTER REFERRED TO AS "the Act"): TO AMEND THE SOCIAL AND LABOUR PLAN.

This serves to inform you that your application in terms of section 102 read with regulation 44 to amend the current Social and Labour Plan has been granted. As per the requirements of the amended regulations of the MPRDA (published in 2020), "a Mining Right holder must publish the approved Social and Labour Plan in English and any other dominant language/s commonly used within the mine community". Proof of such must be submitted to the Regional Office after 30 days of approval.

Further, "the holder of a mining right must convene a minimum of three meetings per annum with mine communities and interested and affected parties to update these stakeholders about the progress made with the implementation of the approved social and labour plan. The outcomes of this meetings must form part of the annual report" as per the amended regulation 45.



**DEPUTY DIRECTOR-GENERAL:
MINERAL AND PETROLEUM REGULATION
MINERAL RESOURCES AND ENERGY**

DATE: 20/04/2023



SISHEN IRON ORE COMPANY(PTY) LTD

SOCIAL AND LABOUR PLAN

Delivering on our promises

DMRE REFERENCE NUMBER: NC 30/5/1/2/2/259 MRC

PERIOD: 2022-2026

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ASSOCIATED DOCUMENTS

- Sishen mine Socio-Economic Impact Assessment 2021 Report
 - Sishen mine Workplace Skills Plan
 - Sishen mine Employment Equity Plan
 - Sishen mine Sustainable Mine Plan
 - Integrated Development Plans for the Gamagara LM and the JTGDM
 - Amended Mining Charter
 - Sishen mine policies and procedures related to:
 - Local Economic Development
 - Training and development
 - Employment equity
 - Recruitment and promotion
 - Procurement
 - Retrenchment and downscaling
-
-



ACRONYMS, ABBREVIATIONS AND ORGANISATIONS

AASW3	Anglo American Social Way version 3
AET	Adult Education and Training
Aoi	Area of Influence
BBSE	Broad-based Socio-economic
DM	District Municipality
DMA	District Management Area
EAP	Employee Assistance Programme
EE	Employment Equity
ESD	Enterprise and Supplier Development
HDSA	Historically Disadvantaged South African
IDP	Integrated Development Plan
LED	Local Economic Development
LM	Local Municipality
LoA	Life of Asset
LOAP	Life of Asset Plan
LRA	Labour Relations Act 1995
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
PDP	Personal Development Plan
PWD	People with Disabilities
QMS	Quality Management System
RPL	Recognition of Prior Learning
RSL	Regional Services Levy
SAMPPF	South African Mining Preferential Procurement Forum
SAP	SIOC's electronic data system
SAQA	South African Qualifications Authority

SD	Skills Development
SDF	Skills Development Facilitator
SEIA	Social and Economic Impact Assessment
SETA	Sectoral Education and Training Authority
SIA	Social Impact Assessment
SEP	Stakeholder Engagement plan
SME	Subject Matter Expert
SMME	Small, Medium or Micro Enterprise
WSP	Workplace Skills Plan



SECTION 1: PREAMBLE - Regulation 46 (a) of the MPRDA Act No 28 of 2002

1. INTRODUCTION

1.1 Submission of Social and Labour plan

A Social and Labour Plan is a requirement of the Mineral and Petroleum Resources Development Act (28/2002), and it is a prescribed plan of the Social and Labour Plan programmes to be in place for the duration of every mining right. Sishen mine subscribes to the principles of good corporate citizenship and the Sustainable Development Goals of the United Nations and is therefore committed to complying with the MPRDA and Broad-based Socio-economic Empowerment Charter for the South African Mining and Minerals Industry as amended in September 2018 (Mining Charter III).

1.2 The objectives of this Social and Labour Plan are:

- To contribute to the transformation of the mining industry;
- To promote employment and advance the social and economic welfare of all employees of Sishen mine;
- Ensure that Sishen mine contributes towards the socio-economic development of the John Taolo Gaetsewe Rural District Municipality as well as the areas from which the majority of the workforce is sourced;
- To implement sustainable initiatives that will continue beyond the Life of Mine;
- To utilise and expand the existing skills base for the empowerment of HDSAs and to serve the community; and
- Support the inclusion of the resettlement project into the existing mining right to sustain the business.

Sishen mine will encourage and build skills recognised under the National Qualifications Framework and portable outside the worker's current employment. The success of the plan relies on both Sishen mine and each employee taking responsibility for their own well-being and energetically pursuing the opportunities that may be available to ensure that their full potential is realised.

The table below depicts the alignment of the Social and Labour Plan with the elements of the Mining Charter.

Table 1: Aspects of the scorecard for the Broad-Based Socio-Economic Empowerment Charter for the South African mining industry

Description	Five-year target				Regulation	Section
Human Resource Development						
Has the company offered every employee the opportunity to be functionally literate and numerate by 2022, and are all employees being trained?	Yes	x	No		46(b)(i)	2
Has the company implemented career paths for HDSA employees, including skills development plans?	Yes	x	No		46(b)(ii)	2
Has the company developed systems through which empowerment groups can be mentored?	Yes	x	No		46(b)(iii)	2
Employment Equity						
Has the company published its Employment Equity Plan and reported on its annual progress meeting it?	Yes	x	No	Yes	46(b)(v)	2
The company to establish a plan to achieve a target for HDSAs participation: <ul style="list-style-type: none"> • Senior middle management 60% and 25% women; • Middle management 60 % and 25 % women; • Junior management 70% and 30% women; • Core skills 60%; and • 1,5 % of PWD within five years. 	Yes	x	No	Yes	46(b)(v)	2
Has the company identified a talent pool and is fast-tracking it?	Yes	x	No		46(b)(i)	2
Migrant labour						
Has the company subscribed to government and industry agreements to ensure non-discrimination against foreign migrant labour?	Yes	x	No		46(a)	2

Mine community and rural development						
Has the company cooperated in formulating integrated development plans, and is the company cooperating with government in implementing these plans for communities where mining takes place and for communities in the major labour-sending areas?	Yes	x	No		46(c)(iii)	3
Has there been an effort on the side of the company to engage the local mine community and major labour-sending areas communities? Companies will be required to cite a pattern of consultation, indicate money expenditures and show a plan.	Yes	x	No		46(c)(iii)	3
Housing and living conditions						
For company-provided housing, has the mine (in consultation with stakeholders) established measures for improving the standard of housing-including upgrade of hostels, conversion of hostels to single units and promotion of home ownership options for the mine's employees? Companies must show what they have done to improve housing, a plan to progress the issue over time, and how the plan is being implemented.	Yes	x	No		46(c)(iv)	4
Procurement						
Has the mining company given preferred supplier status?	Yes	x	No		46(c)(vi)	5
Has the mining company identified the current level of procurement from BEE companies in terms of capital goods, consumables and services?	Yes	x	No		46(c)(vi)	5
Has the mining company indicated a commitment to a progression of procurement from BEE companies in terms of capital goods, consumables and services? To what extent has the commitment been implemented?	Yes	x	No		46(c)(vi)	5



1.3 Particulars of Operation

Name of mine	Sishen mine
Name of owner	Sishen Iron Ore Company (Pty) Ltd
Registration number	2000/011085/07
DMRE reference:	NC 30/5/1/2/2/259 MRC
Contact person	Mr André Roux (General Manager - Sishen mine) Tel: 053-739 2911 Fax: 053-739 2670 Andre.roux@angloamerican.com
Physical address	Sishen Iron Ore Mine, Kathu, Northern Cape Province
Postal address	The General Manager, Private Bag X506, Kathu, Northern Cape, 8446
Municipal authorities	Gamagara Local Municipality John Taolo Gaetsewe District Municipality
Life of Mine	18 years
Mineral mined	Iron ore (Fe) and quartzite
Size of workforce (as at Dec 2021)	4023 permanent employees, 211 fixed term employees and 6,397 contractor employees
Financial year	January – December



1.4 OWNERSHIP

Kumba Iron Ore Ltd, a subsidiary of Anglo-American Plc, is the majority shareholder in SIOC, the holder of a converted mining right (the Sishen Mining Right) granted in terms of Section 23 of the MPRDA. SIOC operates Sishen mine under the Sishen Mining Right, located next to the town of Kathu in the Northern Cape. The Sishen Mining Right will expire on the 10th of November, 2039.

Kumba Iron Ore Ltd owns 74% of SIOC, which was born out of the unbundling of Kumba Resources in 2006. The SIOC Community Development Trust and SIOC Employee Share Participation Scheme are initiatives designed to allow employees and local communities to own shares in Kumba Iron Ore, as set out in the structure below. This makes the Company 26% empowered.

Exxaro Resources Limited, Registration Number 2000/011076/09 (Exxaro), is a South African-based mining company listed on the JSE and is the registered and beneficial shareholder of 19,98% (nineteen comma nine eight percent) of the total issued share capital of SIOC.

The shareholding in Exxaro is held as follows:

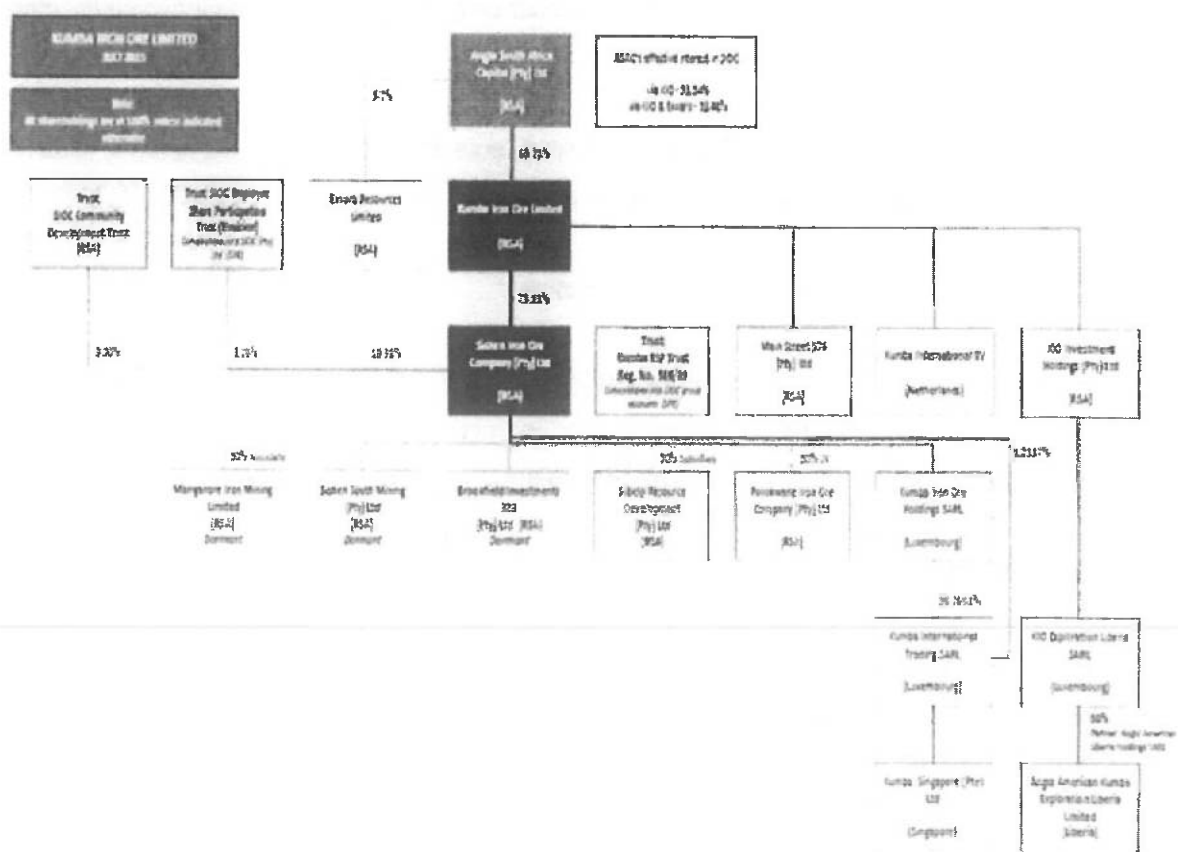
Main Street 333 (Pty) Limited (BEE Holdco):	52.10% (five two comma one zero percent):
Anglo South Africa Capital (Pty) Limited:	9.70% (nine comma seven zero percent):
Exxaro Employee Share Ownership Program:	0,84% (zero comma eight four percent):
Minority Shareholders:	37.36% (three seven comma three six percent).

BEE Holdco, which holds 52.10% (five two comma one zero percent) of the total issued share capital of Exxaro, is beneficially owned and controlled by HDSAs, alternatively HDSA companies, as defined in terms of the Codes of Good Practice of the Minerals Industry, GG 32167, GN 446 of 29 April 2009 (Codes of Good Practice) and the Broad-Based Social Economic Empowerment Charter for the South African Mining Industry GNR 1639 of 13 August 2004 ("Charter") as amended.

By applying the flow-through and modified flow through principles as contained within the Codes of Good Practice, BEE Holdco and Exxaro constitute HDSA companies for purposes of the Codes of Good Practice and Charter.



Figure 1: Illustration of Sishen mine ownership



1.5 SISHEN MINE CONTEXT

As an integral part of Kumba Iron Ore and Anglo American, Sishen mine shares its purpose to: reimagine mining to improve people’s lives.

The mine operates a single pit that stretches 14km from north to south. It is 2,5km at its widest point and almost 400m deep, making it one of the seven largest open-cast mines in the world. The pit can broadly be divided into the north, central and south pit areas. Waste dumps are located on the east and west sides of the pit. Sishen mine produces 28m/tons of iron ore per annum, which is transported via domestic rail infrastructure by the state-owned entity Transnet.



At Sishen mine, we aim to take our people along in an inclusive workspace where the safety of every employee and service provider can be guaranteed. Sishen mine is also committed to working with its stakeholders towards extending Life of Mine while continuing to generate returns for its stakeholders in building thriving communities.

This is clearly demonstrated how our internal context reflects these ambitions, with several initiatives underway to ensure these strategic objectives are achieved.

1.5.1 Business priorities and production objectives

As the flagship operation of Kumba Iron Ore (KIO), Sishen mine plays a key role in ensuring KIO's goal achievement. Sishen mine's Sustainable Mining Plan currently outlines a Life of Mine running to 2033, although this excludes the Sishen Koketso Project.

1.5.2 Integrating the Resettlement Project into Sishen mine operations

A related key enabler towards achieving the production objectives outlined above has been the relocation of the town of Dingleton. The Dingleton Resettlement Project was undertaken to enable the extension of Sishen mine to the Dingleton area. The process to relocate the Dingleton community to Siyathemba, a newly established suburb of Kathu, was initiated in 2014 to ensure safe mining operations in the southwest perimeter of the Sishen opencast.

1.5.3 FutureSmart Mining™ Initiatives

In line with the strategic intent of Anglo American, Sishen mine is committed to embracing new technologies that allow it to run operations that are safer, more efficient and better for the environment – all while ensuring it continues to make a positive socio-economic impact within its Area of Influence (Aoi).

1.5.4 The ratio of own employees to contractor employees

This point plays out in several ways. Driving for this longer asset life will likely see a continuation of the trend of using contractor employees. One additional factor is that even with the deployment of Sishen Koketso Project, the site's operations will have reduced demand for employment in the medium term.

1.5.5 The new Housing Policy and Strategy

KIO has recently approved a revised Housing Policy and Strategy. International standards, best practices, and the housing and living conditions standard for the minerals industry inform this policy. Under the new housing policy, employees can purchase company-owned houses at significant discounts (up to 40%) over the coming years.

1.6 LOCATION

Sishen mine is located close to the town of Kathu in the Northern Cape province. The mine has been in operation since 1953 and is one of the largest single open-pit mines in the world. Sishen is a supplier of high-quality iron ore (64.2% average Fe) to the global steel industry. The Kumba head office is located in Johannesburg, Gauteng, and the shipping port is in Saldanha Bay, in the Western Cape.

Figure 2: Location map of Sishen iron ore mine

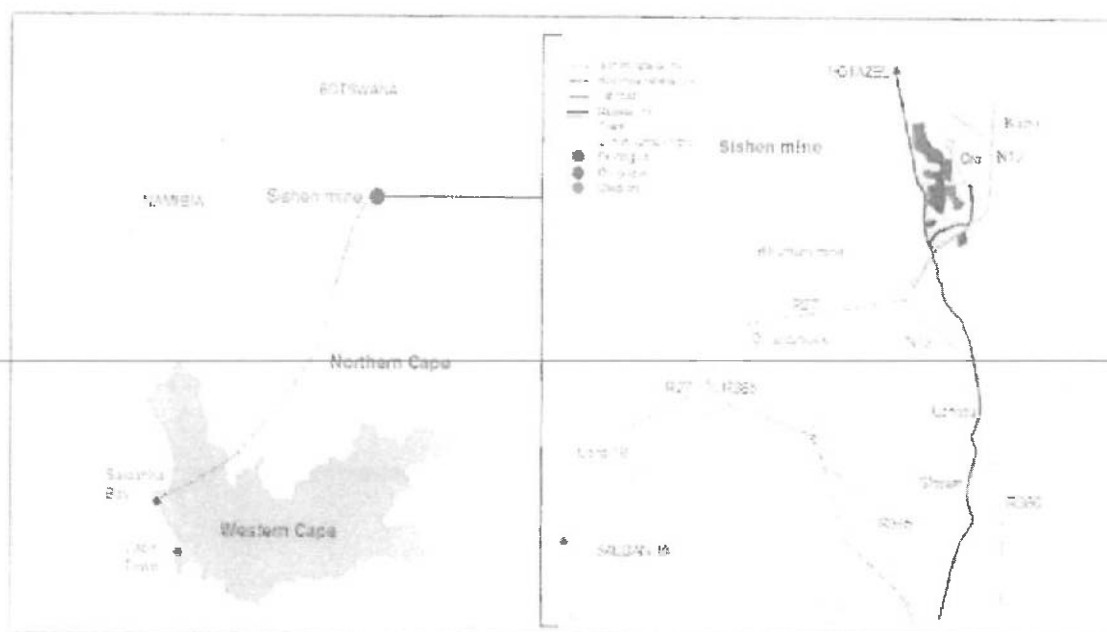
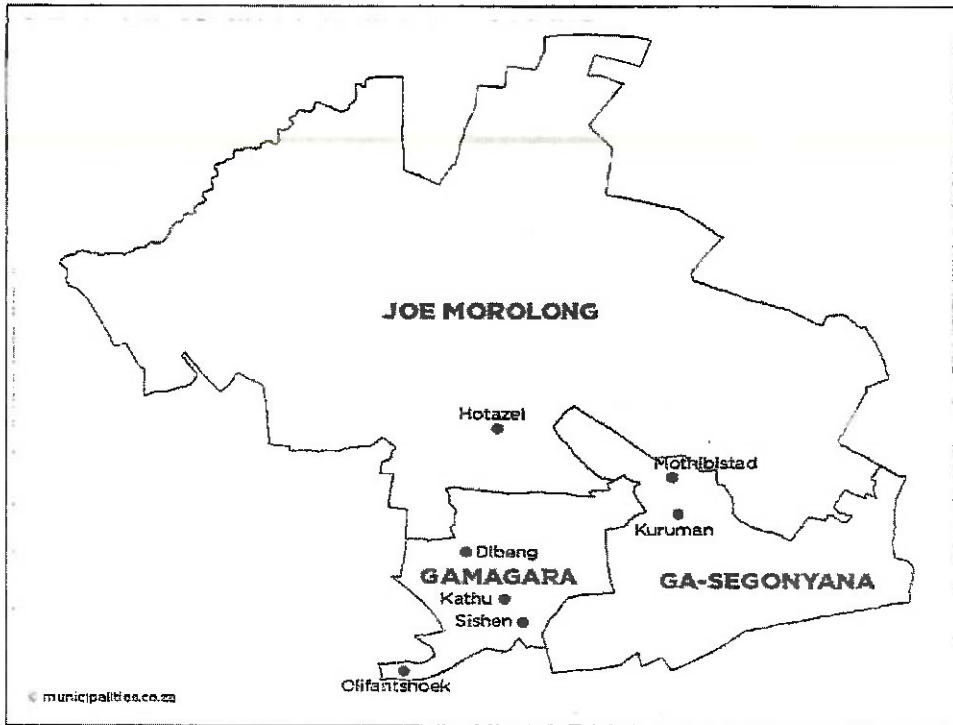


Figure 3: Map of John Taolo Gaetsewe District Municipality



1.7 Profile of workforce

At the end of December 2021, Sishen mine had a total workforce of 10,846 employees (see a breakdown in the table below). Of the 4,088 permanent employees, 78% (3,175) are from the Northern Cape. 6% (263) are from North West, and 5% (202) are from Gauteng.

The rest of the permanent staff complement (11%) originates from other South African provinces.

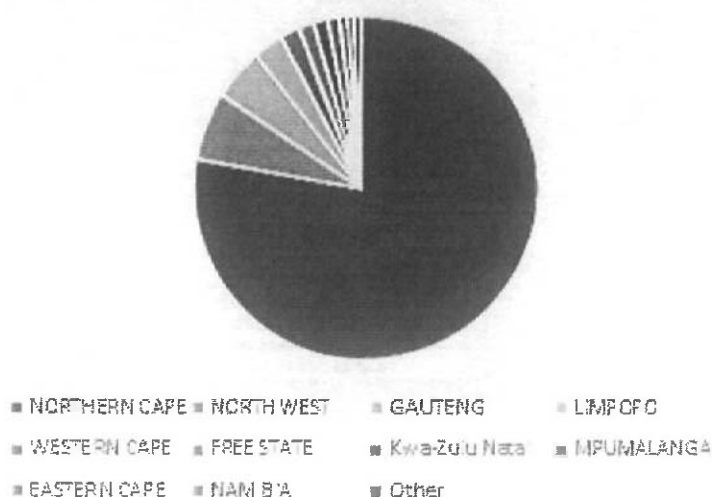
Table 2 provides a breakdown of the total workforce as at 31 December 2021.

Table 2: Total workforce on 31 December 2021

Total Workforce on 31 August 2021	
Permanent employees	4,023
Trainees	299
Fixed-term employees	211
Contractors	6,397
Consultants	8
Total Sishen employees	10,938

In terms of labour-sending areas, most of the workforce is from the Northern Cape province, followed by the North West province.

Figure 4: Breakdown of major labour-sending areas of Sishen mine workforce



1.8 Production profile and Life of Mine

As part of the 2021 LoAP process, this is a summary of the approach, context, and recommendations. Figure 5 below shows the LoA mine design context in detail and the strategic value pathway, respectively.

- Mine design options were explored through value-based planning to increase the reserve base by 50%.
- Increasing the Life of Mine from 2032 to beyond 2040.
- The next ten years signify major mining activities coming to an end.
- Optimal value trade-off will be to compare waste stripping volume vs quality scenarios.
- Processing strategy alternatives to improve overall production and reduce my movement.
- Ore value definition applying value-based planning principles.
- Blending capabilities to compensate ore body characteristics-considerations for port blending.
- Marketing specifications scenarios to match Kumba's long-term ore characteristics.
- Stabilise premium production at 63.6% Fe and manage contaminants.
- Potential constraint to expansion is the position of the long-term infrastructure that belongs to neighbours.

Figure 5: Map with current LoA mine design areas, current and future areas for Sishen mine

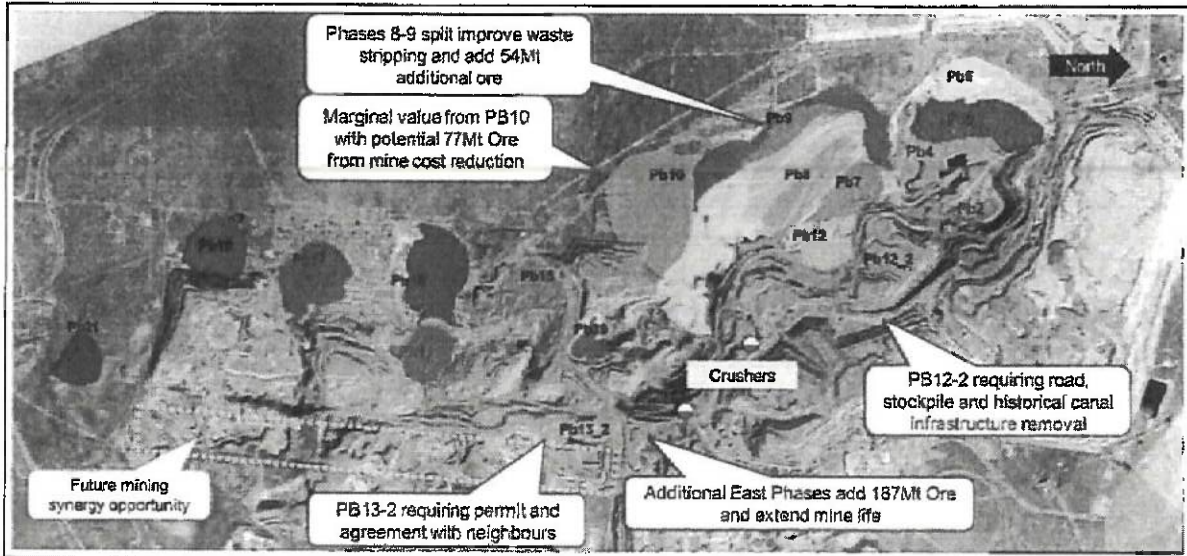
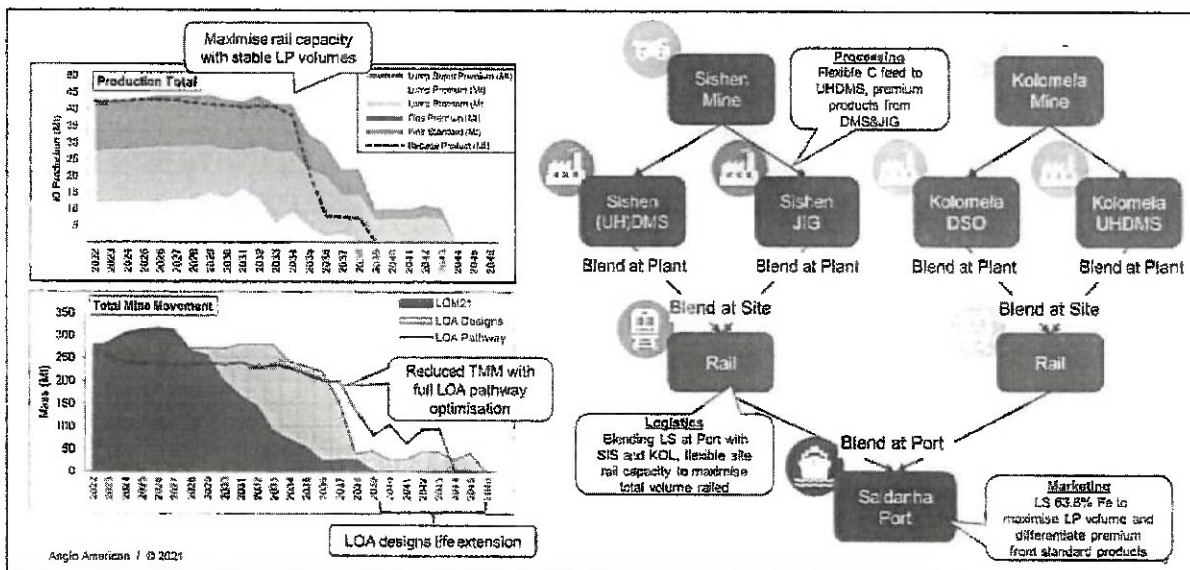


Figure 6: LoA strategic schedule pathway to value diagrams.





SECTION 2: HUMAN RESOURCES DEVELOPMENT (HRD) PROGRAMME – Regulation 46(b).

2.1 INTRODUCTION

Sishen mine fully subscribes to the principles of the Mining Charter and Anglo-American policies related to empowerment and the employment of HDSAs, including women in mining, to achieve inclusion and diversity targets.

2.2 Philosophy

Sishen mine, through Kumba's Human Resource Development Strategy, aims to:

- Develop and sustain core competencies and optimise its human resources to meet its strategic objectives and improve its operational performance;
- Ensure integration and uniformity in all learning and development processes through the leverage of technologies;
- Ensure that learning and development initiatives are career focused and aligned with business objectives.

