SOCIAL AND LABOUR PLAN 2024 -2029

Black Mountain Mine
1 Penge Road
Aggeneys
Northern Cape Province
13 December 2024

Attention: Mr. Ndlelenhle Zindela
The Regional Director
Directorate Mineral Regulation
Department of Mineral Resources and Energy (DMRE)
Northern Cape Regional Office
Northern Cape
8530

Dear Mr Zindela,

BLACK MOUNTAIN MINING COMPANY'S CONSOLIDATED SUBMISSION OF THE THIRD GENERATION SOCIAL AND LABOUR PLAN SHOWING COMMITMENTS FOR THE PERIOD OF 1 APRIL 2024 – 31 MARCH 2029 FOR MR 517 NC & MR 518 NC

The Black Mountain Mining Company (Pty) Ltd (BMM) is a Zinc Operation owned by Vedanta Resources. The operation is in the Khâi-Ma Local and Namakwa District Municipalities of the Northern Cape in South Africa. BMM has two mines, the Gamsberg operation to the west and the Swartberg/ Deeps operation to the east of Aggeneys town. BMM operates under two Mining Rights: MR 517 NC for the Swartberg/ Deeps operation and MR 518 NC for the Gamsberg operation.

We trust that you will find the attached in order, as a depiction of BMM's commitment to our Social License to operate, and to create sustainable impact for our employees and in our host communities.

This submission of the SLP is by means of a Section 102 application, in terms of the requirements of the Mineral and Petroleum Resources Development Act, 28 of 2002 (MPRDA).

Yours Sincerely,

Jacques Van Tonder

Chief Operations Officer and Executive Director

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Abbreviations & Acronyms

ABBREVIATION	MEANING
ABET	Adult Basic Education and Training
AET	Adult Education and Training
BEE	Black Economic Empowerment
BFS	Bankable Feasibility Study
BMI	Body Mass Index
BMM	Black Mountain Mining (Pty) Ltd (consisting of Deeps, Swartberg and Gamsberg Mining Operations)
CBP	Contracting Business Partner
CET	Community Education and Training
CLO	Community Liaison Officer
CSI	Corporate Social Investment
Direct	BMM Mine Employees (consisting of Deeps, Swartberg and Gamsberg Mining Operations)
DMRE	Department of Mineral Resources and Energy
DoEL	Department of Employment and Labour
ED	Enterprise Development
EE	Employment Equity
EME	Exempted Micro Enterprises
ESD	Enterprise and Supplier Development
ETD	Education, Training and Development
FF	Future Forum
FLC	Foundational Learning Competence
HDP	Historically Disadvantaged Person
HDSAs	Historically Disadvantaged South Africans
HR	Human Resource
HRD	Human Resource Development
HRDP	Human Resources Development Programme
ICDPs	Individual Career Development Programmes
IDP	Individual Development Programme
Indirect	Contracting Business Partner (consisting of SPH, Steinweld, Minopex, Aveng Moolmans, Mota-Engil and Basil Read)
LED	Local Economic Development
LSA	Labour Sending Area(s)

ABBREVIATION	MEANING
MPRDA	Minerals and Petroleum Resources Development Act (no. 28, 2002)
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
QSE	Qualifying Small Enterprises
ROM	Run of Mine
RPL	Recognition of prior learning
RSA	Republic of South Africa
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
WES	Work Exposure Students
WIM	Women in Mining
Zn	Zinc
Pb	Lead
Cu	Copper
Ag	Silver
Mtpa	Million ton per annum
MIC	Metal in Concentrate (MIC)
Kt	Kilo tonnes

INTRODUCTION AND PREAMBLE

1. Introduction and Preamble

1.1. Introduction

Vedanta Resources Limited (Vedanta) is a globally diversified natural resources company operating primarily in India and Southern Africa, Namibia, and Zambia. Black Mountain Mining (Pty) Ltd (herein referred to as "BMM") accommodates Vedanta's zinc operations in the Northern Cape, South Africa. BMM forms part of Vedanta Zinc International (herein referred to as "VZI"), a reference used in relation to the grouping of all zinc assets of the Vedanta Resources Group in Africa and Ireland.