2.3 Objectives of the HRD Strategy

- The development of individuals to be safe, healthy, competent and compliant in all aspects of their employment;
- Accelerated development opportunities in line with employment equity strategies and targets.
- Specific equipment-specific risk-based training on Trackless Mobile Machinery;
- Dedicated operational risk, health and environmental training;
- Simulation training for operators on heavy mining equipment to improve operators' behaviour on the application of emergency procedures in our quest for Zero Harm;
- Contributing to South Africa's education initiatives and making a difference which supports government initiatives;
- Ensure development of requisite skills in respect of learnerships, bursaries (of core and critical skills), internships and other training;
- Contribute towards the upliftment of the HDSAs in line with the objectives of the empowerment legislative framework and the company's value with respect to the promotion of diversity at the workplace;



- Contribute to the upliftment and development of skills in the local and major labour-sending communities;
- Contribute to empowerment of local and major labour-sending communities through education training and development initiatives;
- Demonstrate visible support for our host communities' interests in terms of education;
- Contribution to the social development of host communities to promote and improve social contribution;
- Aid to improving the quality of life for our host communities through education upliftment.
- Contribute to driving the Sustainable Development Goals to achieving universal primary education;
- To promote employment and advance the social and economic welfare of mining communities; and
- It is also an essential output for Sishen mine to develop members from the surrounding communities in relevant skills and education to facilitate the process of having community members that are more employable.

2.4 Skills Development Plan- Regulation 46 (b) (I):

The company's HRD Strategy ensures that a platform for skills development is created which addresses the skills enhancement of employees, thus supplying competent and skilled employees. Furthermore, this strategy will contribute to alleviating the growing shortage of critical skills in the mining industry in South Africa. Furthermore, Sishen mines' strategic intent is to comply with Section 101 of the MPRDA and ensure that all employees on the mines have access to HRD programmes, as outlined in this section, facilitated or managed by either the mines themselves or by the contracting companies.

As part of our contribution to the host communities, the company creates development opportunities for host and labour-sending communities through the Community HRD initiative. HRD will play a significant role and contribute to the Employment Equity and Gender Equity targets of the company through personal development, including HDSA development. Sishen mine's HRD plans are aligned with its Workplace Skills Plans (WSP) and are linked to the company's short, medium and long-term business plans focusing on skills supply.



2.5 Compliance with skills development legislation

The company complies with the Skills Development Act (SDA) and submits the Workplace Skills Plan (WSP) and the Annual Training Report (ATR) annually, which is signed off annually in consultation with Organised Labour and aligned to the company's HRD Plan. This is then submitted to the Mine Qualification Authority (MQA), the industry SETA, before 30 June each year.

2.5.1 Workplace Skills Plan and Annual Training Report

Sishen mine's Human Resources Department is fully accredited by the Mining Qualifications Authority (MQA). The WSP and Annual Training Reports are developed, completed and submitted annually according to the requirements and target dates set by the MQA. Sishen mine's levy number is L 440739045, and skills levy payments are made to the South African Revenue Services as required. Sishen appointed a full-time Skills Development Facilitator (SDF). The details of the appointed SDF are stated in table 3 and are as follows:

Table 3: Details of the SDF

Registration number with SETA	L440739045
Skills development facilitator	Andre Jansen van Vuuren
Contact details	Andre.jansenvanvuuren@angloamerican.com 064 7573977
Date of registration	September 2021
Proof of submission of WSP and date of submission	30 June 2022

The company's HRD Strategy ensures that a platform for skills development is created which addresses the skills enhancement of employees, thus supplying competent and skilled employees. Furthermore, this strategy will contribute to alleviating the growing shortage of critical skills in the mining industry in South Africa. Furthermore, Sishen mines' strategic intent is to comply with Section 101 of the MPRDA and ensure that all employees on the mines have access to HRD programmes, as outlined in this section, facilitated or managed by either the mines themselves or by the contracting companies.

As part of our contribution to the host communities, the company creates development opportunities for host and labour-sending communities through the Community HRD initiative. HRD will play a significant role and contribute to the Employment Equity and Gender Equity targets of the company through personal development, including HDSA development.



Sishen mine's HRD plans are aligned with its WSP and are linked to the company's short, medium and long-term business plans with a focus on skills supply.

Sishen mine compiles a WSP and ATR consisting of two core elements. The first element ensures that training conducted and planned complements the achievement of the business objectives, while the second element ensures that the development needs of employees, as identified during the performance management processes and documented in the Individual Development Plans (IDP), are planned for and implemented. Compliance with the WSP targets is monitored monthly and reported quarterly at the company's Central Skills Development Meeting with all relevant stakeholders.

The company's education and training interventions make provision for the following:

- Establishing partnerships with academic institutions and service providers to tailor the provided knowledge and skills to suit the company's needs.
- Contributing to the socio-economic development of our host and labour-sending communities via Community HRD projects and programmes.

2.5.2 Number and educational level of employees

Table 4 indicates the number and education level of permanent employees at Sishen mine as of 25 November 2021, as per Form Q in Annexure II of the MPRDA Regulations.

2.5.3 Facilities

Sishen mine has its own accredited training facilities and resources where all training is provided to our employees, personnel from other mining companies and community members. These facilities offer the following training and development interventions: artisan training, portable skills training, operator training and Safety Health and Environment (SHE) training.

2.5.4 Adult Education and Training (AET)

95% of Sishen mine's employees qualify for AET level 2 or higher. Sishen mine will continue to provide a physical AET facility to develop employees, contractors and community members at no cost.



Table 4: Number and educational level of employees as at 31 December 2021, as per Form Q in Annexure II of the MPRDA Regulations

Band	10 Point Scale NQF Level	Education Classification System – Interim		African		Coloured		Indian		White		Total		Age					
		F	M	F	M	F	M	F	M	F	M	F	M	35-55	>55				
General Education & Training (GET)		No Schooling / Unknown	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
			Pre-ABET / Sub A, Grade 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
				ABET 1 / Std 1, Grade 3	0	5	0	0	0	0	0	0	0	0	0	5	0	3	
					ABET 2 / Std 3, Grade 5	0	8	0	2	0	0	0	0	0	0	0	10	0	5
						ABET 3 / Std 5, Grade 7	4	99	0	30	0	0	0	0	8	4	133	8	108
Further Education & Training (FET)	1	ABET 4 / Std 7, Grade 9	0	38	0	22	0	0	0	0	0	0	60	2	47	11			
			Std 8 / Grade 10, NATED 1 / NCV Level 1	0	56	0	14	0	0	0	0	17	0	87	7	67	13		
				Std 9 / Grade 11, NATED 2 / NCV Level 2	3	81	0	14	0	0	0	0	4	3	99	10	87	5	
Higher Education & Training (HET)	4	Std 10 / Grade 12, NATED 3 / NCV Level 3	236	1019	78	337	0	1	37	99	351	1456	622	1,168	17				
			National / Higher Certificate	181	521	99	325	0	1	40	228	320	1,075	488	879	28			
				Advanced Certificate / Diploma	60	74	6	21	0	0	10	34	76	129	37	161	7		
					B Tech / Bachelor's degree	32	62	6	9	1	0	15	28	54	99	46	104	3	
						Bachelor Honours Degree	11	11	5	1	0	0	2	13	18	25	18	24	1
Totals	9	Master's degree	6	7	0	1	0	0	0	5	6	13	8	10	1				
			533	1,981	194	776	1	2	104	436	632	3,191	1,246	2,663	114				



2.6 Learnerships

Sishen mine recognises the national shortage of skilled citizens and the focus on skills development. Therefore, the objective is to optimally utilise Sishen mine's infrastructure to benefit the company, community, Northern Cape province and the country.

A learnership is a structured learning process for gaining theoretical knowledge and practical skills in the workplace leading to a qualification registered on the NQF (National Qualification Framework). A learnership is outcomes-based, not time-based, and allows for recognition of prior learning. Learners must meet the programme's entry requirements and selection criteria as offered by Sishen mine.

2.6.1 Advertisement of learnerships and recruitment

Sishen mine advertises its learnership opportunities using the media and with our stakeholders, such as the local municipalities. Learnerships at Sishen mine are available for individuals who have completed school, college or other training institutions after completing some formal education and for unemployed people.

All candidates are 18 to 35 years old, as set by the Department of Labour. Individuals who enter the programme do not need to pay anything and receive a monthly stipend. Our learnership candidates are registered with the Department of Labour and are awarded an official certificate that states their qualifications. Sishen mine does not guarantee a job at the end of the programme; however, some may be employed. The candidates – with their qualifications and work experience – are in a better position to market themselves for employment, which enhances their chances of generating an income, opening an SMME or establishing cooperatives with the skills they have acquired.

Engineering learnerships are provided to community members in our host communities to allow them to obtain formal qualifications, which they will then be able to apply within the mining sector.

Learners will be recruited from the host community where Sishen mine operates via the company's recruitment processes. The programmes are marketed through advertisements in newspapers, pamphlets, word of mouth, labour structures, business unit noticeboards, relevant government departments and municipalities.



If the company cannot source community members from the host community for this programme, the company would only then source individuals from the surrounding areas. The learners will acquire skills and knowledge to the level they have been found capable of performing the work. This will imply that they will gain theoretical knowledge as per the curriculum prescribed by MQA and simulated practical tasks as required by the programme. The learners must meet the criteria set out by Sishen mine and the MQA requirements to enter the community learnership programme.

The company offers programmes accredited with the industry SETA and 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.

The company offers the following learnerships: Rigger, Boilermaker, Fitter & Tuner, Electrical, Millwright, Transportation Electrician and Diesel Mechanic, with a strong focus on addressing critical and scarce skills.

Mining is a labour-intensive, male-dominated industry; however, times are changing. Women are etching out positions for themselves within the mining sector and are contributing unique perspectives that ultimately aid the evolving of an inclusive and transformed mining industry. Mining community skills are marketed through the official Sishen mine communication channels. Recruitment for the training is done via Smart Recruit, which is required to advertise and screen candidates. Sishen mine will partner with Smart Recruit to attract more coloured, African, Indian and white female learners to participate in this training programme, which has previously proven to be a challenge.

The annual intake of learnerships is in line with learnership equity targets as set out in *table 5 below*:



Table 5: Five-year plan for learnerships and skills training as per equity targets

HRD	AFRICAN		COLOURED		WHITE		TOTAL		TOTAL		ANNUAL TARGET	SLP PER ANNUM
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	HDP	HDP		
Engineering (elect/mech)	162	163	162	163	25	25	349	351	650	130	700	140
Processing (Plant)	36	37	36	36	2	3	74	76	145	29	150	30
Mining Skills Programme	61	62	60	62	2	3	123	127	245	44	250	50
TOTAL	259	262	258	261	29	31	546	554	1040	203	1100	220

Table 6: Overall five-year plan for learnerships and skills training such as mechanical /electrical engineering and ore beneficiation).

DISCIPLINE	2022	2023	2024	2025	2026	TOTAL
Total number of learners over five years	220	220	220	220	220	1,100
Engineering (electrical /mechanical)	140	140	140	140	140	700
Ore beneficiation	30	30	30	30	30	150

Table 7: Learnership commitments for communities: beneficiaries

Discipline	2022	2023	2024	2025	2026	Total
Total number of learners per annum over five years	220	220	220	220	220	1,100
Engineering(elect/mech)	140	140	140	140	140	700
Processing (Plant)	30	30	30	30	30	150
Mining Skills Programme	50	50	50	50	50	250

Table 8: Learnership financial provision for community members

Community Members						
Learnerships	2022	2023	2024	2025	2026	Total
Total Beneficiaries	220	220	220	220	220	1,100
TOTAL Number	220	220	220	220	220	1,100
Financial Provision	R8,890,000	R9,238,000	R 9,887,680	R10,480,941	R11,109,797	R49,516,418



Safety, Health, Environmental and functional training

Sishen mine offers safety, health, environmental and functional training to all employees based on the needs identified from various sources such as job requirements, competency gaps, performance measurements, Sishen mine strategies, surveys and legal requirements.

Employees are then exposed to various development interventions based on the identified needs. These development actions are part of Sishen mine's philosophy to develop its people to their full potential in their positions.

The following (but not limited to) courses are delivered:

1. Kumba Induction
2. Basic Fire Fighting
3. First Aid
4. Legal Liability (MHSA)
5. ORM A1.2 (SLAM)
6. ORM A2
7. Environmental training

2.6.2 Plan for the provision of portable skills for post-mining employment

Sishen mine is committed to providing portable skills development to employees. These opportunities are available to employees who wish to acquire these additional skills at a cost absorbed by Sishen mine. Ongoing on-the-job training is available for all employees when upgrading and enhancing their mine-relevant skills while at Sishen.

2.6.3 Plan for the provision of portable skills for localised community members

In South Africa and throughout the world, there is always a need for individuals with portable skills. Insight and commitment in this regard have afforded Sishen mine to offer portable skills training to community members from its host and major labour-sending areas.

Gaining such skills allows candidates to explore opportunities to establish their own Small Medium Micro Enterprise (SMME) business. These opportunities enhance the candidates' opportunities to step into an improved world of future income and knowledge backed by certification. In addition, the community members are equipped with entrepreneurial / business



skills to assist them in becoming self-employed and ultimately create more job opportunities for other community members.

Our candidates on this programme are entitled to a once-off course at no cost. Individuals complete specific modules and are issued a certificate of attendance upon completion of the course because this is a basic skills course. Portable skills training is available during working hours for volunteers.

The current communication channels to communicate the portable skills programme are word-of-mouth, including Sishen mine community briefings, mandating and implementing committee structures as established with relevant municipalities, pamphlets, organised labour, local newspaper advertisement and other relevant structures. Selection is on a first-come, first-serve basis per area, provided selection criteria are met. The goal is to take in at least 50% female representation, depending on the actual applications received.

The table below shows the five-year plan for portable skills training for employees and the community in welding, bricklaying, carpentry, tiling/ paving, plumbing and welding. In addition to the portable skills training, the provision of basic business finance/budgeting, digital literacy, and computer skills will allow candidates to further their ability to successfully establish and run their own SMME, providing services back into the local community.

Table 9: Five-year portable skills training plan

Discipline	2022	2023	2024	2025	2026	Total
Total number of Portable Skills trainees per annum over five years	504	504	504	504	504	2,520
Bricklaying	30	30	30	30	30	150
Carpentry	30	30	30	30	30	150
Tiling/ Paving	30	30	30	30	30	150
Plumbing	30	30	30	30	30	150
Welding	24	24	24	24	24	120
Basic Hand Tools	30	30	30	30	30	150
Basic Power Tools	30	30	30	30	30	150
Shutter Hand	30	30	30	30	30	150
Concrete Hand	30	30	30	30	30	150
Basic Business Finance/ Budgeting	120	120	120	120	120	600
Basic Computer & Digital	120	120	120	120	120	600
Financial provision	9,773,220	10,287,600	10,801,980	11,342,079	11,909,182	54,114,061



2.6.5 Talent pool development

Sishen mine develops a talent pool system that aims to attract and retain successful professional employees and to train and develop employees to reach their full potential in line with their specific needs as well as the need of the mine. Through the talent pool, Sishen mine strives to maximise the benefits of a comprehensive company-wide framework.

Sishen mine inspires employees to further their studies with recognised and accredited academic institutions. Ongoing company support for the duration of the studies is reviewed annually based on the employee's work and study performance. Learnership and trainee programmes aim to create, develop and support a pool of suitably qualified and competent middle management and junior management employees to address the operational and divisional skill requirements. Such programmes include, but are not limited to, Management Trainees Programmes, Bursary Schemes, Engineering, Beneficiation and Mining Learnerships. Where required, these programmes will be registered and accredited through the appropriate qualification authorities.

2.6.6 Hard-to-fill vacancies

The main reasons for the difficulty in finding suitable HDSA candidates are that professionally qualified and suitably experienced HDSA candidates are nationally in high demand and that these candidates prefer not to settle permanently in remote rural areas like Kathu. However, Human Resource attraction mechanisms, training and development are fundamental to addressing internal skills shortages. Table 10 below indicates that Sishen mine currently has no vacancies it has been unable to fill for top and senior management, as well as semi-skilled and unskilled positions.

Table 10: Number of vacancies that Sishen mine has been unable to fill, as per Form R in Annexure II of the MPRDA Regulations

Occupational level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top management	-	-
Senior management	-	-
Professionally qualified and experienced specialists and mid-management	Certified engineers Mine planning engineers Occupational hygienists Medical practitioners Work management planner Section manager mining (MMC) Metallurgist	Scarcity of the skill in the market Remoteness and location of the mining operation
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Artisans Supervisor legal training Engineering supervisors HRD training officers	Scarcity of experience and skills in the market. HDSA and women candidates' scarcity Remoteness and location of the mining operation
Semi-skilled and discretionary decision-making	-	-
Unskilled and defined decision-making	-	-

2.7 CAREER PROGRESSION AND MENTORSHIP PLANS- REGULATION 46(b)(ii)

2.7.1 Career progression plan

At Kumba, transformation is a business imperative and is core to our licence to operate. We implement a non-discriminatory process in both our talent management decisions. As a result, our talent management processes consider the need to achieve racial and gender diversity in our workplace. We fully support affirmative action at management levels and strive to surpass the Mining Charter's minimum requirements.

Sishen mine has developed and implemented a talent strategy to promote the integration of women into core mining operations. Aspects that were considered included the provision of appropriate facilities, safe and secure working environments, and development and mentoring opportunities.



The key strategic initiative enabler to ensure the career progression is realised, we have implemented an integrated talent framework that caters for talent from entry level in the business up to senior management level; this framework comprises of skills matrix, career paths and capability model. The talent framework contains a clear talent development and succession planning for the organisation.

The identified mechanisms to develop employees in ways that allow individual/s to progress within their careers within the organisation are:

- Proper identification of the talent pool; highflyers with leadership potential.
- Talent pools consist of 15% employees from all occupational categories level.
- Structured development plans or actions to assist individuals in their current and future roles.
- Talent reviews and actions to determine the individual readiness level.
- Assessments for other occupational levels.

In respect to the above-mentioned talent and succession framework approach, due consideration is given to the advancement of the company's transformation goals as outlined in the Employment Equity plan.

2.7.2 Career progression, succession planning and fast-tracking

Employees identified in the talent pool are developed and fast-tracked through various intervention programmes such as formal study assistance (bursaries), mentorship and coaching, Professionals-in-Training programmes, internships and learnerships programmes. It is expected that the number of employees who will be upskilled to fast-track their development, will be ready to progress to the next level.

Table 11: Employees on succession planning and fast-tracking

2022	2023	2024	2025	2026	Total
20	25	25	25	25	120

Employees are encouraged to further their studies or obtain new qualifications. According to the official study assistance policy, those studying in their own time can apply for financial assistance, including a bursary.



2.8 MENTORSHIP AND COACHING REGULATION 46(b)(iii)

Sishen mine operates both formal mentorship and coaching programmes. Employees identified in the talent pool are mentored and coached as part of development interventions to accelerate their development and readiness to the next level in line with their career path.

There is a specific focus on HDSA employees identified through talent pool processes. They are enrolled in a mentorship and coaching programme to attain the company's transformational goals.

2.8.1 Formal mentorship programme

The formal mentorship process comprises mentoring by identified line managers to mentees, with a formal contract between both parties. Line managers are provided with the necessary skills to act as mentors. Mentees are matched with mentors to ensure maximum benefit.

It is expected that the number of employees, who will undergo the formal mentorship programme over the next five years, will be as follows:

Table 12: Employees on the formal mentorship programme

2022	2023	2024	2025	2026	Total
15	25	25	25	25	115

Employees identified in the talent pool for career progression and succession planning will form part of the mentorship programmes. These programmes are developmental initiatives to fast-track employee development and ultimately assist in career progression.

2.8.2 Informal coaching

Employees are coached by their immediate line managers and professional coaches. This process aims to ensure that employees are equipped with the necessary skills for their jobs and supported in their career aspirations. This is done through talent management processes.



2.9 INTERNSHIPS AND BURSARIES REGULATION 46(b)(iv)

2.9.1 Bursaries

Sishen mine will continue to fund bursaries in engineering, mining, surveying, metallurgy, geology, civil engineering, electrical engineering, mechanical engineering and industrial engineering as the need arises. The focus for the recruitment of bursars will be the Northern Cape. The intake of bursars will be according to the employment equity targets of the organisation.

Sishen mine will also provide study assistance to permanent employees in the form of bursaries to improve their skills set and increase the productivity of the workforce. This will ensure that employees have opportunities to advance their careers. The bursaries will be implemented as follow:

Table 12.1: Study assistance programme (internal bursaries)

	2022	2023	2024	2025	2026	Total
Bursars	40	40	40	40	40	200
Financial provision	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000

Table 13 reflects the number of bursaries and Professionals-in-Training (PITs) for the next five years whilst table 14.1 depicts the targets for external bursaries and table 14.2 the PITs as well as the financial provision.



Table 13: Number of bursaries offered and Professionals-in-Training (PITs) intake by Sishen mine per annum

	African		Coloured		White		Total		Annual		SLP Target	Per Year
	Male	Female	Male	Female	Male	Female	Male	Female	HDP	HDP		
Bursars	28	48	5	7	5	7	38	62	17	88	100	20
PIT's	26	50	8	4	5	7	39	61	16	88	100	20
Total	54	98	13	11	10	14	77	123	33	176	200	40

Table 14.1: Target and financial provision for bursaries (external)

	2022	2023	2024	2025	2026	Total
Bursars	20	20	20	20	20	100
Financial Provision	R 5,129,600	R 5,642,560	R 6,206,816	R 6,827,498	R 7,510,247	R 31,316,721

Table 14.2: Target and financial provision Professional in training (PIT)

PITs	20	20	20	20	20	100
Financial Provision	R 18,160,598	R 19,976,658	R 21,974,324	R 24,171,756	R 26,588,932	R 110,872,268



2.9.1.1 External bursaries

Sishen mine will offer bursaries to community members of the JTGDM through a community bursary scheme that will allow youth (18-35 years) to engage in tertiary studies that is not mine related. The bursaries will contribute to the skills development of local youth as well as local employment. The bursary programme will be implemented by the SED department and will be as follow:

Table 14.3: External bursaries for community youth

	2022	2023	2024	2025	2026	Total
Number of Bursaries	0	15	15	15	15	60
Financial provision	0	3,000,000	3,000,000	2,000,000	2,000,000	10,000,000

2.9.2 Other internships

Sishen mine also admits interns from the local community who need work experience in the mining industry and, also to complete their degrees/diplomas. This programme is offered to qualifying interns at no cost, and an allowance is paid for the duration of the internship.

Table 15: Internships offered by Sishen mine for the period 2022 – 2026

Discipline	2022	2023	2024	2025	2026	Total
Technical	25	25	25	25	25	125
Non-technical	15	15	15	15	15	75
Total	40	40	40	40	40	200
Financial provision	276,000	289,800	304,290	319,504	334,479	1,524,073



2.10 EMPLOYMENT EQUITY PLAN: REGULATION 46 (b) (v) OF MPRDA

The Employment Equity Policy and plans have been developed to eradicate discriminatory practices and, through affirmative action measures, ensure that the workforce reflects the demographics of the region in which it operates.

2.10.1 Employment equity compliance by Sishen mine

In complying with the policy of fair and equitable employment, EE processes are driven by an inclusive EE committee and departmental sub-committees with the involvement of senior management and organised labour, ensuring that all processes are conducted and challenged effectively.

2.10.2 Employment Equity Policy

Sishen mine's employment equity policy has been designed to achieve the following goals:

- No unfair discriminatory practices, implicit or explicit, exist anywhere in Sishen mine;
- Sexual and racial harassment will not be tolerated;
- No barriers exist in the workplace that unfairly restricts employment and promotion opportunities for any person;
- An enhanced representation of currently underrepresented categories of people, with the emphasis on persons from designated groups and the differently abled persons; and
- Inculcate organisational culture, in which diversity is encouraged and valued while ~~focusing on shared values to develop team spirit and promote mutual understanding.~~

The mine continues to identify barriers inhibiting the achievement of its employment equity targets and introduce measures aimed at eradicating such barriers.

2.10.3 Disability and Gender

Sishen mine is committed to increasing the current number of people with disabilities (differently-abled persons) and women employed at Sishen mine. This is done continuously by identifying the barriers and implementing measures to eliminate such barriers. Our objective is to build sustainable commitment towards disability through leaders who have an inclusive mindset. We want to become an attractive and compelling workplace to work for all,



and we want to achieve compliance against set targets by partnering with external recruitment agencies specialising with sourcing differently abled candidates. As we continue cultivating an inclusive and psychologically safe work environment for all, a Differently-Abled Task Team has been established to acknowledge the work that lies ahead for us in creating an environment that enables our differently-abled personnel to thrive. Quarterly socialisation and awareness training aims to socialise all employees on working with differently-abled colleagues.

2.10.4 Women in core mining

Sishen mine aims to reach 17% of women employed in all core mining areas by 2023. Table 16 shows the planned percentage of the workforce being women participating in core mining activities for the next five-year period. With regard to gender equity, the mine will strive to achieve the women in core mining objectives for 2026. The current learnerships pipelines have a healthy gender split to facilitate the appointment process. We are committed to filling vacancies with qualified female candidates in the management positions and fast-track programmes to ensure that we reach our proposed 2026 objectives as stipulated in the table below.

Table 16: Five-year plan to reach women in core mining

	2021	2022	2023	2024	2025	2026
TOTAL %	15%	15%	17%	17%	18%	20%

2.10.5 HDSA participation in management

Sishen mine aims to increase its HDSA and black representation in management. However, the ability of Sishen mine to achieve the targets relies on some of the following challenges for which measures are continuously reviewed, developed and implemented:

- The career paths of professionally qualified employees necessitate them being rotated between the various mines within the SIOC group to expose them to different mining environments. Some of them, therefore, do not settle permanently at Sishen mine.
- Retaining young HDSA professionals in remote rural areas remains an enormous challenge.



Individual development plans will achieve progress towards the targets as Sishen mine has already completed its skills audits, affirmative action measures, talent identification and classification processes, fast-tracking, training and mentoring.

Table 17: Five-year plan HDSAs in management, black people in management, women employed

	Targets	2021	2022	2023	2024	2025	2026
HDSA in Management	54%	67%	67%	67%	67%	68%	69%
Black people in Management	40%	66%	67%	67%	67%	68%	69%

Sishen mine is committed to driving employment equity principles within its workplaces. The employment equity policy and plans have been developed to eradicate discriminatory practices and, through affirmative action measures, ensure that the workforce reflects the demographics of the region in which it operates. Sishen mine is committed to employment equity. All EE activities for 2026 will be informed and directed by the Sishen Employment Equity Plan. All employees will be notified of the progress made by their representatives at the Transformation, EE & Skills Development Forum and the departmental sub-committees. Our objective is to achieve 20% of women in core mining by employment equity statistics for Sishen mine at the end of August 2021. This is reflected in Table 18 below as per Form S in Annexure II of the MPRDA Regulations.



Table 18: Employment equity statistics for Sishen mine at the end of December 2021, as per Form S in Annexure II of the MPRDA Regulations.

Occupational Levels	Male				Female				Total		Disabled		Grand total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	6	1	0	5	4	0	0	0	12	4	0	0	16
Professionally qualified and experienced specialists and mid-management	71	24	0	66	48	8	1	22	161	79	3	1	240
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	697	422	1	325	137	92	0	60	1,445	289	0	1	1,734
Semi-skilled and discretionary decision-making	1,212	327	1	31	346	95	0	21	1,571	462	10	4	2,033
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0	0	0	0	0
Total permanent	1,986	774	2	427	535	195	1	103	3,189	834	13	6	4,023
Non-permanent employees	84	23		4	78	16		6	111	100	0	0	211
Contractor employees	3,721	797	7	754	836	144	2	136	5,279	1,118	0	0	6,397
Total	5,791	1,584	9	1,185	1,449	355	3	245	8,579	2,052	13	6	10,631

Note: Total excludes trainees and consultants

SECTION 3: LOCAL ECONOMIC DEVELOPMENT PROGRAMMES- REGULATION 46(c)of the MPRDA

3. INTRODUCTION

Sishen mine conducted a socio-economic baseline study in 2021 that aims to understand the demographics of the area where we operate. The Socio-Economic Development Plan is a five-year plan that outlines Sishen mine's strategic approach to SED and includes an overview of the prioritised SED elements, informed by the site's analysis of SED-related context information. This plan lays the foundation for selecting and designing specific SED projects, including planning and implementation details that will achieve the desired long-term objectives for SED in the mine's Area of Influence (AOI).

3.1 Objectives of the SED plan

Long-term SED outcomes are linked to Sishen mine's Social Performance Objectives and Sustainable Mine Plan. Intermediate SED objectives are stated below for the five years of this SED Plan. Sishen mine's SED programmes and projects will contribute to socio-economic development, mitigating adverse mining impacts, trust and healthy stakeholder relationships, and achieving relevant UN SDGs. In so doing, achieve the following objectives:

- Creation of quality employment and business opportunities in the mining value chain to improve local livelihoods while also working towards sustainable economic opportunities in other sectors, such as agriculture and renewable energy, to maintain and enhance livelihoods post-mining. [Livelihoods Strategy and Sustainable Mine Plan];
- High-quality school education in all school phases, high matriculation pass rates that enable learners to access tertiary or further education and training opportunities post Grade 12, and an appropriate skills base and pipeline for employers in the JTG District. [Sustainable Mine Plan];
- Access to quality healthcare and well-being services in Sishen mine's AoI will enable community members to live healthy and fulfilled lives. [linked to Sustainable Mine Plan];
- Access to clean drinking water, availability of sufficient water for livelihood purposes, proper sanitation and waste management for households in the Sishen mine AoI, leveraging public-private partnerships for large-scale interventions and continued basic service delivery;



- Enabling communities to access economic opportunities via internet connectivity and improved road infrastructure;
- Food production through sustainable agricultural practices, growing the agricultural sector to create economic development and employment beyond mining*; and
- Support for and building local government competencies and capacity to contribute to effective service delivery, good governance and successful handover of Sishen-funded projects.

3.2 SOCIAL AND ECONOMIC BACKGROUND OF AREA IN WHICH THE SISHEN MINE OPERATES - REGULATION 46(c)(i)

3.2.1 Internal context

Sishen mine is situated close to the town of Kathu (meaning “under the trees”) in the Northern Cape province, 289km by road from Kimberley. Kathu was established because of the iron ore activity of the former state-owned steelmaker, Iscor, who started Sishen mine. The town is 50km southwest of Kuruman and 221km east of Upington on the N14. Hotazel is 63km to the north, and Postmasburg 80km to the south of Sishen mine. Further administrative disaggregation positions the mine within the John Taolo Gaetsewe (JTG) District. The JTG District comprises three local municipalities: Gamagara Local Municipality (LM), Ga-Segonyana LM and Joe Morolong LM. The mine lies within the Gamagara LM, which is therefore, Sishen mine’s host municipality, while the other two LMs are designated as labour-sending areas.

Sishen mine is the flagship iron ore operation of Kumba Iron Ore and the only haematite ore producer in the world to fully beneficiate its product. Open pit (open-cast) methods do mining of the ore bodies within the mining right area. The mine operates a single pit that stretches 14km north to south and is 2,5km across at its widest point, making it one of the seven largest open-cast mines in the world. The pit is approximately 400m deep and can broadly be divided into north, central and south pit areas. Waste dumps are located on the east and west sides of the pit.

The ore is transported to the beneficiation plant, where it is crushed, screened and beneficiated. Beneficiated ore is sold for niche products domestically and at a premium to international markets. Sishen mine is serviced by a dedicated iron ore rail link, the (Sishen-Saldanha) Iron Ore Export Channel (IOEC), which transports iron ore to Saldanha Bay, from

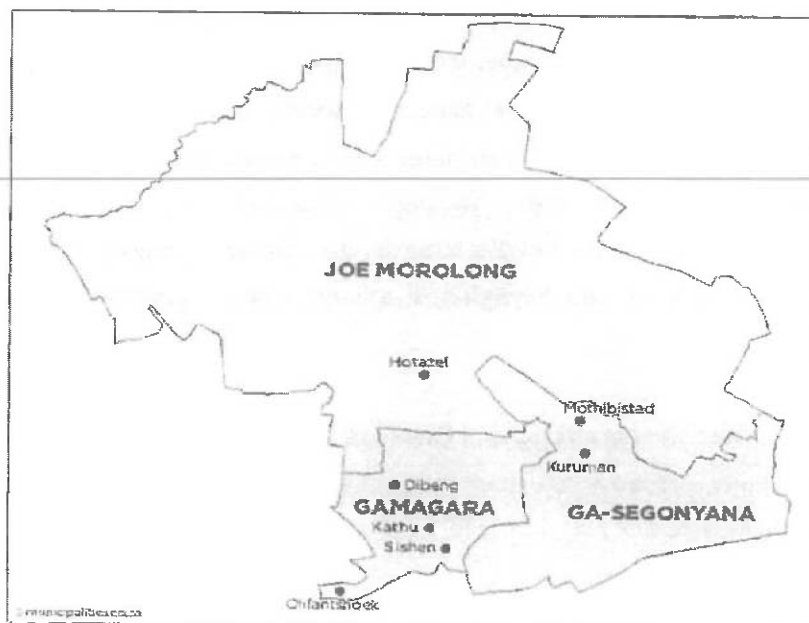
where it is shipped to export markets. Iron ore is also transported to domestic customers via domestic rail infrastructure. The rail and port operations are owned and operated by the state-owned entity, Transnet.

3.2.2 External context and description of Area of Influence

Mining is the most important economic industry in the Northern Cape. The province produces approximately 37% of South Africa's diamond output, 44% of its zinc, 70% of its silver, 84% of its iron-ore, 93% of its lead, and 99% of its manganese, which underscores the importance of the mining industry to the province as well as the country's economy. In 2018, mining contributed 21.6% to the Northern Cape Gross Value Added (GVA). It is expected that mining will continue to be the largest economic sector in the province, with many new mining projects under development.

The towns Kathu, Kuruman, Hotazel, Kathu, Postmasburg and Daniëlsskuil are located within the Gamagara Mining Corridor, where unprecedented growth, development and massive investments in the mining sector are having a major impact on economic development in the area. This growth is directly linked to the expansion of production capacities of existing mines and the opening of new mining operations.

Figure 7: Local municipalities forming part of the JTG District





Sishen mine is situated in the Gamagara LM, one of three local municipalities in the John Taolo Gaetsewe District Municipality (JTGDM). The other two local municipalities in the JTGDM are Joe Morolong LM and Ga-Segonyana LM. Gamagara LM represents Sishen mine's hosting municipality, whereas the other two are labour-sending areas. Sishen mine defines its Aol as the JTG District, focusing all its stakeholder engagement and socio-economic development initiatives on the JTG District with benefits distributed among the different local municipalities.

Sishen mine plays a key role in the economy of the Northern Cape, especially in the JTG District. Demarcated in 2006, the JTGDM is a Category C municipality located in the north of the Northern Cape province, bordering Botswana in the west. It borders the Dr Ruth Segomotsi Mompati district of the North-West province to its east and the Frances Baard and ZF Mgcawu districts to the south. The district's administrative seat is in the town of Kuruman. This district is the second-smallest district in the Northern Cape and has a total population of 242,264 spread over 27,283km² of land. It has an estimated 186 distinct human settlements, mostly rural villages under traditional authorities, mainly located in the Joe Morolong and Ga-Segonyana LMs.

Within the JTG District, the Gamagara LM is better placed and resourced than the Ga-Segonyana and Joe Morolong LMs. This can predominantly be attributed to the influence of Sishen mine as the oldest mine in the area. Across all the socio-economic indicators covered in the 2021 socio-economic baseline survey, Joe Morolong Local municipality faces the most challenges in terms of poverty, high unemployment rates and limited access to basic services. The JTG District is no different than other areas in South Africa, with the legacy of Apartheid still very visible in inequality and a lack of integration between traditionally white and black residential areas. In the Kathu area, inequality is maintained by a *steady in-migration of job-seekers*, who mostly settled in the informal part of Sesheng/Mapoteng or informal settlements around Kuruman, as land/stands are not readily available in the Gamagara LM.

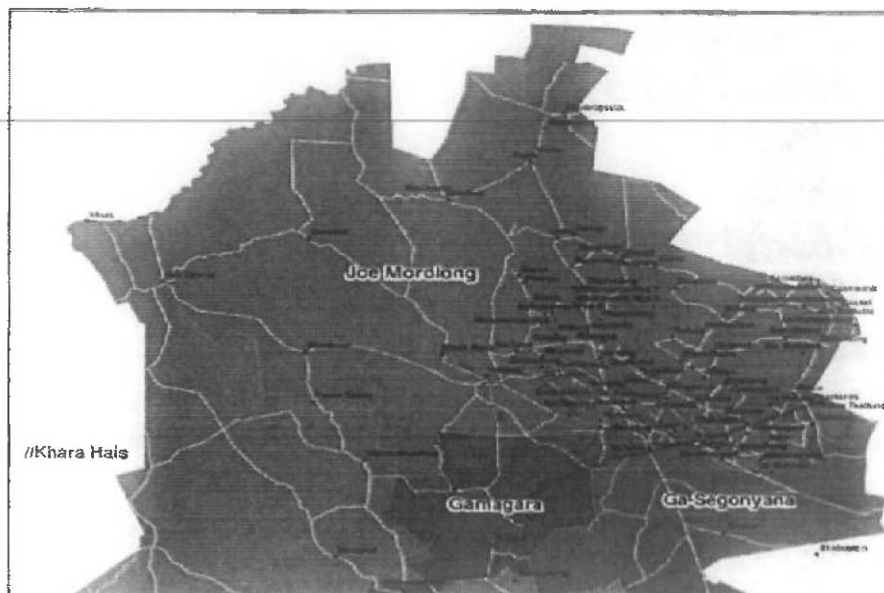
Traditional leaders or Kgosis head the rural villages in Ga-Segonyana and Joe Morolong LMs. These areas are extremely poor, with low employment rates, limited access to proper services and amenities and poor-quality roads.

The municipal area of Gamagara consists of five towns or settlements: Kathu, Sesheng, Mapoteng, Olifantshoek and Dibeng. Gamagara is regarded as an urbanised area and comprises six main residential communities. Kathu, including Sesheng and Mapoteng, is the administrative centre economically sustained by mining activities in the area. Sesheng originated as a mining compound that consisted mainly of hostels and was later transformed into family units. In 2001, when the need for additional accommodation for mineworkers intensified, the municipality established Mapoteng as an RDP housing area with electricity, tarred roads and streetlights.

Joe Morolong LM accounts for three-quarters of the district's geographical area. It was established in December 2000 as Moshaweng and later renamed after Taolo Joseph Morolong, the late trade unionist. With a population of 84,201, this municipality consists of mostly traditional land with 94% rural land coverage. It has 145 villages, two small towns and a few commercial farms in the surrounding areas.

Ga-Segonyana LM, also established in 2000, originated as a cross-boundary municipality straddling the North West and Northern Cape provinces through the amalgamation of the Kuruman and Mothibstad municipalities. The municipality consists of 33 residential areas, 90% of which are in the traditional areas. The central business area of the municipality is situated in Kuruman.

Figure 8: Map of JTG District





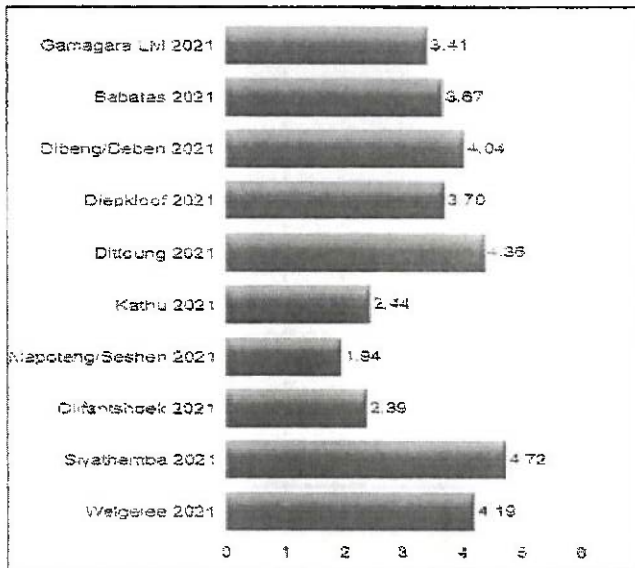
3.3 Socio-demographic profile of John Taolo Gaetsewe District Municipality (JTGDM)

3.3.1 Household size

There was a slight decline in the average household size at provincial, district, and local municipality levels between 2011 and 2016, but average household sizes have again increased from 2016 to 2021. The largest average household sizes are recorded in Joe Morolong LM (4.37), followed by Gamagara LM (3.41) and Ga-Segonyana LM (3.38).

In Gamagara LM, smaller household sizes are found in Sesheng, Kathu and Olifantshoek, which have also decreased in average household sizes since 2011 from 2.70 to 1.94, from 3.30 to 2.44 and from 3.40 to 2.39, respectively. This may indicate that families of mine employees or job-seekers may live further away where larger average households are recorded (e.g., in more rural areas in Gamagara or the Joe Morolong or Ga-Segonyana municipal areas).

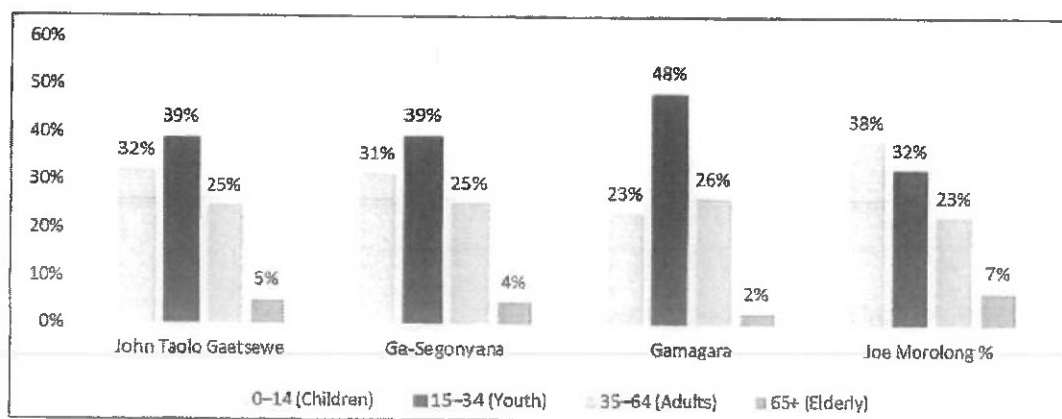
Figure 9: Gamagara Local Municipality average household size



3.3.2 Age distribution

Overall, the JTGDM consists of a young demographic profile, as 31.9% of the population are younger than 14 years, 38.8% are between 15 and 34 years old, followed by 24.5% of those aged 35–64 years, while only 4.8% comprised those aged 65 years and older.

Figure 10: Distribution of population by district, municipality and broad age groups, CS 2016



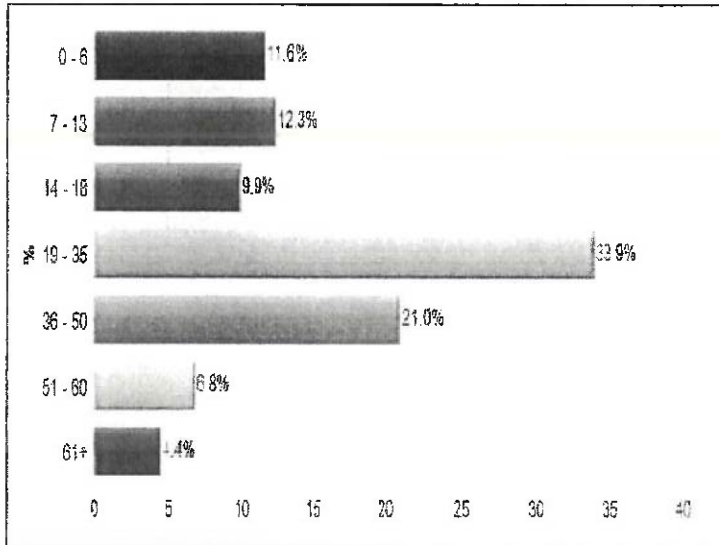
3.3.3 Analyses of the three municipalities

- Emphasising the need for early childhood development facilities, more than a third (38.3%) of Joe Morolong LM's population are below the age of 14 years, indicating that the LM may be host to more households with a higher number of children who are still in the household. Further, this may indicate that job-seekers leaving Joe Morolong LM to Gamagara LM and Ga-Segonyana LM may leave their young children behind to be cared for by family members.
- Ga-Segonyana and Gamagara LM have higher percentages of youth (15 – 34 years). This may be due to the in-migration into these areas in search of job opportunities.

According to the Socio-Economic Baseline Survey 2021, 34% of the Gamagara LM population are aged 19 – 35 years, while 21% are aged 36 – 50 years old. The Gamagara LM, therefore, consists mainly of individuals who are of working age.



Figure 11: Gamagara age distribution



3.3.4 Gender ratio and household head

In 2011, the JTGDM recorded 52% of their population as female, while only 48% were male. The opposite trend was seen in Gamagara LM in 2011, where the ratio was more skewed towards males (55% to 45%).

A comparison of the gender ratio (males per 100 females) of the three local municipalities confirms the 2011 to 2016 in-migration trend of men into Gamagara LM as the host municipality for job-seekers. It also confirms Joe Morolong LM’s status as the predominant labour-sending area.

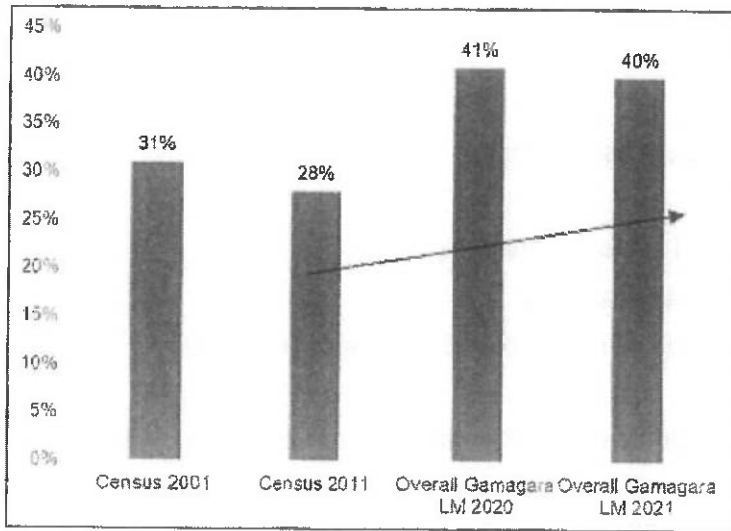
Table 19: Gender ratio for the local municipalities, Census 2011 and CS 2016

Gender ratio (Males per 100 females)	2011	2016
Gamagara LM	120.1	129.7
Ga-Segonyana LM	92.5	93.6
Joe Morolong LM	85.5	83.1

Interestingly, in 2021, the male population in Gamagara LM dropped to 48%. Kathu, Mapoteng/Sesheng and Olifantshoek all experienced an increase in their male populations from 2011 to 2021. Dibeng/Deben is the one area that has seen a consistent decline in the male population from 49% in 2017 to 44% in 2021.

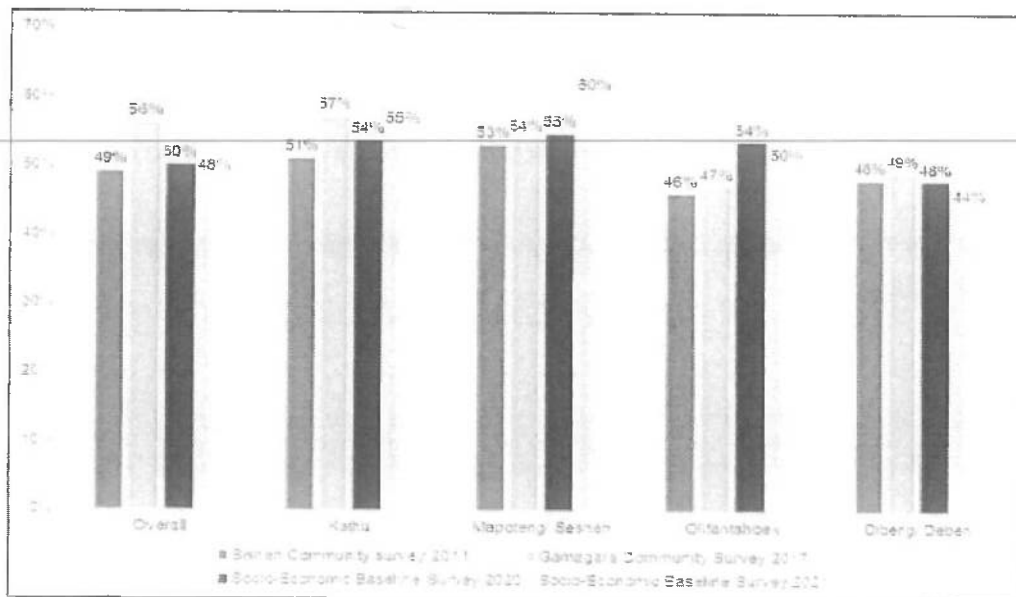


Figure 12: % female-headed households in Gamagara



Despite the stark increase from 2011 (28%) to 2021 (35%) in female-headed households in Gamagara LM, male-headed households remain the most prominent. This is particularly true for communities near the mine, including Kathu, Mapoteng/Sesheng, and Deben. More female-headed households are recorded in communities further away, such as Diepkloof, Welgelee, and Babatas, where male employees and contractors of the mine may reside in communities closer to the mines, leaving their families behind.

Figure 13: Changes in Gamagara male population





3.3.5 Access to basic services

3.3.5.1 Water

Gamagara LM has three sources of water, namely:

- Boreholes (Dibeng, Kathu and Mapoteng/Sesheng);
- Dewatering from Sishen mine (Kathu); and
- Bulk supply from Sedibeng Water Boards (Olifantshoek and Kathu East).

The municipality has identified a number of challenges that have been faced during the last financial year that impacted the municipality's water provision to the communities. Some of the challenges identified were:

- Rapid influx of people causing an increased water demand;
- Poor workmanship by private developers that did not adhere to engineering standards, which resulted in burst water pipes and the decrease in infrastructure life span;
- Vandalism and theft of water infrastructure; and
- Intermittent water supply from the Sedibeng Water Board.

The number of households with access to a piped water connection has decreased from 59% (2011) to 57% (2021). The demand for piped water supply is increasing due to the growth of informal settlements and in-migration into the areas. In 2021, most households in Kathu, Olifantshoek, and Siyathemba reported having a piped water connection. Unfortunately, for all households in Babatas, having a piped water connection has not yet become a reality.

In Ga-Segonyana, less than 50%, and in Joe Morolong, less than 10% of households have access to this service.

Table 20: Water service provision by municipality - Community Survey 2016

Main source of water for drinking	Joe Morolong	Ga-Segonyana	Gamagara	Total
Piped (tap) water inside the dwelling/house	3,6%	11,9%	60,4%	19,8%
Piped (tap) water inside yard	4,7%	25,9%	29,1%	19,3%
Piped water on community stand	44,4%	27,5%	0,7%	27,4%
Borehole in the yard	6,6%	1,9%	0,9%	3,3%
Rain-water tank in yard	0,0%	0,3%	0,0%	0,1%
Neighbours tap	2,1%	1,8%	1,7%	1,9%
Public/communal tap	33,0%	27,1%	5,6%	24,4%
Water-carrier/tanker	0,4%	2,3%	0,5%	1,2%
Borehole outside the yard	1,5%	0,4%	0,3%	0,8%
Flowing water/stream/river	2,7%	0,0%	0,0%	0,9%
Well	0,5%	0,0%	0,0%	0,2%
Other	0,4%	0,9%	0,7%	0,7%
Total	100,0%	100,0%	100,0%	100,0%

3.3.5.2 Sanitation

Higher proportions of households in the JTGDM have no access to sanitation services (16.7%) compared to the other districts in the province. Formal households in the Gamagara LM receive mainly basic sanitation services. The municipal backlog is attributed to the rapid growth of informal settlements, and illegal land grabs evident in the past financial year.

When looking at the % of households with access to sanitation across the different areas in Gamagara LM, the statistics are alarming for Olifantshoek, Dibeng and Mapoteng/Sesheng, where 39%, 36% and 24% of all households have access to sanitation, respectively.

The 2021 community survey results painted a dire picture as no households in Babatas have access to a flush toilet, and a flush toilet for households in Mapoteng/Sesheng (17%) and Diepkloof (14%) is alarmingly low. The rapid growth of the informal settlement in Mapoteng/Sesheng over the past years reflects the drastic decline of households with access to flush toilets from 94% in 2011 to 17% in 2021.

Table 21: Households with access to sanitation

Area	Total households	Households with access to sanitation	% Households with access to sanitation	Flush toilets	VIP	Septic tanks
Olifantshoek	10,235	3,952	39%	2,291	462	329
Kathu	11,511	10,323	90%	8,661		25
Mapoteng	11,033	2,649	24%	1,883	611	3
Dibeng	7,848	2,830	36%	1,608	1,326	428
Total	40,627	19,754	49%	14,443	2,399	785

3.3.5.3 Roads and stormwater provision

The local municipality is responsible for maintaining roads within the towns or settlements and stormwater infrastructure. Challenges such as the lack of funds, equipment, vehicles, resources, and maintenance are evident in the deteriorating condition of the roads with an increase in the number of potholes throughout the municipal area. Dibeng and Kathu have seen a significant increase in the km of gravel road from 2018/19 to 2019/20. To improve roads in Dibeng, the municipality has implemented the Dibeng Expanded Publics Work Programme (EPWP) internal road project, which was at 70% completion in February 2020.

Table 22: Gamagara LM – Classes of roads and street infrastructure

Towns	Surfaced road (km)		Block paving (km)		Gravel road (km)	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
Kathu	72,046	170,359	0,005	0	1,206	13,153
Mapoteng/ Sesheng	4,525	27,377	0	0	8,539	2,797
Dibeng	2,658	3,752	0,14	1,96	33,473	45,334
Olifantshoek	10,252	13,145	0,1384	0	27,427	33,872
Total	89,481	214,633	0,2834	1,96	70,645	95,156

No formal stormwater systems are reported in Kathu, Mapoteng/Sesheng, and Dibeng, which pose serious flooding risks to the surrounding communities. Flooding may also damage water supply infrastructure and contaminate local water sources. Although Olifantshoek has stormwater systems, poor maintenance and the continued dumping of rubble into the stormwater channels reduce the efficacy of these systems.

3.3.5.4 Electricity

The highest concentration of households with no access to electricity in the Northern Cape is in the JTGDM (11.8%). Electricity supply in Gamagara LM, specifically to the ever-increasing informal settlements, is challenging due to the lack of funding. Electrical infrastructure cannot be installed in informal settlements before township development is completed. In an attempt to remedy this, the Gamagara LM has:

1. Installed 5,000 m of underground Medium Voltage Cable to upgrade the old overhead lines towards Mapoteng/Sesheng and accommodate 1,265 stands near Mapoteng/Sesheng that need to be electrified.
2. The Department of Energy provided R6,887m for the pre-engineering and designs of the Olifantshoek power substation and the new 132kv feeder line from Emil to the new 132.11KV 10 MVA substation.

Areas such as Olifantshoek and Dibeng suffer from a short supply of electricity from the Eskom bulk intake point.

The Socio-Economic Baseline survey 2021 results indicate that only 50% of households in Mapoteng/Sesheng, 45% of households in Welgelee, 11% of households in Diepkloof and no households in Babatas have access to electricity for lighting (these are also the areas with the biggest concentration of informal dwellings).

Table 23: Distribution of households by the main type of energy source.