BMM currently runs two zinc mining operations. The two operations lie directly East (Gamsberg operation) and West (Swartberg / Deeps operation) of the town of Aggeneys within the Khâi-Ma Local and Namakwa District Municipalities, in the Northern Cape Province.

BMM operates under 2 Mining Rights within South Africa, namely MR 517 NC and MR 518 NC. The MC III annual report comprises of BMM's consolidated commitments for both MR 517 NC and MR 518 NC Mining Rights, which includes direct (permanent) and indirect (core-contractor) employees.

BMM comprises of two underground mines – Deeps and Swartberg under **MR 517NC–** with a processing plant, and the Gamsberg surface mining operation under **MR 518NC** and a processing plant.

The Deeps shaft produces ore containing copper, lead, and zinc, with silver as a byproduct[1]. Annual ore production is 800 Ktpa. Production at Deeps is currently scheduled to cease in and around 2026.

The Swartberg mine produces ore containing primarily copper, lead, and zinc, with silver as a by-product. Annual ore production is 600Ktpa. Plans are well advanced to expand Swartberg, which will increase production to 1,0 Mtpa of copper, lead, and zinc ore, depending on a favourable economic assessment. Further ramp-up is currently within the planning process, taking copper, lead, and zinc ore production past the 2 Mtpa mark.

The Deeps/Swartberg Processing plant produces Metal-in-Concentrates of copper, lead, and zinc, with silver as a by-product.

BMM operations lie adjacent to Aggeneys, a town 113 km northeast of Springbok in the Northern Cape province of South Africa.

When it comes to Mine Community Development, VZI has adopted a holistic approach towards the empowerment of historically disadvantaged South African individuals and communities. The company has implemented a variety of initiatives towards Community Development, where in the last ten (10) years, VZI has spent more than R100 million in South Africa. VZI believes that it can positively impact and contribute to the realization of an integrated and inclusive development of the country; that the sustainable development of the business is dependent on long-lasting and mutually beneficial relationships with all stakeholders, especially the communities impacted by its mining activities; and that partnerships with government, corporates and civil society/community institutions offer a strong multiplier for complementing efforts, resources and to building sustainable communities.

[1] Pb - Lead; CU – Copper (Cu); Zn – Zinc; Ag - Silver

Figure 1 below, provides an overview of the shareholding of the Mine within the broader Black Mountain Mine shareholding structure.