District/municipality/province	In-house conventional meter		In-house pre-paid meter		Connected to other source which household pays for		Connected to other source which household is not paying for		Solar home system		Generation/ battery		Other		No access to electricity		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
SC16: John Tasto Gaetsebe	3 507	3,3	58 759	55,3	759	7,6	72	0,1	508	0,5	156	0,2	188	0,2	8 548	11,8	10 399	100,0
SC45: Joe Morong	768	1,3	19 717	32,5	48	0,2	26	0,1	19	0,0	0,0	0,0	85	0,1	1 258	12,6	23 919	101,9
SC48: Ga-Segopane	1 438	1,4	26 342	32,2	829	1,6	37	0,1	107	0,1	120	0,4	50	0,2	1 528	10,8	32 689	100,4
SC53: Gamagara	1 595	10,2	12 174	77,8	156	1,0	24	0,2	12	0,1	-	0,0	16	0,1	1 743	11,1	15 723	100,1

3.3.5.6 Refuse removal

Large proportions of households in the JTGDm have no access to refuse removal services (42.9%) compared to any other district across the province. In Ga-Segonyana LM, only 50% of households indicated that their waste is removed by municipal waste removal services. There seems to be a divide between communities with refuse removal services and those without. Households in Bankhara, Kagung and Seoding have little to no service provision. The service delivery in other communities, such as Kuruman, Mothibstad and Wrenchville, improved.

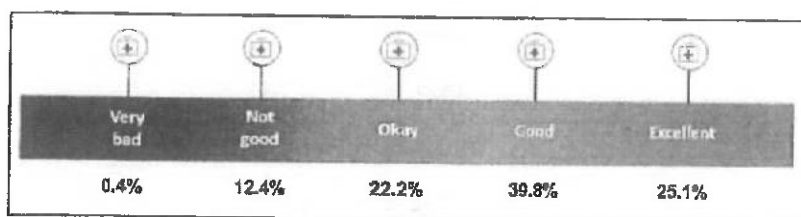
The situation is dire in Joe Morolong LM, where municipal refuse removal only happens at 3% of households, deteriorating from 6% in 2011. Household waste removal services are much better in Gamagara, LM, with 70% of households serviced. However, it is important to note that refuse removal services in Gamagara LM have decreased by 14% since 2020.

3.3.5.7 Health

In the 2021 and 2021 Socio-Economic Baseline Survey, household representatives were asked to rate their general health. In the JTGDm, 12,8% of respondents rated their general health as "not good" or "very bad." Ratings for these categories jumped to 19,3% for respondents in Joe Morolong LM. This may be due to the large portion of community members in Joe Morolong LM (26, 7%) who reported that they were on chronic health medication, which aligns with the older population profile of this LM compared to the other two LMs (18% of the population in Joe Morolong LM are aged 50 years or older).

In Ga-Segonyana LM, 11,7% of respondents rated their general health as "not good" or "very bad," and 20,4% said they were on chronic medication. In Gamagara, LM respondents appear to have the best general health, where only 11,4% rated their general health as "not good" or "very bad," and 22,5% said they were on chronic medication.

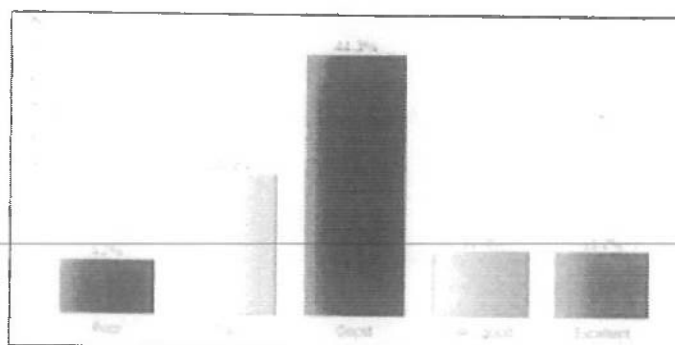
Figure 14: JTGDm respondents' general health (self-assessment)



The JTGDm has the highest proportion of households with no access to a local public hospital (20,4%) compared to other districts in the Northern Cape. Among those who do have access, less than 30% of their hospitals are perceived to be of good quality – this is the lowest percentage compared to other districts in the province. The percentage of households with no access to public clinic services is also the highest in the JTGDm (9,5%).

In the Socio-Economic Baseline Survey 2021 and 2020, household representatives were asked to rate their perceptions about the quality of health facilities. Most rated these facilities as good (44.4%) or fair (17%), with a few rating the facilities as poor (9% in Gamagara LM, 8% in Joe Morolong LM and 11% in Ga-Segonyana LM).

Figure 15: JTGDm respondents' quality of health facility



Further, respondents were asked to estimate the time to reach the health facility. 32,1% of the respondents in Joe Morolong LM indicated that they had to travel 46 minutes or more to access a facility. For Ga-Segonyana LM, access among the respondents appeared to be much better, with only 9% saying that they have to travel 46 minutes or more to access a facility. Gamagara LM respondents, despite having the poorest assessment of the quality of facilities, are best placed in terms of reported access, with only 7% saying that they had to travel more than 46 minutes or more to a health facility.



Table 24: JTGDM respondents' time to health facility

Up to 10 minutes	21.3 %
11 - 15 minutes	14.6 %
16 - 25 minutes	23.4 %
26 - 30 minutes	19.9 %
31 - 45 minutes	10.3 %
46 minutes or more	10.5 %

Crime rates and exposure to social ills.

46 minutes or more	10.5 %
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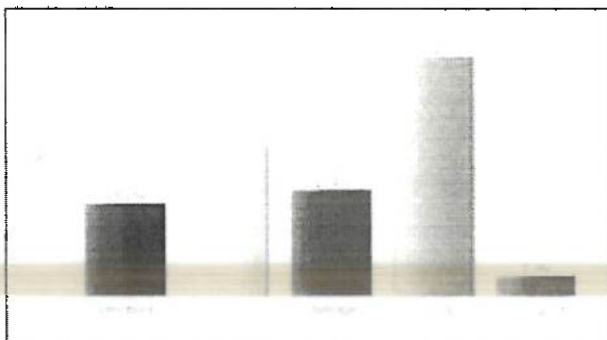
3.3.5.8 Crime rates and exposure to social ills

3.3.5.8.1 Law enforcement

Almost 10% of households in the JTGDM have no access to local police services – this proportion is significantly higher than that of any district in the province. There are 13 police stations/precincts in the JTGDM, five of which are in Joe Morolong LM and four in both Ga-Segonyana LM and Gamagara.

Of those who do have access, a large portion rated the service received from their local police station as very poor (15%) or poor (25%).

Figure 16: JTGDM respondents' quality of police station

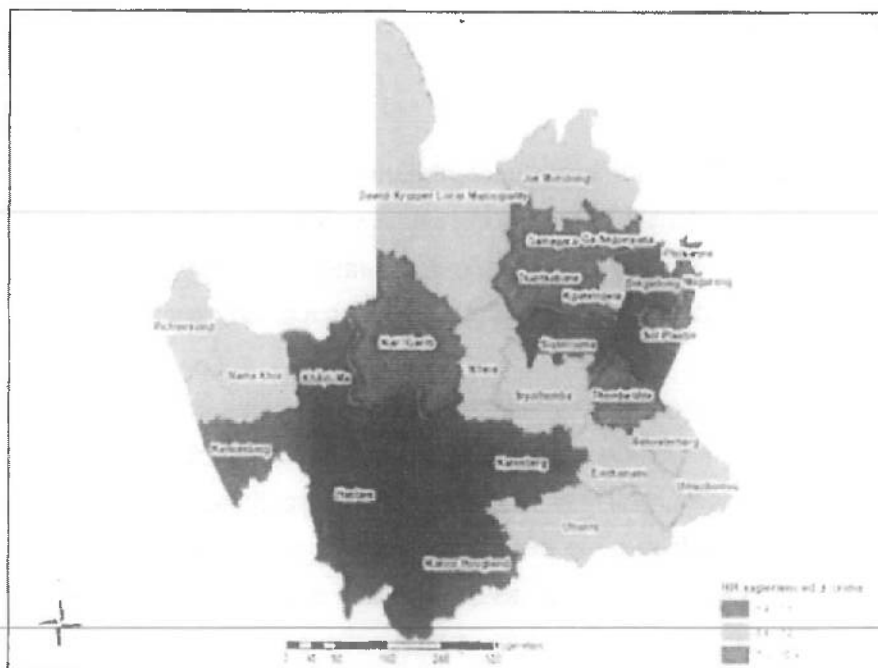


3.3.5.8.2 Exposure to crime

In the JTGDM, only 6.8% of households experienced some sort of crime in the 12 months before the Community Survey 2016. Provincial statistics indicate a steady increase in crimes, rising from 47,137 total crimes in 2011 to 51,075 in 2016 for the province.

Over two-thirds (64.7%) of households in the JTGDM feel unsafe when walking alone after dark. As seen in the heat map below, municipalities with the highest crime rates in the JTGDM include Gamagara LM, Ga-Segonyana LM, and Tsantsabane LM.

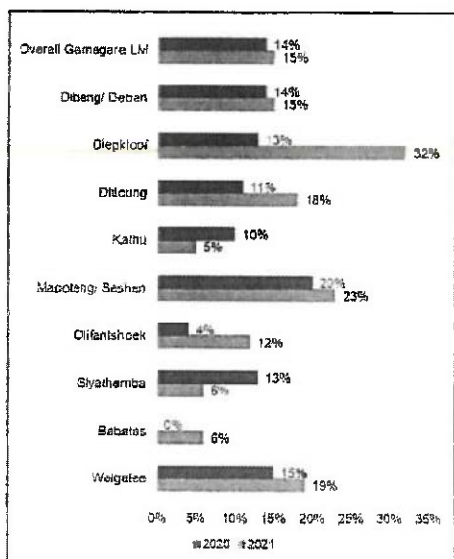
Figure 17: Percentage households where at least one member experienced crime in the 12 months preceding the survey



Crime rates in Gamagara LM have increased from 8.7% in 2016 to 15% in 2021. They are exceptionally high in Diepkloof (32% of households), Mapoteng/Sesheng (23% of households), Welgelee (19% of households), and Dibeng (15% of households) have been affected by crime.



Figure 18: Gamagara LM - % households affected by crime (past year)



An alarming 43% of community members in Mapoteng/Sesheng do not feel that it is a safe area to live in. This may be attributed to the lack of basic services, specifically the lack of electricity supply for lighting at night, and low employment rates in this community coupled with the high number of in-migration into this community in search of job opportunities.

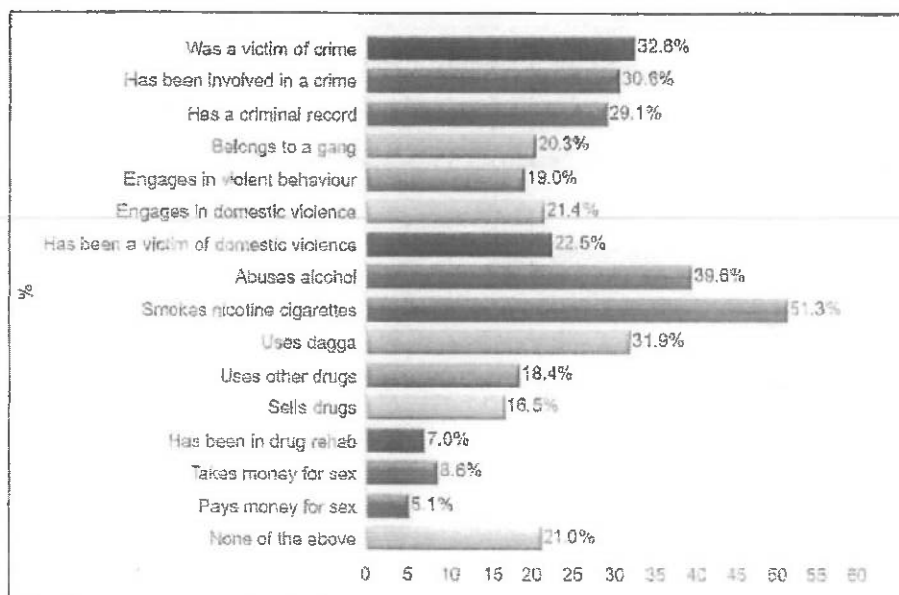
The 2020 Social and Economic Impact Assessment (SEIA) reported that statistics from eight police stations for JTGDM Structural Development Framework Review 2017 indicated that assault with intent to inflict grievous bodily harm and common assault are the most common crimes in all three local municipalities in the district. The highest concentrations of crime are in Kuruman and Kathu. Serious crimes, such as murder and attempted murder, are most common in Kuruman, although these levels are lower than national figures.

3.3.5.8.3 Exposure to social ills in Gamagara LM

The Socio-Economic Baseline Community Survey 2021 revealed widespread exposure to social ills within the Gamagara LM.

- 51% of respondents indicated that they know someone who smokes cigarettes?
- 4 out of 10 (40%) know someone who abuses alcohol.
- 1 in 3 respondents knows someone who has been a crime victim or uses dagga.
- 31% know someone involved in a crime, and 30% know someone with a criminal record.

Figure 19: Gamagara LM - Exposure to social ills (do you know anyone who...).



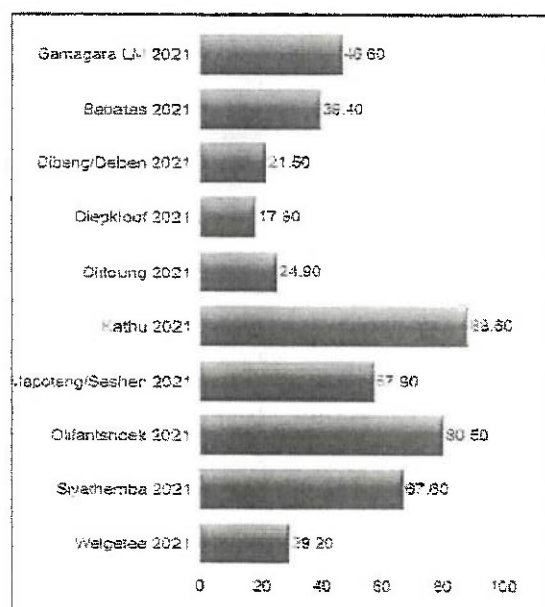
3.3.5.9 Education

According to section 29(a) of the South African Constitution, it is important that everyone in the country has a basic education, including adult basic education. Education is the tool and means through which community members can expand their career options, influencing their average household income and standard of living. The quality of education within the JTGDM is poor and reflects the worst learner-to-educator ratio in the Northern Cape, at 31:1 for Grade 1 to 12 learners.

Table 25: JTGDM educational facilities

Description	Gamagara LM	Ga-Segonyana LM	Joe Morolong LM	JTGDM
Primary school	7	32	70	109
Intermediates / middle school	1	8	25	34
Secondary/ high schools	3	11	12	26
Combined	0	0	1	1
Independent	4	1	0	5
LSEN	0	1	0	1
Colleges	1	0	0	1

As reported in the Socio-Economic Baseline Survey 2021, 51% and 47% of community members in Ga-Segonyana and Gamagara LM, respectively, have completed Grade 12. Education levels are dire, for most areas in Gamagara LM, especially in areas such as Welgelee, Dittoung, Dibeng/Deben and Diepkloof. Alarming, this number drops significantly to only 29% of respondents who completed Grade 12 in the Joe Morolong LM.

Figure 20: Completed Grade 12 in Gamagara LM

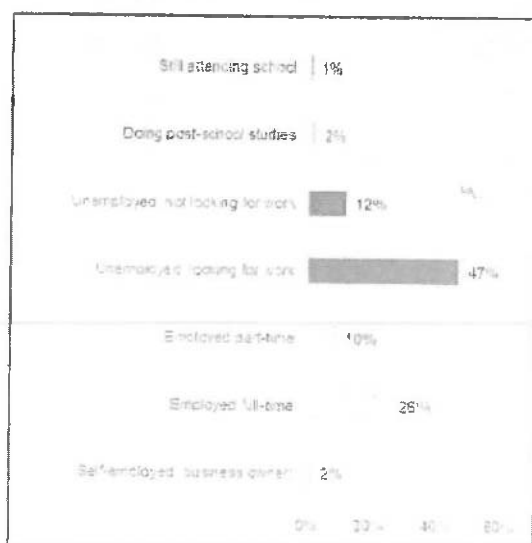
Perceptions of the quality of education in the area are generally higher in Gamagara LM (65% good or very good) and Ge-Segonyana LM (68% good or very good) compared to Joe Morolong LM (23%). The education profile directly contributes to the high poverty levels, especially in the Joe Morolong LM and also helps explain the socio-economic differences among the three local municipalities.

3.4 Employment

Employment profile

As of 2021, 84% of the population between the ages of 15 to 64 years are economically active in the JTGDM. Although a significant portion is economically active, according to Stats SA's definition, less than half (44%) of these individuals are employed.

Figure 21: Employment profile of JTGDM



As illustrated below, Joe Morolong LM has the lowest employment rate of only 23%, followed by Ga-Segonyana LM (51%) and then Gamagara LM (57%). As can be expected, the employment rates are significantly higher in Kathu (87%) and Kuruman (80%). Of those employed in Gamagara LM, 37% were employed in the mining and quarrying sector, with a high number of those in the sample (15%) being directly employed by Sishen mine.

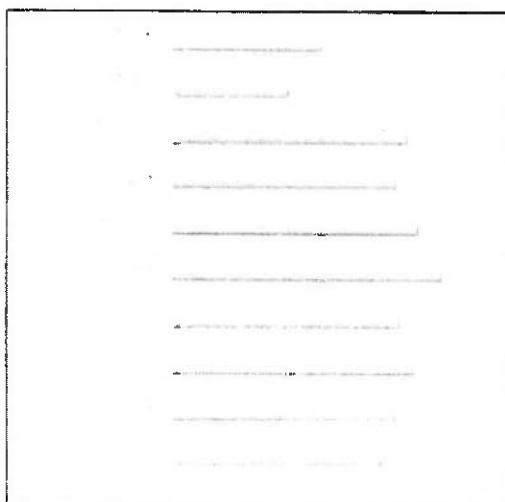
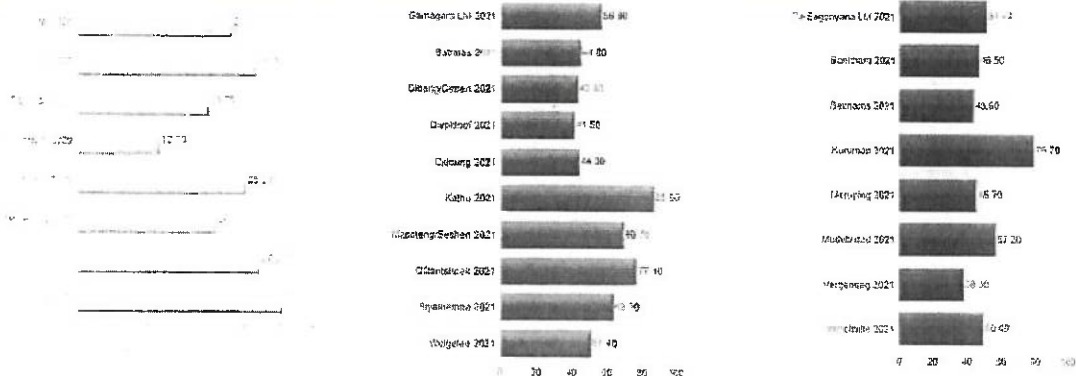
Across all three municipalities, unemployment has increased significantly since 2011.

Unemployment in Joe Morolong LM has nearly doubled when comparing the 2011 Census and the 2020 survey. Unemployment in Gamagara LM has increased drastically from 18% in 2011 to 43% in 2021, emphasising the impact of massive in-migration to Gamagara LM.



Figure 22: % Employed full-time, part-time or self-employed in the JTGDM

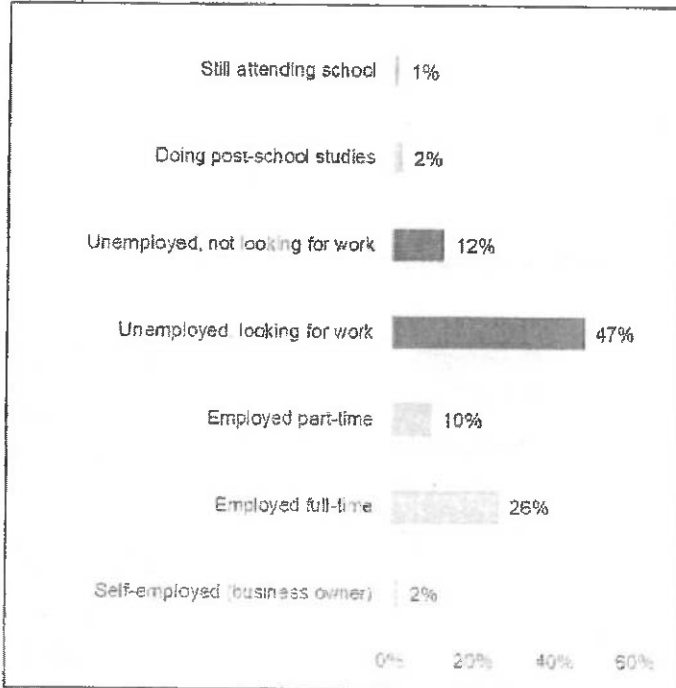
Joe Morolong LM



As of 2021, 84% of the population between the ages of 15 to 64 years are economically active in the JTGDM. Although a large portion is economically active, according to Stats SA's definition, less than half (44%) of these individuals are employed.



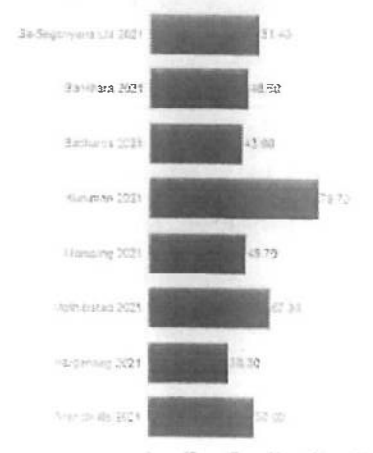
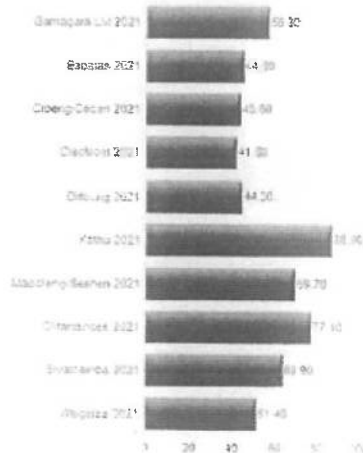
Figure 23: Employment status in the JTGDM



As illustrated below, Joe Morolong LM has the lowest employment rate of only 23%, followed by Ga-Segonyana LM (51%) and then Gamagara LM (57%). As can be expected, the employment rates are significantly higher in Kathu (87%) and Kuruman (80%).

Of those employed in Gamagara LM, 37% were employed in the mining and quarrying sector, with a high number of those in the sample (15%) being directly employed by Sishen mine. Across all three municipalities, unemployment has increased significantly since 2011.

Joe Morolong LM

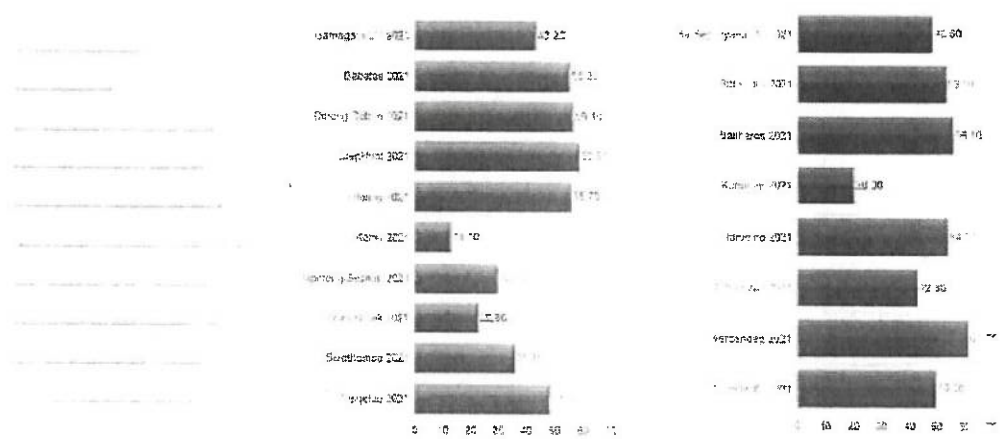




Unemployment in Joe Morolong LM has nearly doubled when comparing the 2011 Census and the 2020 survey.

Unemployment in Gamagara LM has increased drastically from 18% in 2011 to 43% in 2021, emphasising the impact of massive in-migration to Gamagara LM.

Figure 24: % Employed full-time, part-time or self-employed in the JTGD



Assessing the gender split on employment rates, most employed people across all three municipalities are male. Re-affirming Joe Morolong LM as a labour-sending area where most males leave looking for work, most females (83%) left behind are unemployed. Gamagara LM depicts the most prominent male-skewed employment landscape.

Table 26: JTGD employment status by gender

	Employed full-time, part-time or self-employed		Unemployed, looking for work/ not looking for work	
	% Females	% Males	% Females	% Males
JTGDM overall	29%	48%	67%	51%
Gamagara LM	32%	54%	62%	44%
Joe Morolong LM	14%	25%	83%	71%
Ga-Segonyana LM	30%	45%	66%	51%

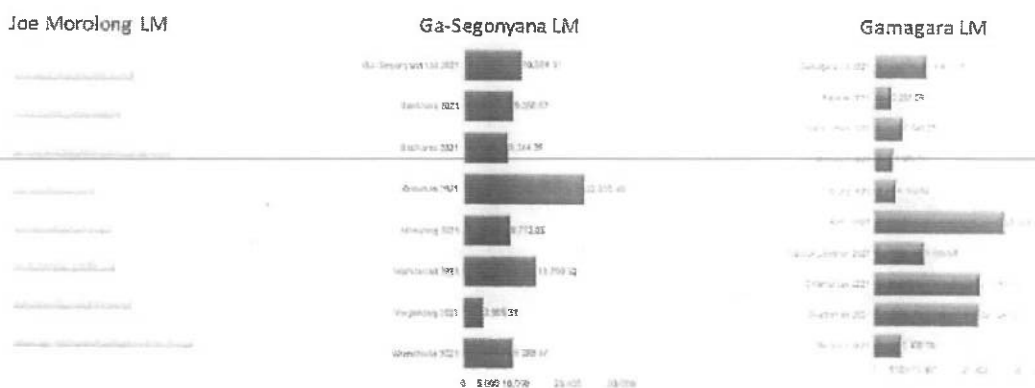


3.5 Household income and grant dependency

Income is a variable that measures individual and household welfare. Most (53%) of the people residing in Gamagara LM are unemployed. A significant portion (28%) of all households in Gamagara LM have no access to salary income (no one is employed in the household). In Joe Morolong LM, 58,9% of households reported an income of less than R3,000 per month. Given that the Socio-Economic Baseline 2020 shows that 62,6% of households in the Joe Morolong LM area are between 2 and 5 people, it can be deduced that most households in the sample had an income below the 2020-defined upper-bound poverty line.

For Ga-Segonyana LM, 25% of households reported their income as less than R3,000 per month, suggesting that there are probably fewer households in the Ga-Segonyana LM sample potentially living below the currently defined upper-bound poverty line than the Joe Morolong LM. Compared to Ga-Segonyana LM, 30% of households in Gamagara LM have a reported income of less than R3,000 per month. The average household income in Gamagara LM in 2021 is also lower, reported as R10,406.39, compared to the average monthly income recorded in Ga-Segonyana LM (R10,884.91). However, Joe Morolong LM's average household income remains significantly lower, reported at R3,656.19 in 2020.

Figure 25: Average monthly household income across the JTGD

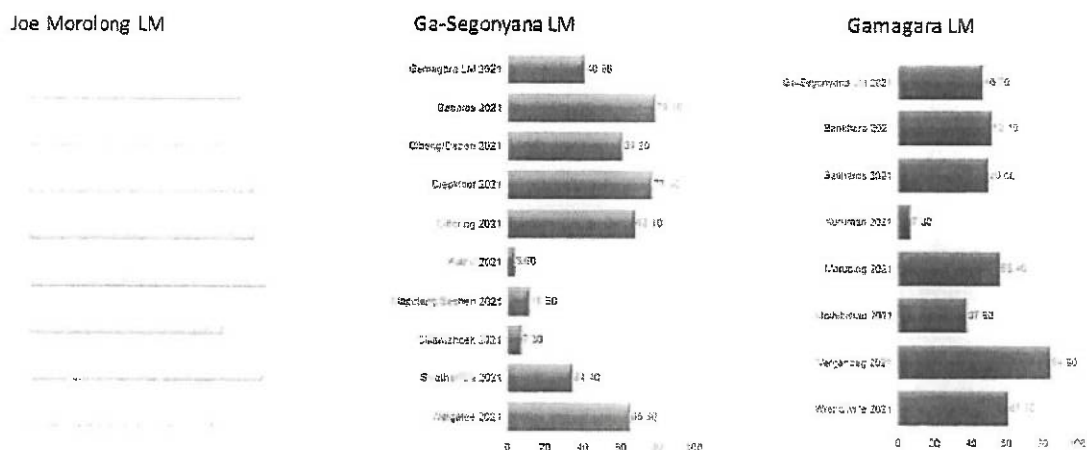


Households in Joe Morolong LM have a very high dependency on government grants, with 77% of households receiving a government grant as a source of income. This again points to the levels of vulnerability in this LM compared to the other two LMs. Although slightly less, grant dependency in Ga-Segonyana LM is still high, with 47% of households receiving a government grant.



Gamagara LM has the lowest grant dependency (41% of households). Gamagara LM's grant dependency is particularly low in residential areas where most mine employees live, specifically in Kathu (4%), Olifantshoek (7%), Mapoteng/Sesheng (12%) and in Ga-Segonyana, Kuruman (7%). Low grant dependency in Mapoteng/Sesheng may be explained by the significant proportion of individuals who have migrated into Mapoteng/Sesheng from Joe Morolong LM, alluding to the fact that family members who have been left behind in Joe Morolong LM may be receiving the government grants and not those who are currently living in Mapoteng/Sesheng. Further, the majority of the residents of Sesheng are employees of Kumba, thus also reducing the grant dependency statistics for these areas.

Figure 26: % Households receiving grants



3.6 Social infrastructure

Gamagara LM has many places of worship found throughout the municipality. Due to current demographics, churches are predominantly found in the area. Sports and recreation facilities are an important part of the social infrastructure for local communities and are usually supplied in addition to the community facilities provided at municipal level. Kathu is the largest urban node in the municipality and has the largest concentration of sporting facilities. The table below provides an overview of the social infrastructure available in the JTGDM and split across the three LMs.

Table 27: Social infrastructure in the JTGDM

Description	Gamagara LM	Ga-Segonyana LM	Joe Morolong LM	JTGDM
Libraries	4	4	2	10
Community centres	4	7	18	29
Religious centres	Unknown	Unknown	Unknown	Unknown
Municipal offices	2	1	2	5
Post offices	3	4	5	13
Police station	4	3	5	12
Fire station	1	1	0	2
Children's home	0	0	0	0
Community information centres	0	1	0	1

3.7 Land use, availability and planning

3.7.1 Settlement density and hierarchy of the JTGDM

There are 186 settlements in the JTGDM area, most of which are found in the Joe Morolong LM and are rural settlements. The table below indicates the settlement densities for the JTGDM and its respective local municipalities.

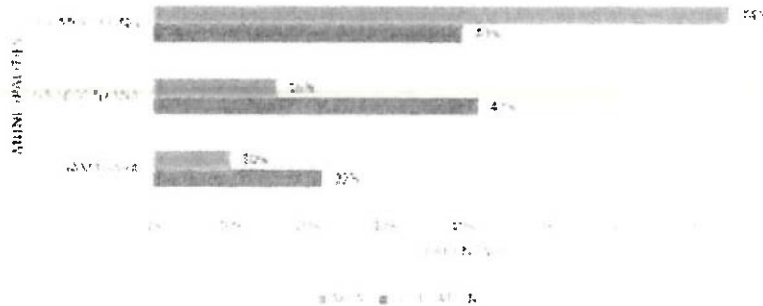
Table 28: Settlement densities within the JTGDM

	John Taolo Gaetsewe DM	Joe Morolong LM	Ga-Segonyana LM	Gamagara LM
Density of people per square km	8.2	4	21	16

Although Joe Morolong LM is the largest LM covering 74% of the JTGDMS' total surface area in square kilometres, the largest portion of the JTGDMS' population (42%) resides in Ga-Segonyana as illustrated below.



Figure 27: Population and geographic distribution of the John Taolo Gaetsewe District's Local Municipalities, 2016



Settlements can be classified into four different categories, including:

- **First order settlement:** Areas of significant size, with the greatest range of services and facilities in the JTGDM, and in principle, the most sustainable locations for major growth, e.g. towns;
- **Second order settlement:** Areas of residential dominance with availability of services and facilities within settlements, where its residents directly rely on First Order Settlement and which consist of community facilities, healthcare and education provision indicators, e.g. townships;
- **Third order settlement:** Large villages which act as key service centres for the surrounding rural area by virtue of the range of services and facilities they possess, and, in principle, suitable for growth; and
- **Fourth order settlement:** Small villages with few, if any, services and facilities suitable only for the development of single dwellings or small groups.

The table below provides an overview of the hierarchy of settlements across the three local municipalities.

Table 29: Hierarchy of settlements across the three local municipalities

Description	Ga-Segonyana LM	Gamagara LM	Joe Morolong LM
First order settlement	Kuruman	Kathu	Hotazel and Churchill
Second order settlement	Mothibistad, Wrenchville, Bankhara-Bodulong, Seoding, Magobe, Batharos etc.	Olifantshoek, Sishen and Dibeng/Deben	Vanzylsrus and McCarthyus
Third order settlement	Maruping, Seven Miles, Magojaneng, Kagung etc.	None	Heuningvlei, Laxey, Bothitong, Dithakong, etc.
Fourth order settlement	Gamopedi, Gantatelang, Pietbos, Gasehubane, Thamoyanche etc.	None	Perth, Mahukhubung, Padstow, Eiffel, Ditshelelang, etc.

3.7.2 Land use composition of the JTGDM

The JTGDM is characterised by a mixture of land uses, predominantly agriculture and mining. Minerals mined include manganese ore, iron ore and tiger's eye. The rural land in the district is used extensively for cattle, sheep, goat and game farming. The area is also well known for its good commercial hunting in the winter and holds potential as a tourism destination. The north-eastern region is comprised principally of high-density rural and peri-urban areas. In contrast, the western and southern areas are sparsely populated and consist mainly of commercial farms and mining activities.

The main towns and villages within the district borders are Kuruman, Kathu, Deben, Olifantshoek, Vanzylsrus, Bothitong, Churchill, Manyeding, Laxey, Batharos, Mothibistad, Hotazel and Heuningvlei.

Land use in Gamagara LM

Land use transformation and the growth of the urban areas in Gamagara LM, particularly Kathu, should also be seen against the background of Kumba Iron Ore's housing strategy. The strategy aims to mitigate the current housing challenges and ensure sustainable attraction and retention of talent while complying with legislative needs. The recent focus has been ensuring that solutions are clearly defined and benchmarking other mining houses to secure innovative solutions. Kumba Iron Ore continues to facilitate access to housing by providing support measures to all employees in the form of a housing allowance and housing loan subsidy to enable them to either purchase or rent accommodation.



Human Settlement Sector plan 2021, this land need is divided per local municipality as follows for the planning period 2019 to 2024:

- **Gamagara LM:** Approximately 146 hectares are required to accommodate the housing backlog and another 1,404 hectares to accommodate various housing options due to household growth. 299 hectares were purchased for the municipality; 299 hectares of the 146 hectares will be allocated to address the housing backlog. The remainder will address part of the future demand for various housing options.
- **Ga-Segonyana LM:** Approximately 225 hectares are required to accommodate the housing backlog and an estimated 536 hectares to accommodate the household growth. There are two town planning projects currently running to reduce the housing backlog substantially; these are (1) the development of promised land, which is expected to address over 5,600 housing needs, and (2) the construction of 241 houses in Wrenchville.
- **Joe Morolong LM:** Around 180 hectares are required to accommodate the housing backlog and an estimated 306 hectares to accommodate the household growth. Town planning currently has a plan in Churchville which will address the housing backlog of 3,500.
- Some of the municipalities have commonage and municipal land that could be developed to assist with the housing demand. Kuruman and Kathu/Sesheng have been identified as two pieces of land that need to be acquired.
- **Kathu/Sesheng:** Negotiations were held with the mine to acquire land to integrate Kathu and Sesheng. The municipality has confirmed that these two areas transferred from Kumba to the municipality for low-cost housing purposes. The areas are well-located to support the integration of the two areas.

The table below summarises the housing need in the John Taolo Gaetsewe District in terms of housing need indicators related to the housing backlog and housing eligibility.

Table 30: Summary of housing need indicators

Backlog indicator	Measure	Score
Level of overcrowding	This would provide an indication of the need for additional dwelling units	Average household size is 3.7. The average size of households in inadequate dwellings is 3.1.
Backlog: Number of "inadequate" dwellings, 2021	This would give a clue as to the number of houses currently living in inadequate shelter, requiring more adequate shelter	13,780 (2011 Census) 11,270 (2014 Estimated) 16,698 (2021 - increase with 5,428 units from 2014-2020)
Household growth 2014 – 2019	Indicator of possible new household information trends since the latest Census, including growth due to mining expansion – all income groups	44,897 households
Supply of subsidized housing (2016 – 2019)	This would indicate the rate at which supply of adequate housing is occurring in the Municipality	A total of 67 units were delivered from 2016 -2019
Future Demand: Subsidized housing (2019-2024)	Number of households earning less than R3,500 per month (low income group)	24,094
Future Demand: Gap housing (2019-2024)	Number of households earning between R3,501 and R22,000 per month	12,457
Urban: rural proportion indicator	Ratio of the number of people living in defined rural areas to the number living in urban areas	25% urbanisation rate

Housing backlog in Gamagara LM

Gamagara LM has estimated its housing backlog at 7,300 in the 2019/20 fourth reviewed Integrated Development Plan (IDP). The municipality has planned to fast-track housing provision in all areas under its jurisdiction to deal with the housing backlog, as no houses have been delivered between 2016 and 2019. This period focused on the acquisition of land, town planning and the installation of services. According to the JTGDM Integrated Human Settlements Sector Plan 2021, the town planning for 1,265 sites was completed during this period, and civil service installation is still underway.

Gamagara LM indicated in the Gamagara LM IDP that housing shortages had been exacerbated by land grabs that have periodically taken place. These illegal land grabs are a sensitive and complex matter to address and manage, as evictions are a source of increased political tensions and resistance to the rule of law. The potential for land grabs is also of concern to landowners who fear being targeted.



The IDP further indicates that approximately 76% of household residents in the Gamagara LM are residing in inadequate housing. Although the number of household residents in adequate housing increased by 80% from 2001 to 2011 (translating to 3,568 households), new stats indicate that the portion of household residents in adequate housing decreased from 84% to 76% of Gamagara's total households from 2011.

The table below provides an overview of the housing backlog split by dwelling type and income category.

Table 31: Gamagara LM housing backlog

Income/Subsidy Category	Description	Traditional dwelling/ hut/ structure made of traditional materials	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard, e.g. in an informal squatter settlement or on a farm)	Caravan/ tent	Total Backlog/ Inadequate
High Income	Households earning between R25,001 and higher	4	4	15	7	30
Middle Income	Households earning between R12,801 and R25,000	3	23	24	8	58
Middle Income: Gap Market	Households earning between R6,401 and R12,800	3	97	125	19	244
Middle Income: Gap Market	Households earning between R3,201 and R6,400	7	195	292	7	501
Subsidy Housing: Urban	Households earning less than R3,300 (urban geography)	21	679	1,007	14	1,721
Subsidy Housing: Rural (Traditional)	Households earning less than R3,300 (rural/tribal geography)	-	-	-	-	-
Farm Subsidy	Households earning less than R3,500 (farm geography)	-	6	12	9	26
Total		38	1,003	1,475	64	2,580*

In the table above, the total Gamagara LM housing backlog based on the 2011 Census data was 2,580. The highest concentration of the housing backlog is among informal dwellings (in- and outside of backyard shacks). Approximately 1,721 households are in urban areas in inadequate dwellings that could qualify for a housing subsidy. More than 1,000 of these households are in an informal settlement, and the remainder 700 are in a backyard. Interestingly, 88 households staying in an inadequate dwelling earn more than R12,801 per month. These households are mainly found in informal settlements and backyards, alluding to the lack of available serviced stands, rental stock, or affordable houses/flats in the market.

Current housing and tenure

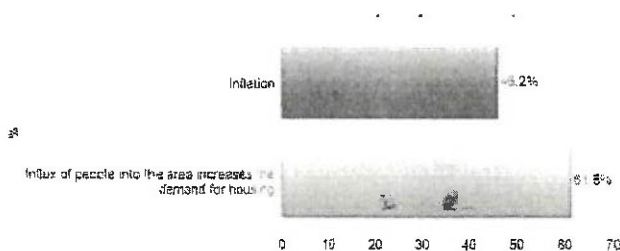
The Socio-economic Baseline Survey 2021 indicates that 86% of households in Gamagara LM own the house they live in. Of those who live in a house not owned by themselves, 58% indicated that they live for free, while only 42% pay rent to live there.

Evidence from the housing market shows a degree of volatility, and the retrenchments in the mining industry around 2015/2016 decreased the demand for rental stock.



The property market has since recovered, and the influx of people into the area has increased the demand for housing which has subsequently pushed up property and rental prices. Over two-thirds feel that rent has increased over the past five years and attribute this to the influx of people into the area coupled with inflation.

Figure 29: Gamagara LM – Rental Increases due to (multiple mentions)



**Only asked to respondents who pay rent where they live and indicated an increase in the rental amount over the past five years.*

High rentals often necessitate that contractor employees have to find accommodation that is not always of optimal quality. Some contractor employees receive a rental subsidy and are expected to find their own accommodation. In some instances, this is seen as a potential supplement to their monthly income; as such, these employees are tempted to search for cheap rentals or shared accommodation options, which may lead to overcrowding and poor living conditions.

The table below provides a snapshot of the split between formal and informal housing across the three local municipalities based on the Socio-Economic Baseline Survey, 2020 and 2021. Although formal housing remains the most common dwelling structure, there are definitive differences in the housing landscape between each of the municipalities, specifically Joe Morolong and Gamagara LMs.

- In Joe Morolong LM, many community members across the municipality still reside in more traditional main dwellings built from traditional materials.
- In Gamagara LM, the shortage of formal housing has resulted in an increase in the number of informal dwellings (shacks) compared to the other two local municipalities. Informal housing in Gamagara LM has increased from 34% in 2020 to 45% in 2021. This is a significant increase over just one year.

Table 32: Formal and informal housing by municipality

Local Municipality	2020		2021	
	Formal	Informal	Formal	Informal
Joe Morolong LM	69%	13%	-	-
Ga-Segonyana LM	85%	14%	89%	11%
Gamagara LM	66%	34%	55%	45%

The table below depicts household possession of formal title deeds in the three municipalities. These results are indicative of the options for settlement and security of tenure. More households in Joe Morolong LM and Ga-Segonyana LM indicated that they had title deeds than in Gamagara. This is related to the nature of access-to-title via the traditional/customary systems as opposed to Gamagara LM, where freehold is dominant. Those in Gamagara LM who do not have title deeds tend to be renters or live in informal settlements.

Table 33: Title deeds by municipality

Does the household possess a title deed	Joe Morolong LM	Ga-Segonyana	Gamagara	Total
Yes	57,0%	61,4%	49,6%	57,3%
No	35,1%	27,5%	28,2%	30,3%
Do not know	5,2%	3,3%	1,5%	3,5%
Not applicable	2,6%	7,6%	20,5%	8,7%
Unspecified	0,2%	0,2%	0,2%	0,2%
Total	100,0%	100,0%	100,0%	100,0%

The table further details the nature of security-of-tenure. Households in Gamagara LM are less likely to have an owned and fully paid-off property than in the other two municipalities. Those in Gamagara LM are more likely to rent from a private individual, an organisation, or an employer such as Sishen mine.

Future housing plans for Gamagara LM

As part of its IDP, the Gamagara LM will be focusing on the following housing developments:

- 1,600 mixed development
- Kathu urban renewal
- Purchase and development portion 2 of Kalahari Golf and Jag
- Planning of 5,700 stands
- Construction of 50 RDP houses in Dibeng
- Construction of 50 RDP houses in Olifantshoek
- Construction of 50 RDP houses in Sesheng
- Build 1,300 social houses

Understanding where demand originates from and by whom, influences decisions regarding the types, tenure and location of homes needed. It will also impact decisions on spending and prioritisation. Households have preferences regarding the choice of settlement and tenure aspirations that should be respected. Urbanisation and a rapid increase in population affect future trends that guide planning and the setting of priorities.

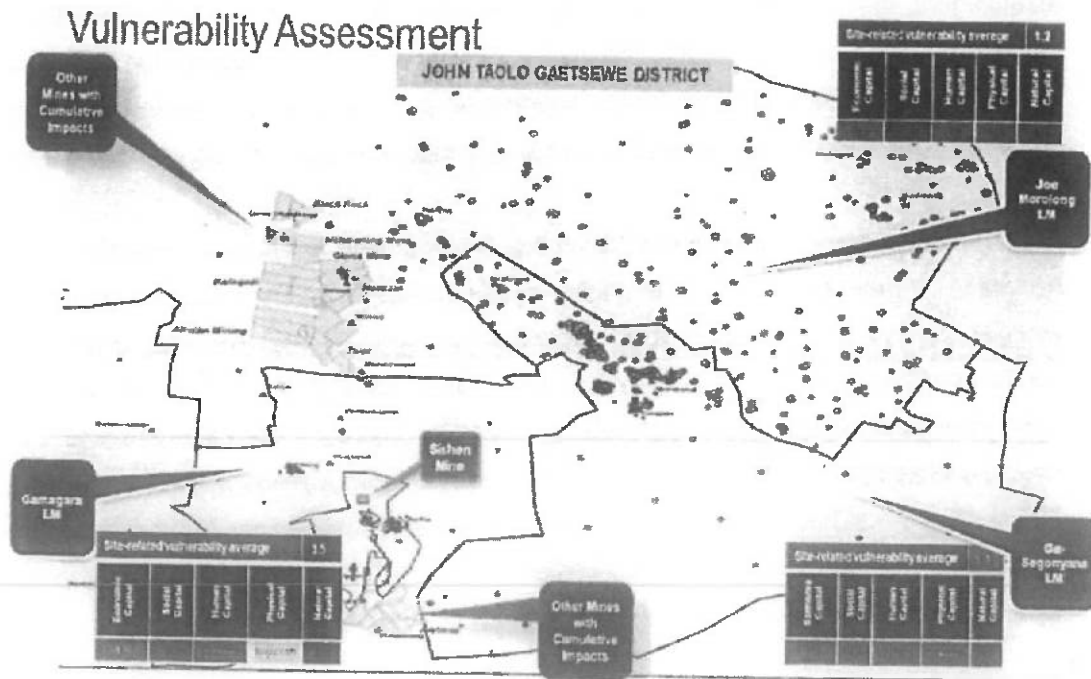
3.10 Vulnerability identification and mapping

Sishen mine conducts regular vulnerability assessments for the communities in which we operate, namely Gamagara LM, as the host community, and the Joe Morolong and Ga-Segonyana LMs within our Aol.

Vulnerable groups and individuals are those (i) more likely to be adversely affected by the above negative impacts of the mine, including human rights risks and impacts and/or (ii) systemically more limited than others in their ability to take advantage of the benefits offered by the mine, for example, age, gender, mental status or other disability, indigenous status, economic deprivation, and others.

It is important to distinguish between pre-existing, systemic vulnerable groups and mine operation-induced vulnerability (e.g. impacted farmers or those likely to come in harm's way if a fire starts at the mine and gets carried across the veld by strong winds). A specific focus on vulnerability shows how our engagement impacts the vulnerable while reducing social

tensions that result from vulnerability. Gamagara LM is Sishen mine's area of influence, making this municipality most vulnerable to site-specific impacts.



3.10.1 Dingleton post- resettlement strategy

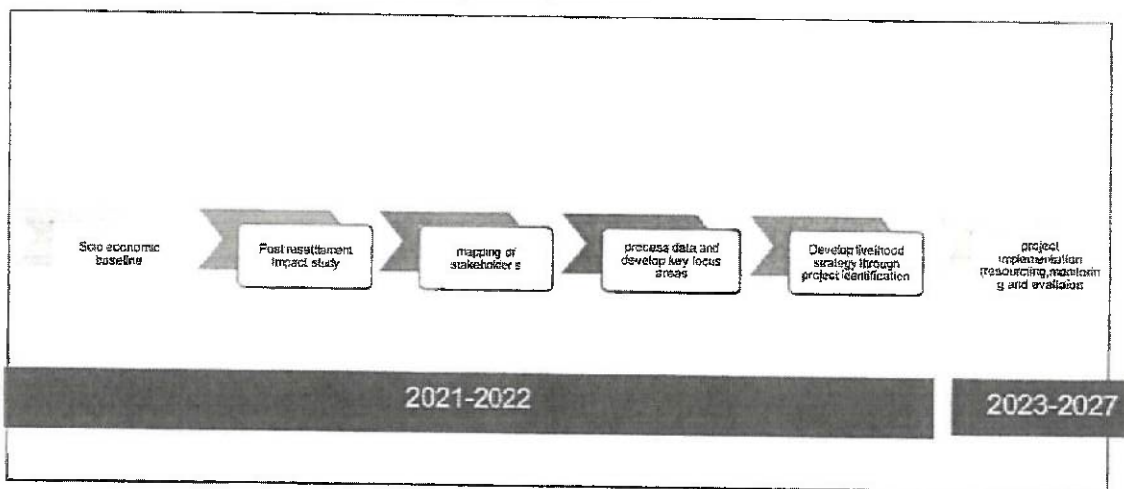
In 2014 a process was initiated to relocate the Dingleton community, located within its planned footprint in the southwest perimeter of the Sishen opencast mine. To date, more than 3,000 people have been relocated to Siyathemba, a new purpose-built suburb in Kathu. The creation of the new suburb has included the construction of more than 500 replacement houses, 104 communal rental units, new churches, a new pre-primary school, a primary school and the extension of the high school in Kathu, and new sports facilities, including the replacement/substitution of existing sports fields with new sports fields in Siyathemba. The project also included the creation of 146 stands for government RDP homes and the provision of replacement retail land/space in Siyathemba for existing businesses or livelihoods directly affected by the relocation. The replacement of all existing government and municipal buildings in Dingleton included a new town hall, municipal library, community centre and dedicated police station (including an office block and accommodation facilities).



A key focus has been the ongoing work of the Post-Resettlement Working Group (PRWG), represented by stakeholders from the Siyathemba community, Kumba and the Gamagara LM, to monitor and promote socio-economic upliftment projects. Their aim was to ensure the post-resettlement sustainability of the community. Kumba has invested more than R300 million towards ensuring sustainable development in Siyathemba. The investment was to support community development projects and entrepreneurs, such as business development training, procuring goods and services from Siyathemba SMMEs and youth training and development.

Sishen mine, in consultation with the Siyathemba community, will develop a medium to long-term plan for the Siyathemba community post-resettlement. This is aimed at mitigating associated risks and impacts of the resettlement process. The development of a five-year Livelihoods Strategy is underway. The outcomes of the SED baseline study for Siyathemba and a post-resettlement impact study will determine the strategy. The vision of this Livelihood Strategy is to establish a thriving community that will be self-sustained beyond the life of asset of Sishen mine. This will be achieved through benefit distribution and consultative and transparent engagement with affected parties. The table below provides a roadmap for the post-resettlement process:

Figure 30: Post-resettlement development process



3.11 KEY ECONOMIC ACTIVITIES OF THE AREA IN WHICH THE SISHEN MINE OPERATES REG 46 (c) (ii)

3.11.1 Diversification of the economy

Mining is one of the key sectors that can be used to develop the economy of the JTGDM. Mining is the largest contributor to this economy, with 65% of GVA generated in the area gained from mining activities. The leading mining companies in the area are BHP Billiton, Assmang, Kumba, Kudumane Manganese Resources, UMK, Aquila and Amari. The primary operational mines in the area are Hotazel manganese-, King-, Khumani-, Nchwaning-, Gloria-UMK-, Kalagadi-, Black Rock-, Sishen-, Wessels- and Mamatwan mines.

Over the years, Gamagara LM has been a significant contributor to the economic growth and development of the Northern Cape. As indicated, Sishen mine is Kumba Iron Ore Limited's flagship operation. Sishen Iron Ore Company (Pty) Ltd (SIOC) and the Industrial Development Corporation (IDC) have funded various studies to assess the feasibility of developing an industrial park to stimulate sustainable long-term economic development for the Northern Cape region. It is, therefore, no surprise that the Gamagara LM was chosen as the preferred location due to its central proximity to the Postmasburg-Hotazel iron-ore/manganese belt and various established and pending Renewable Energy Independent Power Producer Procurement Programme (REIPPPP) projects.

The envisaged development will attract varied tenants delivering industrial goods and services and a business incubation and training complex. The project investment value is estimated as R1,5 billion. This project may contribute to further in-migration into the Gamagara LM.

Kumba Iron Ore has developed a Livelihood Strategy to guide the mine's socio-economic development initiatives as part of its SLP and CSI commitments to communities. The Livelihood Strategy includes plans to diversify the local economy by strengthening the agriculture and renewable energy sectors.

In the IDP, Gamagara LM has indicated plans for it to be developed into a commercial and industrial town over and above the mining economic spin-offs. Several developments and initiatives are currently in the pipeline to increase job opportunities for local communities beyond mining. Some of these projects included:

- **Kathu Pan** – A heritage site which has attracted archaeologists from abroad to research the artefacts found in the municipality. The Kathu Pan and the upgrade of the Khai-appef Resort are set to see the revenue growth tourism.
- **Solar plant developments** – Currently, the two solar plants, Reisa and Sishen Solar, have provided several new job opportunities in the surrounding communities. The newly established Kathu Solar is also set to create several jobs.
- **The municipality aims to create more jobs through the municipal procurement system, which includes an infrastructure development programme.**

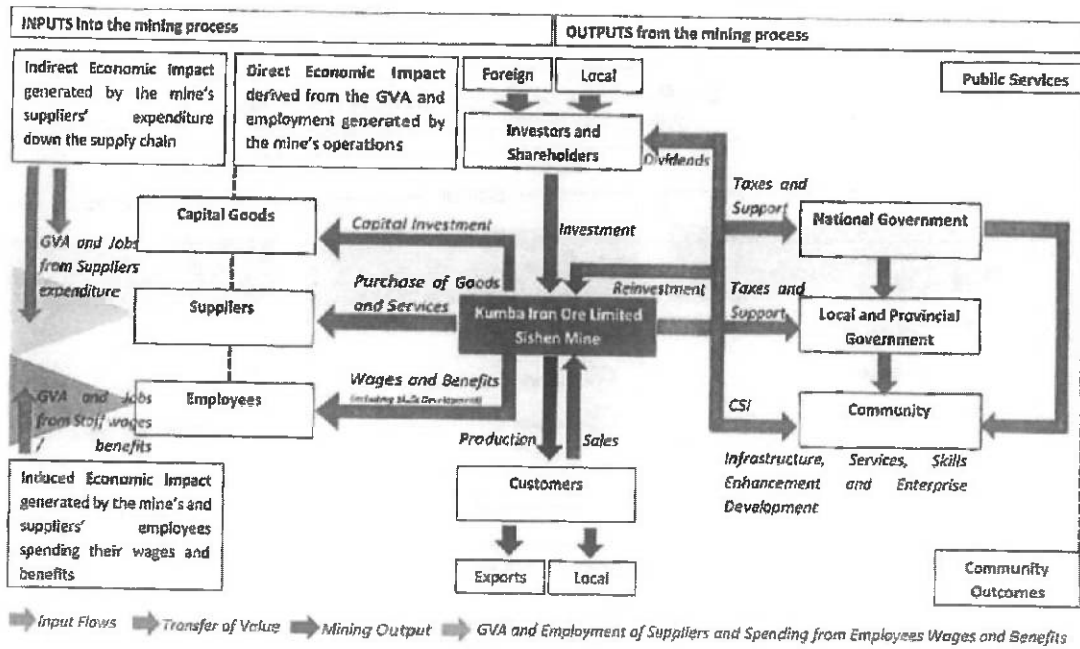
3.12 IMPACT OF SISHEN MINE ON LOCAL AND LABOUR-SENDING COMMUNITIES: REGULATION 46 (c) (iii)

The figure below shows the negative impact of Sishen mine's operations as sourced from 2020 SEIA. The impact was identified during stakeholder interviews, and the social survey results from a sample of households in the JTG District.

3.12.1 Negative impacts of Sishen mine operation

Figure 31 illustrates the principal economic flows to/from Sishen mine to capture the transfer of value to suppliers, employees, finance providers, government, communities and shareholders (including reinvestment in the mine).

Figure 31: The principal economic flows to/from Sishen mine

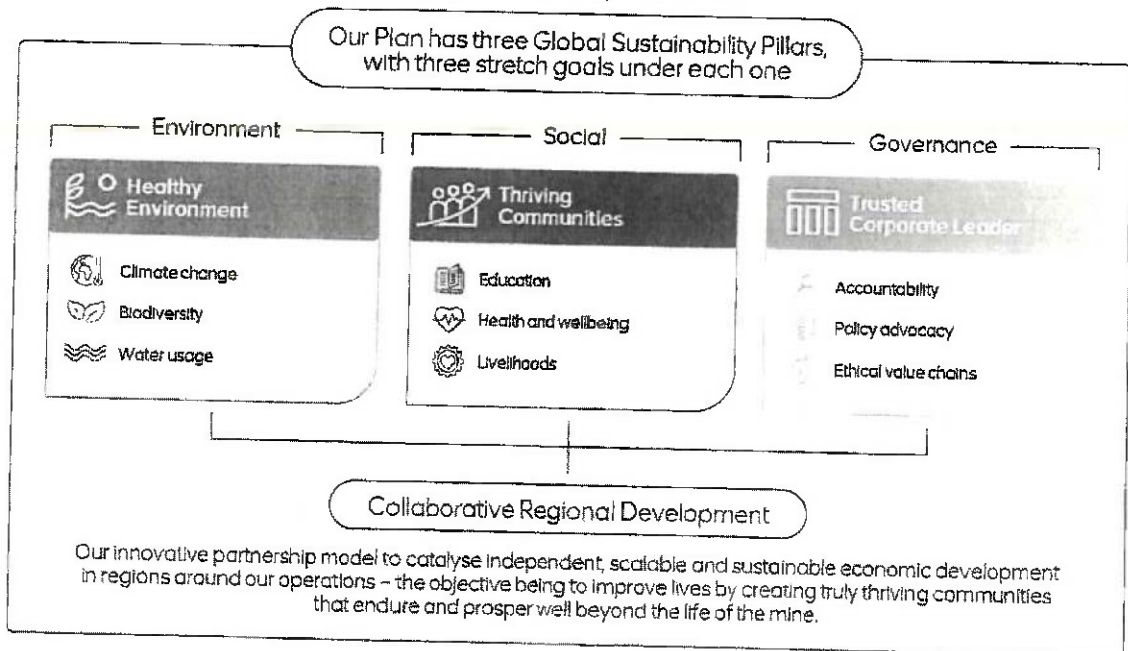


3.13 REG 46 (c) (iv): SISHEN MINE FIVE-YEAR LED PROGRAMME

3.13.1 Sishen mine Sustainable Mine Plan

Anglo American's purpose is to reimagine mining to improve people's lives. One of the ways to achieve this will be through the Anglo-American Sustainable Development Plan, integral to Future Smart Mining™. The Sustainable Mining Plan is about making a more strategic and holistic impact on the ground. It comprises mutually reinforcing elements that will positively transform how our stakeholders experience our business.

Figure 32: Anglo American Sustainable Mining Plan



Our employees, our shareholders and all our other stakeholders (suppliers, government, customers including end consumers in the value chain, communities, NGOs, trade unions, faith groups, others). Our five-year sustainability plans are designed to create enduring value in the eyes of all these stakeholders and should subscribe to the following principles:

- **Purposeful** – Improve peoples' lives by delivering enduring value;
- **Competitive and Resilient** – Establish an enabling environment for our business; and
- **Agile** – Stay ahead of evolving trends and provide solutions to societal expectations.

To do this, we need to understand what our stakeholders value, how we will deliver value and account for this value as follows:



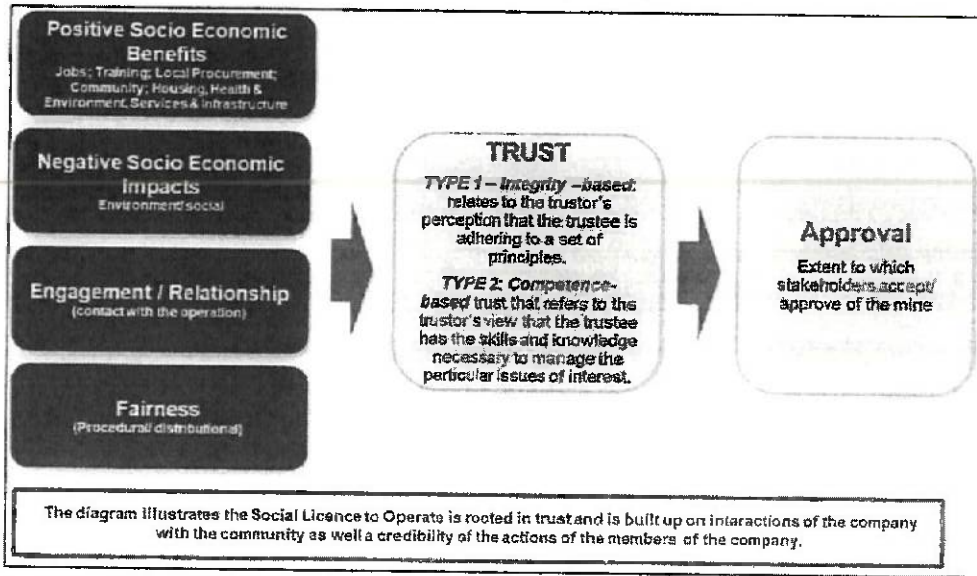
1. **Understanding value:** Listen to our employees and stakeholders across our entire value chain (from communities to consumers) to define value in their eyes. Conduct broad scanning to understand the context and evolving expectations;
2. **Delivering value:** Partner with our employees and other stakeholders to deliver enduring value and transform how they experience our business. Adopt full-impact decision-making to ensure that sustainability is at the heart of our decisions and delivers enduring value; and
3. **Accounting for value:** Develop metrics that capture the value delivered and an inclusive assurance framework that provides comfort to stakeholders regarding value creation.

To Anglo American, a sustainable business is purposeful, competitive, resilient and agile – it is a business that thrives through both economic and social cycles. By understanding the context and listening to stakeholders, we stay ahead of evolving trends and provide solutions to societal expectations. By solving the physical challenges of mining through restless innovation and by constantly searching for more responsible ways to do business, we are changing the way our employees and stakeholders experience our business – creating sustainable value for all stakeholders.

Our Sustainable Mining Plan is designed to drive business efficiencies, resilience and agility. Our Sustainable Mining Plan will ensure that we deliver outstanding sustained business results across all seven of our pillars of value without compromise – safety, environment, social, people, production, cost/margin, and returns/financial. Sustainability is at the heart of our decision-making – it is how we do business hence we are using the Impact Catalyst to drive various Collaborative Regional Development initiatives.

Creating enduring value means securing a social license to operate and creating an enabling environment for future projects. Enduring value goes beyond managing our negative impacts (such as resettlement, noise, air quality etc.), securing critical inputs for mining (such as water, energy and land) or even delivering benefits. Creating enduring value means we need to understand what our stakeholders value and create that value for those stakeholders. By co-creating enduring value with and for our stakeholders, we can drive towards a relationship founded on trust.

Figure 33: Social License to Operate Model (SLTO)



Many of the Sustainable Mining Plan pillars and stretch goals will support SLTO building based on the critical foundations. Key support to SLTO is as follows:

Fairness and engagement/relationships:

- Developing trust and improving accountability to stakeholders through Engagement/Accountability Forums/Community Engagement Forums
- Ensuring we have ethical value chains.

Negative socio-economic impacts

- There are several opportunities for the reduction of impacts or opportunities for beneficiation through the water, energy and climate change and biodiversity goals.

Positive socio-economic benefits

- The Thriving Community Pillar and Collaborative Regional Development aim to enhance socio-economic benefits to local communities and key stakeholders.

3.13.2 Prioritised SED elements

The review of Sishen's internal and external context was important to guide the prioritising of the 16 SED elements in the Anglo American Social Way 3 (AASW). A prioritisation process was followed by applying the SED Elements Prioritisation Tool and Prioritisation Matrix as in the Social Way. The following SED elements were prioritised for Sishen mine at the end of 2021:

- Employment
- Education and skills
- Health and well-being
- Water and sanitation
- Connectivity
- Institutional capacity

The prioritised SED elements were socialised with external stakeholders at the end of 2021 and the beginning of 2022. Task teams were formed for each SED priority with external stakeholder representation that would involve stakeholders in the planning and execution, and monitoring of projects within each priority area. Projects in SLP 3 are also aligned with these priority areas.

3.13.3 Stakeholder mapping and consultation process

Sishen mine works hard to build relationships with key stakeholders. The operation believes that building positive and trusted relationships not only help maintain and strengthen its socio-political license to operate, but also further promotes social stability and builds resilience within communities to prosper beyond mine closure. Through stakeholder engagement, Sishen mine understands deeper community concerns and partners with various stakeholders to create solution-driven dialogues.

3.13.4 Stakeholder Engagement Plan

The Stakeholder Engagement Plan sets out the intent of stakeholder engagement of Sishen mine while also reviewing its current performance in this area, based on the 2021 Stakeholder Perception Survey, other stakeholder feedback and self-assessment. As outlined in the AASW Toolkit, the document outlines the purpose of the document and intended users, as well as the different contexts that have a bearing on the existence of the business. It further provides background information about Sishen mine and its Aol.

The internal context analysis outlines the imperatives of the business, as well as the Life of Mine.

This area also emphasises the SLP as it serves as a guide to maintaining our license to operate. The SLP process is shaped extensively by two imperatives – namely that communities are directly involved in the SLP creation process (through the municipality engagements) and that the SLP development process pays more attention to collaborative regional development, enabling various mining players to collaborate and create impactful projects and initiatives together, rather than each tackling such initiatives in isolation.

In planning, monitoring, evaluating, and updating stakeholder engagement activities, it is worth considering the social dynamics, significant recent socio-economic and political developments, highlights and learnings of recent engagement and stakeholder feedback received through the 2021 Stakeholder Perception Survey (SPS) and other means. The external context outlines the activities in the external stakeholder engagement space. The detail is also derived from the community perception surveys that the mine conducts with its stakeholders in an attempt to update the Stakeholder Engagement Plan. The external context analysis also takes into consideration the positioning of the brand. The areas covered in the external context include the following:

- Political and governance context
- Social context
- Civic engagement
- Perceptions of Sishen mine
- Summary of recent engagement
- Insights from Grievance Procedure
- Key issues

3.13.5 Impact management

Sishen mine is committed to managing its impacts on stakeholders within its Aol. The 2021 SPS provides two useful lenses to assess the effectiveness of this impact management. When completing the survey, stakeholders were asked to indicate which impacts of Sishen mine they consider the ones that matter the most. Secondly, they were asked to indicate their perceptions of the performance of Sishen mine on each of the impacts. Starting with importance, five impacts/factors received an importance rating of above 75, namely Sishen mine's response to Covid-19, upskilling of youth, impact on drinking water, provision of recreation opportunities for the youth, responsible water management and impact on local employment.

Figure 34: Stakeholder map as per Stakeholder Engagement Plan of Sishen mine

CAT 1_ Aol communities	CAT 2_ Community and faith-based organisations	CAT 5_ Government sector departments	CAT 7_ Workforce
1.01 Babatas*	2.01 CBOs specialising in Health and Community wellbeing	5.01 NC Dept of Basic Education/ Local public schools	7.01 Group Protection Services
1.02 Deben	2.02 CBOs specialising in Education	5.02 NC Dept of Health/ Local hospital management and clinics	7.02 Kumba SIB and Project Koketso
1.03 Diepkloof*	2.03 Faith-based organisations	5.03 NC opt Social Development	7.03 Sishen employees
1.04 Dikloung	CAT 3_ Local Government and Traditional Leaders	5.04 NC Co-operative Governance, Human Settlements and Traditional Affairs	7.04 Sishen mine contractor employees
1.05 Welgelee*	3.01 JTG DM	5.05 NC Premier's Office	7.05 Contractor Companies
1.06 Kathu	3.02 Gamagara LM	CAT 6_ Pressure groups	7.06 Trade Unions
1.07 Dlifantshoek	3.03 Ga-Segonyana LM	6.01 IGT political parties	CAT 8_ Private security and law enforcement agencies
1.08 Mapoteng*	3.04 Joe Morolong LM	6.02 GCCI	8.01 SAPS (incl. K9)
1.09 Siyathemba*	3.05 House of Traditional Leaders	6.03 JTG business forums	8.02 POPS
CAT 1_ Labour sending communities	CAT 4_ Regulatory authorities	6.04 Youth/ unemployment forums	8.03 Traffic authorities
1.10 Communities in Ga-Segonyana	4.01 DMRE	6.05 Residential pressure groups	8.04 Sishen Private Security Service Providers
1.11 Communities in Joe Morolong	4.02 Dept Labour	6.06 Siyathemba Post Resettlement Working Group	CAT 9_ Agricultural community and water concerned stakeholders
CAT 1_ Systemic vulnerable subgroups	4.03 Dept of Water and Sanitation	6.04 Local media	9.01 Sishen mine impacted farmers
1.12 NEETs	4.04 Dept Agriculture, Environmental Affairs, Rural Development, and Land Reform (NC Prov)		9.02 JTG Agricultural Forum
1.13 Orphans	4.05 MQA and other SETAs		9.03 Tshiping Water Users Association
1.14 Grant dependant elders	4.06 PSIRA		9.04 Farming community (not impacted by Sishen mine)
1.15 People living with disability	4.07 Mineral Council of South Africa		9.05 Agri NC
1.16 Host community adults with no schooling			9.06 Sedibang Water
1.17 Female headed households			9.07 Dingleton relocated livestock owners
			CAT 10_ Local business
			CAT 11_ Partners in Social Development

3.13.6 Impact of Covid-19 on engagements & consultations

The disruption in business activities due to Covid-19, with the continuous surges and discovery of new strains of the virus, inevitably had a severe and lasting ripple effect on the business. Not only did Covid-19 negatively impact our business, but it also impacted negatively on our stakeholders, our stakeholder relationships and our community in general. Besides the financial impact that Covid-19 brought about in an already severely poverty-struck community, this was not the only challenge we faced. Delivery of projects in our communities was delayed, and stakeholder engagement was almost impossible as face-to-face engagements were prohibited in most instances.

However, restrictions were reduced during the 2021 financial year, but engagements remained one of our biggest challenges.

3.13.7 Consultations with municipalities and traditional leaders

In preparation for the SLP 3 (2022-2026) documents, consultation took place with stakeholders from Gamagara, Ga-Segonyana and Joe Morolong regarding current and future needs in socio-economic development. The traditional leadership of JTG was also consulted.

3.13.8 Trail of stakeholder engagement with municipalities

Municipality	Period	Purpose	Outcome
Gamagara	March 2021 to 6 October 2022	SLP consultations	Approval of projects for SLP
Joe Morolong	24 June 2022	SLP consultation	Approval of projects for SLP
Ga - Segonyana	24 June 2022	SLP consultation	Approval of projects for SLP

Interested and affected parties considered during engagements include:

- Local communities
- Local municipalities,
- NGOs,
- Indigenous groups
- Government sector departments
- Traditional leadership in JTG Municipality



The consultation happened in face-to-face workshops held in 2021:

Out of these workshops, task teams have now been formed, and valuable input derives from these community teams. They now form an integral part of project co-creation, aligned with Community Expectations, Municipal Development Plans and the Sishen mine SED plan.

3.13.9 Learnings from SLP2

Changes in municipal management - Municipal managers are vacating their positions, or new municipal managers are occupying their positions in the middle of SLP consultations or when SLP consultations have been finalised, affecting the planning and implementation of LED programmes. The lesson learnt is to ensure that consultations take place with the municipal managers, their respective IDP and LED directors/managers. All decisions or points agreed upon should be documented to ensure future reference or paper trail.

Supply Chain processes - Sector government departments, municipalities and Sishen mine have their supply chain processes. Lack of understanding and alignment on the processes by all caused unnecessary frustration in most instances. Lessons learnt is to bring all the relevant supply chain teams together whenever a need for supply chain action is needed, e.g. tendering or demand local suppliers. This eliminates any uncertainty or queries on supply chain matters.

Prolonged implementation of projects - One project being implemented over a longer period due to finance available per annum. The lesson learnt is proper design and planning of the project from the onset. The financial requirements of each project should be pre-determined to ensure project implementation within a desirable period without compromising quality and incurring additional costs.

Legal documents - Signing of legal documents, e.g., memorandum of agreements and service level agreements, is key to binding all parties to their commitments, responsibilities and accountabilities. The documents also safeguard either parties or all involved against allegations of unwanted acts such as corruption, discrimination or litigations.

Local employment - Empowering local communities by creating or supporting jobs during project implementation is vital to curb the systemic high unemployment rate in the JTG district.



3.13.10 Sishen mine five-year LED commitment

Sishen mine engaged extensively with the three local municipalities to compile a five-year plan aligned to our Sustainable Mine Plan and priority elements as identified through engagements. This five-year plan aims to make meaningful contributions to our host communities and major labour-sending areas and create sustainable benefits for the communities. The five-year plan is captured in the table below:

Project	Community	Project phase	Year of implementation					Total
			2022	2023	2024	2025	2026	
TOTAL FIVE-YEAR PLAN			63,455,196	114,600,000	116,024,462	103,122,502	66,640,218	463,842,378
GAMAGARA MUNICIPALITY			11,000,000	54,100,000	34,000,000	17,000,000	27,000,000	143,100,000
COMMUNITY DEVELOPMENT			-	-	10,000,000	4,000,000	-	14,000,000
Construction of ECD centres	Mapoteng, Dibeng	Concept				4,000,000		4,000,000
Youth service centres	Kathu	Concept			4,000,000			4,000,000
Establish a level 1 casualty facility	Kathu	Concept			6,000,000			6,000,000
POVERTY ALLEVIATION								
ENTERPRISE DEVELOPMENT			6,439,234	35,000,000	36,050,000	37,122,502	29,640,218	144,251,954
Supplier Development	Sishen	Implementation	2,618,942	7,875,000	8,111,250	8,345,588	8,605,226	35,556,066
Enterprise Development	Sishen	Implementation	2,036,955	6,125,000	6,308,750	6,498,013	6,692,953	27,661,671
Capacity building of SMIME	Sishen	Concept	156,731	6,125,000	6,308,750	6,498,013	6,692,953	25,781,447
SAICA Financial Excellence Programme	Sishen	Concept	531,272	7,875,000	8,111,250	8,354,588	R 8 605 226	24,672,110
Youth Development in Hospitality and Tourism Training	Sishen	Implementation	1,095,334	7,000,000	7,210,000	7,426,300	7,649,086	30,380,720
INFRASTRUCTURE PROJECTS			11,000,000	54,100,000	24,000,000	13,000,000	27,000,000	129,100,000
SANITATION			6,000,000	31,100,000	24,000,000	24,000,000		61,100,000
Construction of internal sewer network 797 households (Phase4)	Dibeng	Implementation	5,000,000	11,100,000				16,100,000
Refurbishment of old plant 3.5 ML Kathu Waste Water Treatment Works	Kathu	Feasibility		5,000,000				5,000,000
Construction of gravity flow Sewer network to eliminate Mapoteng sewer pump station	Mapoteng	Design stage	1,000,000	10,000,000	9,000,000			20,000,000
Upgrading of Sewer pump stations	Mapoteng	Feasibility			15,000,000			15,000,000
Replacement of existing utility hole covers with lockable utility holes	Kathu	Feasibility		5,000,000				5,000,000
WATER			3,000,000	3,000,000				6,000,000
Construction of 2x4.5 ML Reservoirs and 1.8 ML Elevated tower	Sishen /Mapoteng	Feasibility	3,000,000					3,000,000
Refurbish Mapoteng Reservoir	Mapoteng	Feasibility		3,000,000				3,000,000
Construction of 2x4.5 ML Reservoirs and 1.8 ML Elevated tower	Sishen/Mapoteng	Feasibility						
ELECTRIC			2,000,000	18,000,000				20,000,000
Refurbishment and Upgrade of Industrial Substation	Kathu, Olifantshoek	Feasibility	2,000,000	18,000,000				20,000,000
Construction of New 10 MVA Substation in Olifantshoek	Olifantshoek	Feasibility						



ROADS AND STORMWATER		2,000,000	13,000,000	27,000,000	42,000,000		
Construction of stormwater drainage through the existing cemetery	Dibeng						
Upgrading of Mapoteng roads	Mapoteng						
Upgrading of internal main gravel roads	Dibeng	2,000,000	9,000,000	9,000,000	20,000,000		
Construction of a new 3.6km stormwater channel along Frikkie Meyer Road	Kathu		1,000,000	4,000,000	5,000,000		
Resealing of 2.6km Hendrick van Eck	Kathu		1,000,000	4,000,000	5,000,000		
Reseal 3.6 km of Frikkie Meyer Road	Kathu		1,000,000	7,000,000	8,000,000		
Resealing of 1.9km Ian Fleming Road	Kathu		1,000,000	3,000,000	4,000,000		
Ga-Segonyana Municipality		2022	2023	2024	2025	2026	Total
Project name	Community	20,015,962	45,974,462	40,000,000	105,990,424		
Construction of road: Bathlaros to Klein Nelra	Bathlaros	20,015,962					20,015,962
Kuruman Bus and Taxi rank	Kuruman		45,974,462		40,000,000		85,974,462
Joe Morolong Local Municipality		2022	2023	2024	2025	2026	Total
Project name	Community	26,000,000	25,500,000	0	9,000,000	10,000,000	70,500,000
Construction of Churchill Klein nelra road	Klein Nelra	26,000,000					26,000,000
Dithakong Bulk water refurbishment	Dithakong		4,500,000				4,500,000
Construction of internal roads Churchill and Esperanza	Churchill		7,500,000				7,500,000
Gamorona Ditshepeng water supply	Gamorona		4,500,000				4,500,000
Refurbishment of Heuning vlei Bulkwater scheme	Heuningvlei		4,500,000				4,500,000
Refurbishment of Laxley Water supply	Laxley		4,500,000				4,500,000
Refurbishment of Loopeng water supply	Loopeng				9,000,000		9,000,000
Construction of Roads from Mantu to Bathlaros	Mantu					10,000,000	10,000,000

3.14 HOUSING AND LIVING CONDITIONS: REGULATION 46 (c) (v)

This section reflects on plans for the next five years, 2022 to 2026, to address the housing and living conditions of Sishen mine employees.

3.14.1 Employee housing and living conditions

Based on the supplementary housing survey done in 2019, and to bring the housing policy in better alignment with the Housing and Living Conditions Standard for South African Mining and Minerals (2019), Kumba Iron Ore/Sishen mine is in the process of transforming its current housing policy.

The focus of the transformed policy is the promotion of home ownership across Kumba, in line with employee aspirations, company requirements and the new housing component of the MPRDA. The policy aims to support eligible employees to access safe, decent, and affordable rental accommodation at work and become home owners. It applies to:

- Permanent employees appointed in the Bargaining category.
- Permanent employees appointed in the Non-Bargaining category whose positions are graded in the Global Grading Framework, as Band 8 – Band 5 (GBF8 – GBF5). For the policy, such employees are specifically defined as:
 - Permanent employees working at Kolomela or Sishen mines in positions graded GBF8 – GBF5; and
 - All other permanent Non-Bargaining category employees in positions graded GBF6.11 and below.

Any other employee who occupies a company-provided rental accommodation will be affected by the rental adjustments.

The objectives of the policy are to:

- Promote a decent standard of accommodation at work for employees.
- Facilitate home ownership generally but particularly in the towns and traditional areas proximate to Sishen mine.
- Regulate housing benefits to employees.



The positive results of increased focus on home ownership in the Gamagara LM will be increased income through taxes, service fees, and more effective utilisation of services.

The policy will be gradually phased in. Kumba employees will be engaged directly on the implication for them and what opportunities are available to them. A communication and implementation strategy are currently being rolled out to ensure our employees are comprehensively and timeously informed on the impending policy, with an effective launch date of 1 January 2022.

Engagement with organised labour is taking place on an ongoing basis.

3.14.2 HIV and Aids

Sishen mine's HIV and Aids Disease Management Programme focuses on prevention, treatment, care, and support and provides services to employees, contractors, family members and the broader community. Concerning the workplace programme, prevention initiatives include health education and promotion, condom distribution, post-exposure prophylaxis and general health risk screening, which includes voluntary counselling and testing (VCT) and screening for TB. The company started offering VCT as early as 2004, and over the years, access to testing services has been enhanced through wellness campaigns, medical surveillance and primary healthcare services. VCT has now been entrenched as part of routine health risk screening. Sishen mine consistently reports high VCT participation in the region of 90% for permanent employees and core contractors.

A not-for-profit organisation entirely manages the delivery of community-related prevention, treatment, care and support services – UGM primary health services governed by a memorandum of understanding signed with the Department of Health. The town's UGM Wellness clinic collaborates closely with surrounding public health clinics. Individuals registered on disease management are closely monitored on an ongoing basis.

3.14.3 Covid-19 pandemic

The beginning of the pandemic saw Sishen mine partnering with other mines in the area to support the Department of Health in combating the spread of the virus. The contribution made by the mine did not only benefit mine employees but the community as well. The resources provided by the mine included PPE, medical equipment, and medication. Two facilities were made available for the Department of Health to use as isolation and quarantine centres. Both mine employees and community members had equal access to the facilities. A fully equipped laboratory was set up and staffed with personnel to conduct Covid-19 testing on the collected specimens. This greatly assisted in early confirmation of the viral infection, allowing isolation, quarantine and contact tracing to be done in time. The University of Pretoria partnered with Sishen mine in a community-orientated programme that brought clinical associates to assist in Covid-19 screening, testing, patient follow-up and contact tracing in the community. The mine also strengthened its emergency medical services by procuring three more ambulances to further assist the community in transporting patients in need of emergency medical care.

Sishen mine continues to be at the forefront of rolling out the Covid-19 vaccine to both mine employees and community members. Johnson & Johnson and Pfizer vaccines were procured and administered in partnership with the Department of Health. The vaccination site set up within the mine's premises and approved by the Department of Health has enabled mine employees, their dependents, and community members to be vaccinated. This has significantly assisted in the uptake of the vaccine in the area. Sishen mine continues working closely with the Department of Health to fight the Covid-19 pandemic.

3.14.4 Community-oriented primary care

Sishen started implementing the Community Oriented Primary Care (COPC) programme in 2020, in partnership with the University of Pretoria, focusing on preventing the spread of Covid-19. In 2021, the focus was extended to vaccination services within the operation, at established sites in host communities, and through an outreach programme extending beyond our area of influence in the Northern Cape. We also expanded the programme to include comprehensive community primary health care services, which will continue to be rolled out until 2026. The following are the objectives:



- Better management of chronic diseases by identifying undiagnosed health risks and related problems in homes and facilitating early management of health issues.
- Improving medication compliance and prevention.
- Empowering communities, enhancing family health, increasing awareness and individual ownership of healthcare.
- Reduced the need for people to travel to and from formal healthcare facilities, easing the burden on an already-stretched state healthcare system.

This community-based service is delivered by approximately 270 trained Community Health Workers (CHW), professionally supported by six clinical associates, and supporting 18 public clinics. Activities include household assessments, local institutional analysis and mapping, care coordination, and CHW empowerment. Focus areas in the JTG District will include teen pregnancy and antenatal care and clinic operational manager support.

3.15 REG 46(c)(vi) PROCUREMENT PROGRESSION PLAN

3.15.1 INTRODUCTION

Inclusive procurement is a Kumba strategy to position our host communities as key stakeholders and business service providers at our mines through robust development and revolutionary business models that contribute to the living mine. Socio-economic development is at the forefront of creating thriving communities that continue to grow beyond the Life of Mine.

The Inclusive Procurement Policy summarised:

Its goal is to create a more inclusive Supply Chain that generates shared and sustainable prosperity for suppliers in the host communities by:

- Committing to choosing local workers, businesses, products and services, involving black-owned, women-owned and youth-owned entities from host communities, wherever possible.
- Creating mutually beneficial socio-economic relationships with local and host community-based businesses.

- Providing transparency into the pipeline of sourcing events to enable fair participation and accessibility to procurement opportunities for host communities and local suppliers to supply goods and services to our operations across the mining value chain.
- Focus on supplier development aimed at unlocking the potential of our host communities and local suppliers by highlighting opportunities where they may partner with other existing and/or more experienced suppliers to enable growth in capability and capacity, thus stimulating business growth and job creation.
- Exploring ways to understand and minimise barriers of entry for host communities and local businesses to be included in our Supply Chain, always keeping governance and compliance requirements in mind.
- Developing relationships to be considered a trusted corporate leader by stakeholders, including government and industry, to be afforded participation in shaping and developing local and national policies and regulations in our sector.
- Fostering partnerships with other industry players/peer operators to create shared value and support economic activity.

3.15.2 Sishen 2021 inclusive procurement feedback – learning from SLP 2

The focus is for companies in Sishen mine's zone of influence to conduct meaningful business also in the core services in the mine. That was followed by their holistic business development to widen their customer base beyond Sishen mine.

Recent appointments that attest to the intent of including our host community suppliers in the core business functions include:

1. A 4,5-year Lyleveld South mining contract to mine 3 to 3.5 million tons per annum is currently being approved to be awarded to a 100 % localised and broad-based BEE mining company.
2. A 5-year contract for people transport is currently being approved to appoint 100% localised and broad-based BEE transportation companies.

Sishen's inclusive procurement spent year-to-date is R2,495 billion (35% of discretionary spend) achieved from December 2021 with 308 host community suppliers.



Sishen mine aims to increase its localised procurement spend every year. The 2021 target for the mine was to spend R2 billion on goods and services procured from BEE companies based within communities local to Sishen and Kolomela mines. This amount will increase annually according to the numbers below, indicating the commitment for the next five years.

MINING GOODS					
	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
<i>Mining Goods procurement spend</i>	70%	73.5%	77%	80.5%	84%
<i>HDP Owned and Controlled entities</i>	21%	22%	23%	24%	25%
<i>Women¹ or Youth owned and controlled enterprises (51% and more)</i>	3%	3.5%	4%	4.5%	5%
<i>BEE Compliant Companies</i>	46%	48%	50%	52%	54%

MINING SERVICES					
	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Spend from South African companies, split as follows:	80%	81%	83%	84%	86%
<i>HDP Owned and Controlled entities²</i>	50%	51%	51%	51.5%	52%
<i>Women owned and controlled enterprises (51% and more)</i>	15%	15%	15.5%	15.5%	16%
<i>Youth owned and controlled enterprises (51% and more)</i>	5%	5%	5.5%	5.5%	6%
<i>BEE Compliant Companies³</i>	10%	10%	11%	11.5%	12%

Table 34: Five-year procurement target

Year	2022	2023	2024	2025	2026
Projected localised spend	R2 billion	R2.2 billion	R2.3 billion	R2.4 billion	R2.5 billion

SISHEN MINE INCLUSIVE PROCUREMENT APPROACH

Sishen mine's approach to inclusive procurement continues to focus on diversification of the supply chain base to drive inclusivity with emphasis on procurement from BEE compliant, 51% Black Owned (BO), Black Women Owned (BWO) companies as well as SMMEs. We will achieve this through the following:



- Established engagement routines with local SMMEs, business forums and Sishen mine contractors.
- Improving transparency of our procurement processes and opportunities for local SMMEs.
- Enhancement of growth through our Supplier Development Programme (SDP) in partnership with Anglo American Zimele.
- Established a technical enabled team to aid SMMEs in administrative, financial, managerial, and technical abilities.
- Effectively crafted programmes to foster inclusive procurement participation by youth and women-owned enterprises.
- Engagement with large Original Equipment Manufacturers (OEMs) and non-BEE compliant suppliers to transform and include SMMEs in their supply chain opportunities.
- Unbundling of large contracts to provide opportunities for local and transformed partners.
- Actively driving initiatives for local alternative components/spare suppliers and encouraging our suppliers towards locally sourced or manufactured goods.
- Established strategic partnership with our Sishen socially material contracts to execute skills development and feasibility for host manufacturing opportunities.

The above activities reaffirm our commitment to catalysing socio-economic development and job creation (indirect) to create thriving and healthy communities.

3.15.3 PREFERENTIAL PROCUREMENT OBJECTIVES ALIGNING TO MINING LEGISLATIVE REQUIREMENTS

The Sishen mine Procurement Plan is executed under South Africa's mining legislation and supports meaningful participation in the Broad-based Socio-economic (BBSE) transformation of the country.



3.15.4 CURRENT STATUS OF BEE PROCUREMENT SPEND BY SISHEN MINE

The figures set out below reflect January to December 2021 BEE spending on Sishen mine:

Table 35 Current status of procurement spend

70% discretionary spend for mining goods procurement on South African manufactured goods:	SLP II target	Kumba Year 3 (2021) plan	2021 YTD Dec Actual
<i>HDP owned and controlled entities (51% and more)</i>	21%	25%	43.60% (R1,04bn)
<i>Women or youth owned and controlled enterprises (51% & more)</i>	5%	3.50%	6.10% (R0,15bn)
BEE compliant companies (greater than 25%)	44%	48%	77,6% (R1,85bn)

80% of discretionary spend from South African companies:	SLP II target	Kumba Year 3 (2021) plan	2021 YTD Dec Actual
<i>HDP owned and controlled entities (51% and more)</i>	50%	50%	94.0% (R2,83bn)
<i>Women-owned and controlled enterprises (51% and more)</i>	15%	7.5%	39,7% (R1,19bn)
<i>Youth-owned and controlled enterprises (51% and more)</i>	5%	3%	13,2% (R0,40bn)
BEE compliant companies (greater than 25%)	10%	25%	110,2% (R3,31bn)

3.15.5 SMME development

Sishen mine is getting support from Anglo American Zimele to meet the Enterprise and Supplier Development (ESD) objectives. Since the inception of its new strategy in 2018, Zimele has created market linkages valued at R1.97 billion, supported through 784 contracts and purchase orders across all Anglo-American business units in South Africa. For Sishen, this value stands at R172 million, achieved through 26 contracts and purchase orders.

ESD objectives will be implemented through Zimele and its strategic implementation partners, such as TechnoServe (mentoring and coaching), Absa (loan funding administration) and Summit (youth development and training). Assistance comes from training/mentoring and financial assistance where required. Zimele also strongly focuses on developing youth and assisting with access to markets for entrepreneurs under development.



The ESD programme is entrenched in inclusive procurement and category strategies to ensure the development of suppliers and enterprises that can operate independently and sustainably.

Zimele has registered 230 beneficiaries from Sishen host communities in the three pillars of the programme, with 57% women and 77% youth participation. Women comprise at least 46% of programme beneficiaries participating in the supplier and enterprise development programmes. Zimele has supported 1,048 jobs at Sishen, with at least 143 newly created jobs. Zimele has targeted to support 1,847 jobs at Sishen's host communities by the end of 2023 and to enrol 480 beneficiaries into its programmes from these communities.

Zimele will continue to offer loans at 6% interest rate through Absa in support of any Kumba inclusive procurement contracts and Purchase Orders valued at more than R250,000. The partnership with Absa has a co-funding option on loan applications above the Zimele limit of R5 million per applicant.

In addition to providing loans and co-funding with Absa, Zimele is facilitating larger loan transactions, where there is a major procurement shift towards our host community suppliers. Zimele plays a leading role in bringing together and integrating Supply Chain, inclusive procurement, funders such as the Industrial Development Corporation and Absa and technical enablement service providers that provide financial and non-financial support to our suppliers.

Zimele will continue to target low-spend areas such as Gamagara, Joe Morolong and Kgatelopele regions to increase the participation of beneficiaries from these host communities in the Enterprise Development Programme. This is done in collaboration with various relevant community structures, business forums and the inclusive procurement team.

Zimele has brought on additional specialist partners to strengthen the identified core business and technical skill gaps. These include:



- **SAICA ED** to offer its Financial Excellence programme, which will provide qualified Chartered Accountants as financial coaches to host community SMMEs and offer free bookkeeping services for 12 months through these CAs. About 30 suppliers are targeted to be supported by the end of 2022.
- **Tjeka Training Matters** offers construction and project management technical training and coaching. About 60 suppliers are targeted to be supported in 2022.
- **Caliba** will offer procurement and tendering training, targeting about 60 suppliers in 2022.

Zimele continues to focus on job-centric training of youth for placement into specific tourism, hospitality and retail. We also bring on technical artisan training partners for target youth training that can be placed with our SMMEs.

In partnership with Summit, which offers tailored skills development programmes, Zimele has initiated a demand-led training programme for the retail sector aimed at unlocking employment opportunities within the sector for youth in our host communities.

The proof-of-concept phase of the initiative targets about 200 youth from Sishen (Gamagara LM) for entry-level retail occupations that include check-out controllers, sales assistants, credit controllers, and storeroom persons.

The training is SAQA recognised, with programme participants gaining NQF Level 2 or 4, depending on their course.

The mine also aims to develop SMMEs through a business readiness programme. The programme intends to build an SMME pipeline to be ready to participate in the localised procurement programme.

3.15.6 ACTIONS TO ACHIEVE PROCUREMENT TARGETS

NO	STEPS	TIMELINE
1.	Ensure that entrepreneurs are aware of the vendor portal where they need to register their business on the website (www.ariba.com) to become a potential supplier.	2022 – 2026
2.	Ensure that the list of potential suppliers is distributed to Supply Chain teams every month to consider entrepreneurs for opportunities.	Continuous
3.	Maintain a list of localised suppliers and share monthly with Supply Chain teams.	Continuous
4.	Ensure that the current supplier information on the vendor database is correct to ensure spend tracking towards localised suppliers is correctly measured and reported.	Continuous
5.	Use the potential and localised supplier databases to identify which businesses require development and support. During cross-functional meetings with the Sustainable Development department, we will also discuss how to assist/capacitate these businesses.	Continuous
6.	Continuous engagement with the local community to understand what businesses can render goods and/or services to the mine.	Continuous
7.	Regular engagement sessions with the local community via SMME forums and Business Forum meetings.	Continuous
8.	Track and measure supplier development initiatives towards localised suppliers.	Continuous
9.	Drive implementation of the Preferential Procurement Policy to ensure increased spend towards localised suppliers whilst ensuring compliance.	Continuous
10.	Set reporting standards for measuring spend towards localised suppliers.	Continuous



SECTION 4: MANAGEMENT OF DOWNSCALING AND RETRENCHMENT-REGULATION 46(d)of the MPRDA Act (D)

4.1 INTRODUCTION

Guided by the current legislation and aligned with trade union agreements (in accordance with the Retrenchment Policy), SIOC will enter into an agreement with the relevant union(s) and non-affiliated groupings on the management of retrenchment and downscaling at Sishen mine.

The parties will agree to the following:

- Prevent or minimise job losses and a decline in employment through turnaround or redeployment strategies, and seek alternative solutions to the threats to job security and potential measures to prevent a decline in employment.
- Promote a new culture of self-employment and self-maintenance aimed at improving access to employment opportunities for those that become unemployed.
- Seek to improve the quality of life of all retrenched employees and the affected communities.
- Promote ongoing discussions between Sishen mine, the union(s) and other relevant parties regarding any problems and challenges experienced by either of the parties and about possible alternative job creation projects.
- Jointly and openly discuss issues that concern the employees' future, and jointly structure and implement potential solutions to job losses.
- Jointly engage in strategic planning, deployment or other appropriate strategies that affect jobs and evaluate progress regularly.

4.2 ESTABLISHMENT OF THE FUTURE FORUM - REG 46 (d) (i):

Sishen mine established a Future Forum with all affected stakeholders on 2 September 2009. It consists of representatives of the employees through their unions, both directly employed and employed by contractors and Sishen mine management. The members of the Future Forum consist of the following representation:

- Manager finance & supply chain
- Manager corporate affairs and social performance Sishen mine
- Employee relations manager
- Recognised organised labour representatives
- Manager: HR



The forum meets quarterly and focuses on broader issues, such as:

- Employment equity
- Skills development
- Portable skills development
- Women in core mining
- Management development programmes
- Health and wellness programmes
- Community skills development
- Local economic development
- Community engagement plans
- Preferential procurement
- Update about business performance

The constitution and the terms of reference of Future Forum will be revised and updated to ensure that the relevant stakeholders form part of the Future Forum.

4.3 MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT: REGULATION 46 (d) (ii)

4.3.1 Consultations

Sishen mine conducts constructive consultation with employees should the company contemplate the dismissal of any employee(s) for reasons based on operational requirements, as required by section 189 (1) of the LRA. Sishen undertakes to:

- Consult with all parties as required by trade union agreements.
- Consult with affected employees and or groups.
- Seek and attempt to reach consensus with consulting parties on appropriate measures to avoid dismissals, minimise dismissals, change the timing of dismissals and mitigate the adverse effects of dismissals;
- Seek and attempt to reach consensus with consulting parties on the method for selecting the employees to be dismissed and the severance packages for dismissed employees; and
- Provide consulting parties with written information as per the requirements of the Labour Relations Act.



4.4 MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED REGULATION 46 (d) (iii)

4.4.1 Consultations

Sishen mine seeks to reach consensus with consulting parties on appropriate measures to address the adverse effects of dismissals where job losses cannot be avoided and optimise severance packages for dismissed employees.

4.4.2 Notification to the Minister of Mineral Resources

The Minister of Mineral Resources will be notified as required by Section 52 of the Act, where retrenchment of 500 employees or 10% of the labour force, whichever is the lesser, is to take place in any 12 months; and to the Minister of Labour if retrenchment of 500 employees or 10% of the workforce, whichever is the greater, is contemplated.

4.4.3 Implementing section 189 of the Labour Relations Act, 1995

The company is committed to complying with the provisions of the LRA as amended and Codes of Good Practices on dismissal based on operational requirements whenever retrenchments of employees are contemplated. In compliance with the Minister's directive, the following legislative processes will be taken:

- When initiating a retrenchment process, the parties will jointly notify the Board of the situation at the mine, and Sishen mine will provide the required information to this board.
- Sishen mine and/or all affected parties will comply with the ministerial directive that may be issued in respect of this process.

Sishen mine had no forced retrenchments during the last five years and did not foresee any forced retrenchments in the short term. Section 189 of the LRA will regulate the retrenchment processes to be followed should such a process occur.



4.4.4 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided

During Sishen mine's planned Life of Mine all efforts will be made to prevent job losses. Initiatives will include, but will not be limited to, the following:

No	Measure \ Actions	By When
1	Suspension on external appointments;	Pre downscaling
2	Moratorium on all new and / or renewal of contracts with external contractors;	Pre downscaling
3	Suspension of employment of temporary staff where permanent jobs can be prolonged;	Pre downscaling
4	Involvement of key stakeholders to look at ways and strategies to eliminate working costs (excl labour) to ease the financial burden on operation;	Pre downscaling
5	Offering voluntary separation packages to those employees who wish to do so and feel secure to seek alternative employment or means of income in the area or elsewhere;	Pre downscaling
6	Offering early retirement packages for employees who have been in the employment by the company for an extended period and are near the retirement age range;	Pre downscaling
7	Redeployment in other group operations where possible;	Pre downscaling
8	Limitation of excessive overtime;	Pre downscaling
9	Revision of shift configurations, e.g. continuous operations;	Pre downscaling
10	Eliminate or reduce work outsourced to contractors on-site where full-time employees can perform it;	Pre downscaling
11	Creation of post-mine employment where job losses cannot be avoided by ensuring social and economic aspects are fully considered through the implementation of a comprehensive Local Economic Development Programme;	Pre downscaling
12	Diversification of the skills base of employees affected by retrenchment through a comprehensive portable skills programme which shall include skills programmes aligned with alternative sectors, e.g. plumbing, carpentry, agriculture etc.	Ongoing

Sishen mine will confer through the Future Forum and in consultation with the appropriate local municipality representative body, such as the Local Economic Development Forum, the IDP Representative Forum, and all other appropriate forums which may exist at that point in time on all aspects of the downscaling or closure of Sishen mine. The applicable provincial and/or national government department(s) will also cooperate in developing infrastructure and help establish an appropriate environment that will enable employees to create or access post-mine employment.

4.4.5 Communicating possible retrenchments

Through SIOC Communications and Industrial Relations Departments, a strategy exists to address the following:

- **Informing employees of possible retrenchments**
Employees will be notified through levels of effective communication sessions by senior management.
Continuous information sessions will be in place to address employees when potential retrenchments might come into effect, taking cognisance of the sensitivity of these issues.
- **Informing other affected parties (labour-sending areas, municipalities, etc.) of the possible retrenchments at the operation;**
Parties, as mentioned above, will be addressed through the Future Forum in line with SIOC external communication strategies.
- **Informing outside parties (media, etc.) of the possible retrenchments at the operation**
Parties mentioned above will be addressed through SIOC head office in line with company protocol and in line with SIOC external communication strategies.

These are agreements in place between SIOC and employee representative unions

4.5 MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUAL, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE MINE IS CERTAIN: REG 46 (d) (iv)

4.5.1 Assessment and counselling service

Sishen mine understands that any retrenchment process adversely affects employees and their extended households. Sishen mine will implement Employee Assistance Programmes (EAPs) to support affected employees during such time. Employees who the company retrenches will, where possible, practically and reasonably be offered basic life skills, financial life skills and counselling services to lessen the effects of retrenchments.



A nominated service provider will provide training and other services. All the above services will be available for a duration set by the company and will be entirely voluntary. Sishen mine will bear all costs of such training and counselling services to take the further financial burden off those affected employees.

In addition, Sishen mine, in consultation with the relevant stakeholders, will implement the following:

- Psychological counselling and financial services.
- Portable skills training interventions.
- Comprehensive self-employment programmes.
- In conjunction with the Department of Labour, facilitate the completion of UIF claim forms at Sishen mine premises.

4.5.2 Comprehensive self-employment training programmes and portable skills

Sishen mine will consider various interventions that will mitigate the adverse effects of any retrenchment of employees.

These measures shall include but will not be limited to the following:

- Through the implementation of its Human Resources Development practices pertaining to portable skills, Sishen mine will ensure that all employees are equipped with those skills to capacitate them to seek and be preferred candidates for alternative employment.
- Ensure training offered to employees are relevant to the needs of the region.
- Conduct a comprehensive skills audit of the affected employees.
- Develop learnership programmes aligned to the interests of the affected employees and the current and forecast skills requirements for the region.
- Implement accredited learnership programmes.
- Liaise with other companies in the area regarding employment opportunities.
- Employees to be retrenched by the employer will be offered basic life skills, financial skills, SMME training and training related to the economic sectors in the region where poverty eradication opportunities can be achieved.
- Mechanisms and procedures for skills training on retrenchment. Training shall be limited to the relevant disciplines available for a limited period and to a fixed amount, to be determined by the employer in consultation with the consulting parties/affected employees after the date of retrenchment.



- Affected employees will be remunerated in line with SIOC and trade union agreements and the Retrenchment Policy. This includes severance packages, outstanding leave pays, retirement funds and all outstanding amounts due to the employee. This will ensure that employees have some financial assurance in the case of downscaling.

This process will ensure that retrenched employees are more marketable and can capitalise on current and emerging employment or business opportunities within the local labour and business environment.

4.5.3 Comprehensive training and re-employment programmes

To avoid and lessen the effects of job losses, Sishen mine will make utmost attempts to ensure that retrenchments will be the last resort in the case of downscaling operational activities. These efforts and initiatives shall include but not be limited to the following:

- Comprehensive training plans and strategies as discussed in section 6.5.2. above, and other strategies to mitigate job losses during the Life of Mine of Sishen.
- The resource information based on the Mine Works Programme indicates that Sishen mine has an 18-year operational lifespan. This downscaling is associated with the reduction in operational activities as the economically viable resource diminishes.
- Assuming that no additional economically viable resources are available, Sishen mine will implement the necessary mechanisms to lessen the social and economic impacts on employees and local communities, as outlined in the table below:



Main Activities	Indicator	Timeframe
<p>Sishen mine will assist affected employees through the following:</p> <ul style="list-style-type: none"> - Alternative employment Should alternative employment at a level (one level/grade) lower be available, the employer may protect the salary and conditions of the affected employee or redeployment within the SIOC Group or the Anglo American Group. <p>Selection criteria will be consulted with parties as prescribed by law. The selection criteria will be objective and fair and applied in all cases of retrenchment. The criteria may include the following factors; length of service, skills, qualifications, performance, attendance, experience, succession planning and disciplinary records.</p> - Time off to seek alternative employment An affected employee may be given paid time off, where possible, to find alternative employment if the employee cannot be released in the final month of service. 	<p>Number of jobs saved</p> <p>Number of affected employees not retrenched and still in the employment of the company</p> <p>Number of employees finding alternative employment</p>	
<p>Stimulate job creation for local and provincial areas; Sishen mine will:</p> <p>Consider the feasibility of initiating or expanding rural development schemes and local development interventions that foster job creation or economic activity at Sishen mine and surrounding communities.</p> <p>Consider the particular socio-economic circumstances of Sishen mine and its surrounding communities in all relevant decisions concerning the short and long-term future of Sishen mine.</p> <p>If Sishen mine is to close, the following additional options will be considered:</p> <p>Sishen mine, in consultation with the relevant stakeholders, will evaluate the viability of transferring ownership of any outstanding initiatives to the retrenched or local authorities or any other responsible body in terms of the principles and procedures agreed upon or reasonably established by the enterprise.</p> <p>Sishen mine, in consultation with the relevant stakeholders, will consider the financial feasibility of the transference of particular amenities, land and buildings and other resources to the retrenched or the community on beneficial terms, especially where the market value of the resources does not justify open market disposal. The beneficiaries can maintain and make active use of them.</p>	<p>Number of employees employed within the local communities</p> <p>No employees in alternative employment</p> <p>Number of employees economically active</p>	<p>2022 – 2026</p>
<p>Discussions will be held with the local municipality to establish the best use for infrastructure following closure, to ensure that buildings that could be used, for example, to house SMME projects, are not demolished. Sishen mine will implement closure plan commitments, which include rehabilitation and social issues.</p>	<p>Implementation of closure plan commitments</p>	<p>Ongoing</p>

4.6 Mine closure

The current overarching mine closure objectives at Sishen mine aim to ensure sustainability beyond mine closure and leave a positive legacy post-closure. This is supported by the following specific objectives and gives effect to the physical, biophysical and social closure objectives, which are to:

- Achieve a 'walk-away' closure scenario with limited long-term liabilities that require management or the need for post-closure intervention by restoring the mining area to a condition consistent with the pre-determined post-closure land use objectives;
- Ensure that rehabilitation work is based on sound reasoning and that rehabilitation execution is of high quality and sustainable into the predictable future;
- Ensure that proposed post-closure land uses are sustainable and pose an acceptable level of risk to public health and safety;
- Ensure that meaningful stakeholder engagement is undertaken and that stakeholder views are considered in the closure planning process;
- Facilitate the successful redeployment or re-skilling of permanent Sishen mine employees.
- Ensure that legal compliance has been achieved.
- Obtain agreement from relevant authorities regarding the extent of rehabilitation and achievement of closure/success criteria; and
- Facilitate the issuing of a closure certificate with achievable conditions by relevant authorities.

SECTION 5: FINANCIAL PROVISION -REGULATION 46(e) of MPDRA

To provide financially for the implementation of the Social and Labour Plan in terms of the implementation of the Human Resources Development programme, the Local Economic Development programme, and the processes to manage downscaling and retrenchment, Sishen mine will ensure that the operation finances all programmes identified through the Social and Labour Plan.

5.1 Human Resources Development Programme

To develop and sustain the necessary core competencies, and thus the competitive advantage of Sishen mine, it will commit an amount of approximately 5% per annum of its total payroll for the development of its permanent employees, contractors and comm, unity members enrolled on skills development programmes.

5.2 Local Economic Development Programme

Sishen mine will provide the finances to fund all its activities identified and committed to in its Local Economic Development Programme. Funding will be allocated from the operational expenditure and will be aligned with annual budget practices. The table below provides a breakdown of the financial provision over five years.



Table: 36. SLP financial provision 2022-2026

Section	2022	2023	2024	2025	2026	Total
HRD	43,663,418	49,944,818	53,670,800	56,622,274	60,918,158	334,384,023
Artisan Apprenticeship						61,474,700
Portable skills Tshipi						8,089,855
Learnship community	8,800,000	9,238,000	9,887,680	10,480,941	11,109,797	49,516,418
Five-year portable skills training	9,773,220	10,287,600	10,801,980	11,342,079	11,909,182	54,114,061
Bursaries Internal	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Bursaries External	5,129,600	5,642,560	6,206,816	6,827,498	7,510,247	31,316,721
Professionals-in-Training (PIT)	18,160,598	19,976,658	21,974,324	24,171,756	26,588,932	110,872,268
Community bursaries (SED)	0	3,000,000	3,000,000	2,000,000	2,000,000	10,000,000
Internship programme	276,000	289,800	304,290	319,504	334,479	1,524,073
Local Economic Development	63,455,196	114,600,000	116,024,462.00	103,122,502	66,640,218	463,842,378.00
Housing and living conditions	372,382,250.16	372,382,250.16	372,382,250.16	494,076,044.98	570,134,666.74	2,181,357,462.20
Procurement	2,000,000,000.00	2,200,000,000.00	2,300,000,000.00	2,400,000,000.00	2,500,000,000.00	11,400,000,000.00
Management of downscaling					4,051,000,000.00	4,051,000,000.00
Total SLP Commitment	2,479,776,864.16	2,737,216,868.16	2,842,381,802.16	3,054,140,324.98	7,249,027,521.74	18,362,543,381.20



5.3 Management of downscaling and closure programme

As of October 2021, premature closure liability has been estimated at R4 267,546 833,07, showing an 8% increase in liability compared to the previous assessment done for October 2020.

Provisions for this programme will be made from five years before closure based but not limited to conditions and agreements between employee representative bodies and regulations within the provision of the governing act will be as follow:

Provision for closure for Sishen mine as calculated at the time of reporting (30 June 2022) amounts to R4,051 million (a total of R608 million is provided for within the KIO Rehabilitation Trust Fund with an additional R3,152 million furnished through bank guarantees.



SECTION 6: UNDERTAKING BY THE APPLICANT

In compliance with Regulation 46 (f) of the Mineral and Petroleum Resources Development Act.

An undertaking by the holder of the mining right to ensure compliance with the Social and Labour Plan and to make it known to employees

We, **Pranill Ramchander, Head of Corporate Relations** and **André Roux, General Manager of Sishen mine**, the undersigned and duly authorised thereto by SIOC Ltd, undertake to adhere to the information, requirements, commitments and conditions as set out in this social and labour plan.

We confirm that consultations will be held with our employees.

Signed at on this day of 2022

Signed by:Pranill Ramchander
Signed at:2022-12-15 13:10:34 +02:00
Reason:I approve this document

Signature of applicant: *Pranill Ramchander*

Designation: **Head of Corporate Relations- Kumba Iron Ore**

Signed at on this day of 2022

29/12/22.

Signature of applicant: *André Roux*

Designation: **General Manager -Sishen Mine**

Annexure A: Five-year LED project plans

PROJECT NO 1	Bursary programme				FOCUS AREA			Community development				
	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	STRATEGIC ALIGNMENT	IDP	NDP	SDG	SED PRIORITY ELEMENT			
	Sishen	John Taolo Gaetsewe		District		X	X	6	Education and skills			
PROJECT BACKGROUND												
Education and skills levels in the JTG District are low and result in youth being excluded from employment opportunities. This results in high unemployment rates and the majority of youth are not economically active due to a lack of skills. The bursary programme is also aimed at diversification of the economy as the mining sector is unable to provide employment to all. Youth (18-35) will have the opportunities to improve their skills and become employable.												
DESIRED OUTCOME												
Access to tertiary or further education and training opportunities post Grade 12 in the JTG district.												
PROJECT OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		PROJECT DELIVERY TIMEFRAMES AND BUDGET					TOTAL		
	Skills development	Monitoring of bursary programme	Number of youths having access to bursaries	Number of youths that complete studies	2022	2023	2024	2025	2026			
Implementation of a bursary programme to provide access to tertiary education.	Improved livelihoods					X	X	X	X	X		
						X	X	X	X	X		
						X	X	X	X	X		
						X	X	X	X	X		
						3,000,000	3,000,000	3,000,000	2,000,000	2,000,000	10,000,000	
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM			25	50	75	5						
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY												
This is a multi-year project												

PROJECT NO 2	Construction of Early Childhood Development Centres (ECDs)				Community development					
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	NDP	SDG	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	Kumba Iron ore Sishen mine	John Table Gaetsewe	Gamagara	Mapoteng	STRATEGIC ALIGNMENT	x	x	6	Education and skills	
	PROJECT BACKGROUND				DESIRED OUTCOME					
	Early Childhood Development Centres (ECDs) form the foundation of whole school development. The migration of ECDs from Department of Social Development to department of Education calls for strengthening of ECDs. A lack of proper infrastructure is one of the main challenges faced in the ECDC sector. Due to in-migration of people in Kaituma there is a need for more ECDCs. Poor governance of ECDCs.				Access to sustainable Early childhood infrastructure					
PROJECT OUTPUT	KEY PERFORMANCE INDICATOR				PROJECT DELIVERY TIMEFRAMES AND BUDGET					
Construction of an ECDC	Infrastructure development Capacity building of teachers Conducive learning environment Governance Job creation				2022	2023	2024	2025	2026	TOTAL
	Improved ECDC infrastructure				01					
	Number of trained practitioners				02		x			
	Resourced ECDC				03		x			
	Improved management of ECDCs				04		x			
	Number of jobs created					0	0	4,000,000	0	4,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			10		10					
MEDIUM TERM				5	5					
LONG TERM										
COMPLETION AND EXIT STRATEGY	The project will be handed over to department of Education/ management committee of ECD.									



PROJECT NO 3	Establish a youth service center				Community development			
PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	NDP	SDG	SED PRIORITY ELEMENT
KEY STAKEHOLDERS	John Taolo Gaetsewe	Gamagara	Kathu	STRATEGIC ALIGNMENT	X		X	Education and skills
PROJECT BACKGROUND				DESIRED OUTCOME				
Youth unemployment in the JTG District is extremely high. This is often as a result of lack of access to information on career opportunities, training and development. The youth service center will be aimed at providing services to youth that will prepare and connect them with opportunities.				Holistic development of youth				
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	PROJECT DELIVERY TIMEFRAMES AND BUDGET					
Establish a youth service center	Infrastructure development Career guidance Youth entrepreneurship Access to ICT skills development Management of center	Functional center providing services to youth Number of youths engaged in skills and enterprise development NIOU with municipality or implementing agent	2022	2023	2024	2025	2026	TOTAL
					X			
				X	X			
				X	X			
				X	X			
				0	4,000,000	0	0	4,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS		
SHORT TERM			10		10			
MEDIUM TERM			3	4	7			
LONG TERM					2			
COMPLETION AND EXIT STRATEGY	The project will be handed over to the Gamagara Municipality.							

PROJECT NO.4		Community development						
PROJECT NAME		FOCUS AREA						
Establish a level 4 casualty facility		STRATEGIC ALIGNMENT						
PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	IDP	SDG	SED PRIORITY ELEMENT		
Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Gamagara	Kalhu	x	x	Health and Wellbeing		
KEY STAKEHOLDERS		PROJECT BACKGROUND		DESIRED OUTCOME				
A need was identified by the community for a 24-hour casualty facility that is accessible and affordable to the community. Given the cost of medical services of a private hospital, the community cannot afford to pay for this service. In the event of trauma, or casualties the community can have access to this service.		Improved access to health care facilities						
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR				PROJECT DELIVERY TIMEFRAMES AND BUDGET		
Establish a healthcare facility	Infrastructure development Resourcing of key personnel Collaboration and partnership	Functional and resourced casualty facility center and associated services	01	2022	2023	2024	2025	2026
		Improved access to medical services	02			x		
		Number of community members benefitting from facility	03		x			
		MCU with Department of Health	04		x			
				0	6,000,000	0	0	6,000,000
CLASSIFICATION OF JOBS		COMMENTS						
SHORT TERM	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	DISABLED		
MEDIUM TERM			10	10	20			
LONG TERM			3	3	6	2		
COMPLETION AND EXIT STRATEGY		The project will be handed over to the Department of Health.						

PROJECT NO 5		Enterprise development				Enterprise Development			
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	IDP	NDP	SDG	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe		District	X		X	Health and wellbeing	
<p>PROJECT BACKGROUND</p> <p>Entrepreneurship, job creation and employment security are the most immediate ways to reduce poverty. The aim of the programme is to support robust, inclusive and innovative local enterprises to establish and create opportunities in the mining value chain and to render goods and services in the community.</p> <p>DESIRED OUTCOME</p> <p>sustainable enterprises beyond mining</p>									
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	PROJECT DELIVERY TIMEFRAMES AND BUDGET						
Enterprise and supplier development in JTG District Municipality.	Capacity building of entrepreneurs	Number of enterprises supported Number of youth owned and women owned enterprises supported. Number of enterprises migrating to suppliers	2022	2023	2024	2025	2026	TOTAL	
			X	X	X	X	X	3,000,000	
			X	X	X	X	X	3,000,000	
			X	X	X	X	X	3,000,000	
			X	X	X	X	X	3,000,000	15,000,000
COMMENTS									
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	DISABLED			
SHORT TERM									
MEDIUM TERM									
LONG TERM	3			3	6				
COMPLETION AND EXIT STRATEGY	This is a multiyear project.								



PROJECT NO 6		Construction of internal sewer network 797 households				Infrastructure			
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	IDP	SDG	SED PRIORITY ELEMENT		
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Gamagara	Dibeng	X	6	Water and sanitation		
PROJECT BACKGROUND		DESIRED OUTCOME							
Inadequate sanitation has a negative effect on food security, livelihoods and educational opportunities for poor families across the world. Only 45% of households in JTG District have access to proper sanitation in terms of septic systems. The remaining 55% make use of pit latrines, buckets and other sanitation methods. The aim of the project will be to provide internal sewer networks to the community of Dibeng.		Improved livelihoods and quality of life through proper sanitation.							
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR		PROJECT DELIVERY TIMEFRAMES AND BUDGET					
Construction of internal sewer network for 797 households.	Construction Job creation	Number of households having access to sanitation		2022	2023	2024	2025	2026	TOTAL
					X				
					X				
					X				
					X				
				0	5,000,000	5,000,000	6,100,000		16,100,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS			
SHORT TERM			20	20	40	5			
MEDIUM TERM									
LONG TERM									
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Gamagara Municipality.								

PROJECT NO 7	Refurbishment of waste water treatment works (3,5mega liters)				FOCUS AREA	Infrastructure				
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	STRATEGIC ALIGNMENT	IDP	NDP	SDG	SED PRIORITY ELEMENT	
	Kumbia Iron Ore Sishen mine	John Taolo Gaetsewe	Gamagara	Kathu		x		6	Water and sanitation	
PROJECT BACKGROUND										
One of the impacts of in-migration is the pressure it places on service delivery. Due to expansions in Kathu, the treatment plant has reached its maximum capacity. The refurbishment of the plant will increase the capacity to address the needs of Kathu.						DESIRED OUTCOME Improved livelihoods and quality of life through proper sanitation.				
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	PROJECT DELIVERY TIMEFRAMES AND BUDGET							
Refurbishment of old plant 3.5mega liter Waste water treatment Plant	Construction Job creation	Number of households having access to sanitation	2022	2023	2024	2025	2026	TOTAL		
				x						
				x						
				x						
			0	5,000,000				5,000,000		
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	DISABLED	COMMENTS			
SHORT TERM			20	20	40	5				
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Gamagara Municipality.									

PROJECT NO 8	Construction of gravity flow sewer network to eliminate Mapoteng sewer pump station				Infrastructure		
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA		
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Gamagara	Mapoteng	STRATEGIC ALIGNMENT		
<p>PROJECT BACKGROUND</p> <p>Mapoteng is one of the most vulnerable communities. One of the risks for the mine and the Gamagara Municipality is service delivery protests as a result of poor sanitation in Mapoteng. The aim of this project will be to construct a gravity sewer network to eliminate the pump station to improve sanitation in the Mapoteng community.</p>							
DESIRED OUTCOME							
Improved livelihoods and quality of life through proper sanitation.							
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	PROJECT DELIVERY TIMEFRAMES AND BUDGET			TOTAL	
Construction of a gravity sewer network	Construction Job creation Project management	Number of households having access to sanitation	2022	2023	2024	2025	2026
				X	X		
				X	X		
				X	X		
				X	X		
			1,000,000	10,000,000	9,000,000		20,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS	
SHORT TERM			20	20	40	5	
MEDIUM TERM							
LONG TERM							
<p>COMPLETION AND EXIT STRATEGY</p> <p>Project will be handed over to the Gamagara Municipality.</p>							

PROJECT NO 9		Upgrading of Sewer Pump station sewer pump stations				Infrastructure		
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	SDG	SED PRIORITY ELEMENT
	Kumba Iron Ore Sishen mine	Johir Taolo Gaetsewe	Gamagara	Mapoleng	STRUCTURAL ALIGNMENT	x	6	Water and sanitation
PROJECT BACKGROUND								
Mapoleng is one of the most vulnerable communities. One of the risks for the mine and the Gamagara Municipality is service delivery protest as a result of poor sanitation in Mapoleng. The aim of this project will be to construct a gravity sewer network to eliminate the pump station to improve sanitation in the Mapoleng community.								
DESIRED OUTCOME								
Improved livelihoods and quality of life through proper sanitation.								
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR			PROJECT DELIVERY TIMEFRAMES AND BUDGET			
Upgrading of sewer pump stations	construction job creation project management	number of households having access to sanitation	2022	2023	2024	2025	2026	TOTAL
					x			
					x			
					x			
					x			
					15 000 000			
CLASSIFICATION OF JOBS		MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS	
SHORT TERM				10	10	20		
MEDIUM TERM								
LONG TERM								
COMPLETION AND EXIT STRATEGY		Project will be handed over to the Gamagara Municipality.						



PROJECT NO 10	Replacement of existing manholes covers with lockable manholes				Infrastructure				
PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	NDP	SDG	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	Gamagara	Mopoteng	STRATEGIC ALIGNMENT	x		6	Water and sanitation	
PROJECT BACKGROUND				DESIRED OUTCOME					
Vandalism and theft of manhole covers poses a risk to the community and the sewer infrastructure of the Gamagara Municipality. Open manholes are unsafe for both animals and community members. This can further result in foreign objects in the sewer network that can result in damages. The aim of the project is to cover the open manholes with a tamper proof cover to protect the network.				Improved livelihoods and quality of life through proper sanitation.					
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR			PROJECT DELIVERY TIMEFRAMES AND BUDGET				
Replacement of existing manholes	Procurement and installation of manholes Job creation Project management	Number of manholes replaced			2022	2023	2024	2025	2026
						x			
						x			
						x			
						x			
					0	5,000,000	0		5,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS			
SHORT TERM			20	20	40	5			
MEDIUM TERM									
LONG TERM									
COMPLETION AND EXIT STRATEGY									
Project will be handed over to the Gamagara Municipality.									

PROJECT NO 11	Construction of 2 reservoirs (4.5ML) and elevated tower(1.8ML) Design phase				FOCUS AREA	Infrastructure				
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	STRATEGIC ALIGNMENT	IDP	NDP	SDG	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Gamagara	Mapoteng		X		6	Water and sanitation	
PROJECT BACKGROUND										
This project aims to expand the existing water storage infrastructure to make provision for the expansion of the town. This is the design phase that will unlock funding for the implementation phase. The aim of the project is to provide access to clean drinking water for livelihood, proper sanitation and waste management.										
DESIRED OUTCOME										
Access to clean drinking water and availability of sufficient water.										
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR			PROJECT DELIVERY TIMEFRAMES AND BUDGET					
Construction of reservoirs and elevated tower	Construction Job creation Project management	Number of beneficiaries having access to clean potable water.			2022	2023	2024	2025	2026	TOTAL
						X				
						3,000,000		0		3,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM			4		4					
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Gamagara Municipality.									



PROJECT NO.12	R refurbishment of Mapoteng Reservoir				Infrastructure			
PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA				SED PRIORITY ELEMENT
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	Gamagara	Mapoteng	STRATEGIC ALIGNMENT				Water and sanitation
PROJECT BACKGROUND				DESIRED OUTCOME				
The aim of the project is to refurbish the existing reservoir in Mapoteng. This will ensure that the community have access to drinking water.				Access to clean drinking water and availability of sufficient water				
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	PROJECT DELIVERY TIMEFRAMES AND BUDGET					
Improvement of the reservoir	Access to water Improvement of infrastructure	Number of beneficiaries having access to clean potable water.	2022	2023	2024	2025	2026	TOTAL
				X				
			Q1	X				
			Q2	X				
			Q3	X				
			Q4	X				
				3,000,000	0			3,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL		COMMENTS	
SHORT TERM	10	10	10	10	40	5		
MEDIUM TERM								
LONG TERM								
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Gamagara Municipality.							

PROJECT NO 13	Refurbishment and upgrade of industrial substation				Infrastructure				
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	NDP	SDG	SED PRIORITY ELEMENT
	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Gamagara	Kalhu	STRATEGIC ALIGNMENT	x		6	Connectivity
PROJECT BACKGROUND									
The aim of the project is to refurbish and upgrade the dilapidated electrical infrastructure in the industrial area in Kalhu. This will ensure that the business and community have continuous supply of electricity that will not affect their operation.									
DESIRED OUTCOME									
Access to continuous supply of electricity.									
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	PROJECT DELIVERY TIMEFRAMES AND BUDGET						
Upgrade of industrial substation	Provision of electricity improvement of electrical infrastructure	Number of beneficiaries having access to electricity.	2022	2023	2024	2025	2026	TOTAL	
				x					
				x					
				x					
				x					
			2,000,000	18,000,000	0				20,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS			
SHORT TERM	10	10	10	10	40	5			
MEDIUM TERM									
LONG TERM									
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Gamagara Municipality.								

PROJECT NO 15	Construction of a new 3.6 km stormwater channel					Infrastructure					
PROJECT NAME	Construction of a new 3.6 km stormwater channel					Infrastructure					
KEY STAKEHOLDERS	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	NDP	SDG	SED PRIORITY ELEMENT		
	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Gamagara	Kalhu	Infrastructure	x		9	Connectivity		
PROJECT BACKGROUND											
Connectivity focuses on amenities that connect people with their resources, including roads, internet and phone network access as well as access to information. The construction of the stormwater channel will ensure that water is guided away from the road surface and will ensure that the road is not damaged by water standing on the surface.											
DESIRED OUTCOME											
Growth in productivity and economy.											
PROJECT OUTPUT	KEY PERFORMANCE AREA					PROJECT DELIVERY TIMEFRAMES AND BUDGET					
Construction of a 3.6km stormwater channel	Road construction Job creation					2022	2023	2024	2025	2026	TOTAL
	Number of beneficiaries benefiting from job Creation opportunities								x		
	Number of roads improved								x		
									x		
									x		
								0	5,000,000		5,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS					
SHORT TERM	10	10	10	10	40						
MEDIUM TERM											
LONG TERM											
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Gamagara Municipality.										

PROJECT NO 16	Resealing of main roads in Kathu				Infrastructure			
PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	NDP	SDG	SED PRIORITY ELEMENT
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Kathu	STRATEGIC ALIGNMENT	x		9	Connectivity
PROJECT BACKGROUND				DESIRED OUTCOME				
Connectivity focuses on amenities that connect people with their resources, including roads, internet and phone network access as well as access to information. These three roads are the main route into town. The conditions of the road are very poor. The aim of this project will be to improve the road surfaces within Kathu to ensure improved access and to reduce the occurrence of road accidents.				Growth in productivity and economy.				
PROJECT OUTPUT	KEY PERFORMANCE INDICATOR			PROJECT DELIVERY TIMEFRAMES AND BUDGET				
Resealing of internal roads Handrik van Eck - 2,6km Frikkie Myer Road - 3,6 Ian Flemming- 1,9km	Number of beneficiaries benefiting from job creation opportunities Number of roads improved			2022	2023	2024	2025	2026
					x	x	x	
					x	x	x	
					x	x	x	
					x	x	x	
					5,000,000	5,000,000	7,000,000	17,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS		
SHORT TERM	10	10	10	10	40	5		
MEDIUM TERM								
LONG TERM								
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Gamagara Municipality.							



PROJECT NO 17	Construction of road: Bathlarios to Klein Neira				FOCUS AREA	Infrastructure				
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	STRATEGIC ALIGNMENT	IDP	NDP	SDG	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	Kumba Iron ore Sishen Mine	John Taolo Gaetsewe	Ga-Segonyana	Bathlarios/Klein Neira		X		9	Connectivity	
PROJECT BACKGROUND										
Connectivity focuses on amenities that connect people with their resources, including roads, internet and phone network access as well as access to information. This road will connect Bathlarios and Klein Neira village. This will improve the livelihoods of the community as they will be connected to the main road leading to Kuruman.					DESIRED OUTCOME					
					Growth in productivity and economy.					
PROJECT OUTPUT										
Construction of 2,4km tarred road with road markings and road signage	Road construction Job creation				Number of beneficiaries benefiting from job Creation opportunities					
KEY PERFORMANCE AREA										
Road construction					Number of roads improved					
KEY PERFORMANCE INDICATOR										
Number of roads improved					Number of roads improved					
PROJECT DELIVERY TIMEFRAMES AND BUDGET										
					2022	2023	2024	2025	2026	TOTAL
					X					
					X					
					X					
					20,015,962		0			20,015,962
CLASSIFICATION OF JOBS										
					MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	DISABLED
SHORT TERM	10				10	10	10	40	5	
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY										
Project will be handed over to the Ga-Segonyana Municipality.										

PROJECT NO 18	Kuruman Taxi and Bus Rank Terminals development				Infrastructure				
PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	NDP	SDG	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	John Taolo Gaetsewe	Ga-Segonyana	Kuruman	STRUCTURAL ALIGNMENT	x		9	Connectivity	
<p>PROJECT BACKGROUND</p> <p>Connectivity focuses on amenities that connect people with their resources, including roads, internet and phone network access as well as access to information. Due to the rapid growth and expansion of Kuruman, the transport terminals are unable to cope with the demands of the community. Various illegal points in town have since been developed as alternative transport terminals by local taxi operators. The upgrading of the existing terminals will improve the operation of public transport and enable the CBD to manage current and future demands.</p> <p>DESIRED OUTCOME</p> <p>Growth in productivity and economy.</p>									
PROJECT OUTPUT	KEY PERFORMANCE INDICATOR			PROJECT DELIVERY TIMEFRAMES AND BUDGET					TOTAL
Construction of new bus and taxi terminals	Number of beneficiaries benefiting from job Creation opportunities			2022	2023	2024	2025	2026	
	Number of facilities improved			C1					
				C2					
				C3					
				C4					
						45,974,482	45,000,000		85,974,482
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	DISABLED				
SHORT TERM	10	10	10	10	TOTAL				
MEDIUM TERM					40				
LONG TERM					5				
<p>COMPLETION AND EXIT STRATEGY</p> <p>Project will be handed over to the Ga-Segonyana Municipality.</p>									

PROJECT NO 19	Construction of Churchill and Klein Neira road				Infrastructure					
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	NDP	SDG	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	John Taola Gaetswe	Joe Morolong	Klein Neira	STRATEGIC ALIGNMENT	x		9	Connectivity	
PROJECT BACKGROUND Connectivity focuses on amenities that connect people with their resources, including roads, internet and phone network access as well as access to information. Road construction in the rural and remote areas are aimed at connecting villages and improve their access to markets and key services such as health services and schools in the Kuruman area. This road will link Bathlarios and Churchill. It will also reduce the traveling time on the roads significantly.										
DESIRED OUTCOME Improved connectivity through road infrastructure.										
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR			PROJECT DELIVERY TIMEFRAMES AND BUDGET					
Construction of a 8km tarred road.	Construction of road -Job creation	Number of beneficiaries benefiting from job creation opportunities Number of facilities improved Number of community members using the road Quality and sustainability of the road surface			2022	2023	2024	2025	2026	TOTAL
					X					
					X					
					X					
					28,000,000					26,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	10	10	10	10	40					
MEDIUM TERM										
LONG TERM										
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Joe Morolong Municipality.									

PROJECT NO 20	Dithakong Bulk water refurbishment				FOCUS AREA	Infrastructure						
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	STRATEGIC ALIGNMENT	IDP	NDP	SDG	SED PRIORITY ELEMENT			
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Jobe Marolong	Dithakong		x		6	Water and sanitation			
<p>PROJECT BACKGROUND</p> <p>Water scarcity and poor quality of water have a negative effect on food security, livelihood choices and educational opportunities. Only 39% of households in the JTG District have access to potable water in their homes. The use of communal taps has a negative effect on the quality of water. The aim of the project is to provide access to clean drinking water for livelihood, proper sanitation and waste management to the community of Dithakong.</p> <p>DESIRED OUTCOME</p> <p>Improved quality of life through access to clean water.</p>												
PROJECT OUTPUT	KEY PERFORMANCE INDICATOR				PROJECT DELIVERY TIMEFRAMES AND BUDGET							
Refurbishment of the Bulk water system	Improvement of bulk water system	Refurbishment of boreholes	Job creation	Number of beneficiaries benefiting from job creation opportunities	Number of facilities improved	Number of community members having access to clean drinking water	2022	2023	2024	2025	2026	TOTAL
				01				x				
				02				x				
				03				x				
				04				x				4,500,000
								4,500,000				4,500,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS						
SHORT TERM	3	3	3	3	12	Project will be handed over to the Jobe Marolong Municipality.						
MEDIUM TERM												
LONG TERM												
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Jobe Marolong Municipality.											

PROJECT NO 21	Construction of internal roads Churchills and Esperanza				Infrastructure				
PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	IDP	SDG	SED PRIORITY ELEMENT		
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	Joe Morolong	Churchill	STRATEGIC ALIGNMENT	x	g	Connectivity		
PROJECT BACKGROUND Connectivity focuses on amenities that connect people with their resources, including roads, internet and phone network access as well as access to information. Road construction in the rural and remote areas is aimed at connecting villages and improve their access to markets and key services such as health services and schools in the community. The poor conditions of the internal roads pose a risk to vehicles and people traveling on the roads. This also affects access to public roads and emergency vehicles using this road.				DESIRED OUTCOME Improved connectivity through road infrastructure.					
PROJECT OUTPUT	KEY PERFORMANCE INDICATOR			PROJECT DELIVERY TIMEFRAMES AND BUDGET					
Construction of a 1km paved internal road.	Number of beneficiaries benefiting from job creation opportunities Number of community members using the road Quality and sustainability of the road surface			2022	2023	2024	2025	2026	TOTAL
					x				
					x				
					x				
					x				
					7,500,000				7,500,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS			
SHORT TERM	4	6	4	6	20	Project will be handed over to the Joe Morolong Municipality.			
MEDIUM TERM									
LONG TERM									
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Joe Morolong Municipality.								

PROJECT NO 22	Gamorona and Ditshepeng water supply				Infrastructure				
PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	IDP	NDP	SDG	SED PRIORITY ELEMENT		
KEY STAKEHOLDERS	Kumba Iron Ore	Joe Morolong	Klein Neira	x		6	Water and sanitation		
	Sishen mine								
PROJECT BACKGROUND				DESIRED OUTCOME					
Water scarcity and poor quality of water have a negative effect on food security, livelihood choices and educational opportunities. Only 35% of households in the JTG District have access to potable water in their homes. The aim of the project is to ensure that four surrounding villages Majemantsho, Ditshepeng, Montsheng and Ga-Morona have access to drinking water. The existing Ditshepeng water supply schema is currently not operational due to outstanding maintenance and upgrades. Ditshepeng is also expanding at a high rate and local people engaging in livestock farming to earn an income.				Improved connectivity through road infrastructure.					
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR			PROJECT DELIVERY TIMEFRAMES AND BUDGET				
Refurbishment of Gamorona and Ditshepeng	Construction of road Job creation	Number of beneficiaries benefitting from job creation opportunities			2022	2023	2024	2025	2026
		Number of facilities improved					x		
		Number of community members using the road					x		
		Quality and sustainability of the road surface					x		
		MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	DISABLED		
SHORT TERM				5	7	12	2		
MEDIUM TERM									
LONG TERM									
COMPLETION AND EXIT STRATEGY		Project will be handed over to the Joe Morolong Municipality.							
				4,500,000		4,500,000			
								COMMENTS	

PROJECT NO 23		Refurbishment of Heuningvlei Bulk water scheme			Infrastructure		
PROJECT NAME	PROJECT SPONSOR	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	FOCUS AREA	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	John Taolo Gaetsewe	Joe Morolong	Heuningvlei	STRATEGIC ALIGNMENT	Water and sanitation	
<p>PROJECT BACKGROUND</p> <p>Water scarcity and poor quality of water have a negative effect on food security, livelihood choices and educational opportunities. Only 39% of households in the JTG District have access to potable water in their homes. The aim of the project is to ensure that the community of Heuningvlei have access to water through the refurbishment of the bulk water infrastructure. The system provides water to five surrounding communities. The bulk water infrastructure is not operating at its capacity due to only 5 boreholes of 13 that is currently functional. This leads to severe shortages of water within these communities.</p>							
<p>DESIRED OUTCOME</p> <p>Improved access to water through the upgrade of bulk water infrastructure.</p>							
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	PROJECT DELIVERY TIMEFRAMES AND BUDGET				
Refurbishment of Heuningvlei bulk water scheme that entails the repairs of boreholes.	Improved access to drinking water Job creation Improved water infrastructure	Number of beneficiaries benefiting from job creation opportunities Number of facilities improved Number of community members using the road Quality and sustainability of the road surface	2022	2023	2024	2025	2026
				x			
				x			
				x			
				x			
				6,000,000			6,000,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS	
SHORT TERM			2	10	12		
MEDIUM TERM							
LONG TERM							
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Joe Morolong Municipality.						



PROJECT NO 24	Refurbishment of Laxey Water supply				Infrastructure		
PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	COMMUNITY/VILLAGE	IDP	SDG	SED PRIORITY ELEMENT	
KEY STAKEHOLDERS	Kumba Iron Ore Sishen mine	Joe Morolong	Laxey	x	6	Water and sanitation	
PROJECT BACKGROUND							
Water scarcity and poor quality of water have a negative effect on food security, livelihood choices and educational opportunities. Only 30% of households in the JTG District have access to potable water in their homes. The aim of the project is to ensure that the community of Laxey have access to water through the refurbishment of the bulk water infrastructure. Livestock farming is one of the main sources of income and shortage of water can have a negative effect on their livelihoods.							
DESIRED OUTCOME							
Improved access to water and sustained livelihoods.							
PROJECT OUTPUT	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	PROJECT DELIVERY TIMEFRAMES AND BUDGET				TOTAL
Development of a water source and related infrastructure.	Improved access to water Job creation Improved water infrastructure	Number of beneficiaries benefiting from job creation opportunities Number of facilities improved Number of community members using the road Quality and sustainability of the road surface	2022	2023	2024	2025	2026
				x			
				1,500,000	3,000,000		4,500,000
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS	
SHORT TERM	2		2	2	6	1	
MEDIUM TERM							
LONG TERM							
COMPLETION AND EXIT STRATEGY	Project will be handed over to the Joe Morolong Municipality.						