BLACK MOUNTAIN MINE - SHAREHOLDING

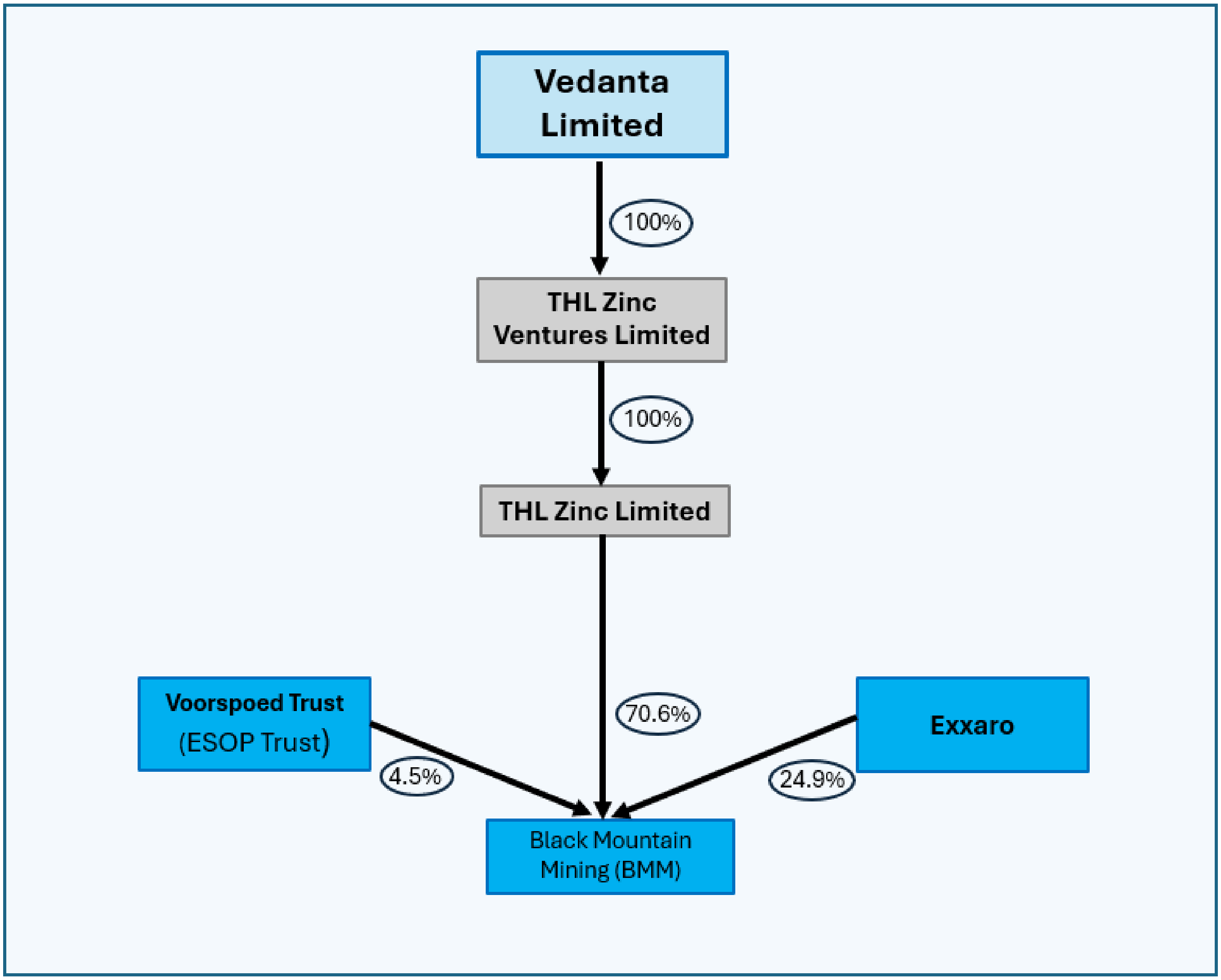


Figure 1: BMM (Pty) Ltd Ownership Structure

Current ownership is 74% Vedanta Limited (through THL Zinc Limited) and 26% Exxaro Base Metals and Industrial Minerals Holdings Proprietary Limited. Exxaro represents the BEE shareholding through "once empowered always empowered". No dividends declared or paid in the last financial year (and nothing in the full review period).

1.2. Preamble

The information pertaining to Black Mountain Mine's MR517, and Mr 518 are shown in Table 1.

Table 1: Preamble Information

Name of company	Black Mountain Mining Pty Ltd (BMM)
Name of mine	Black Mountain Mine
Physical address	**MR 517 Deeps/Swartberg operation**: Aggeneys 56 Portion 1, Zuurwater 62 and Koeries 54 Portion 1
	MR 518 Gamsberg operation: Bloemhoek 61 Portion1, Gams 60 Portion 1, and Aroams 57 RE (between the towns of Aggeneys and Pofadder).
Postal address	Private Bag X01 Aggeneys 8893
Telephone number	(054) 983-9291 – Compliance Office
E-mail Address	Compliance@vedantaresources.co.za
Location of mine	BMM's **Deeps/Swartberg Operation** is situated immediately west of the town of Aggeneys within the Khâi-Ma Local and Namakwa District Municipalities, Northern Cape Province.
	BMM's **Gamsberg Operation** is situated east of the town of Aggeneys alongside the provincial road to Pofadder, within the Khâi-Ma Local and Namakwa District Municipalities, Northern Cape Province.
Commodity	Zinc, Copper, Lead & Silver
Life of mine	**MR 517 Deeps/Swartberg operation and MR 518 Gamsberg operation - more than 30 years**
Financial year end	31 March

1.3. Mining Methodology and Location of the Mine

BMM operations lie adjacent to Aggeneys, a town 113km north-east of Springbok in Northern Cape province, South Africa. BMM's Deeps/Swartberg operation is situated immediately west of the town of Aggeneys. Gamsberg is located about 20km east of Aggeneys. Figure 2 indicates the locality of BMM operations of Swartberg, Deeps and Gamsberg. The Gamsberg Operation is an open cast mine and Deeps and Swartberg are underground operations.

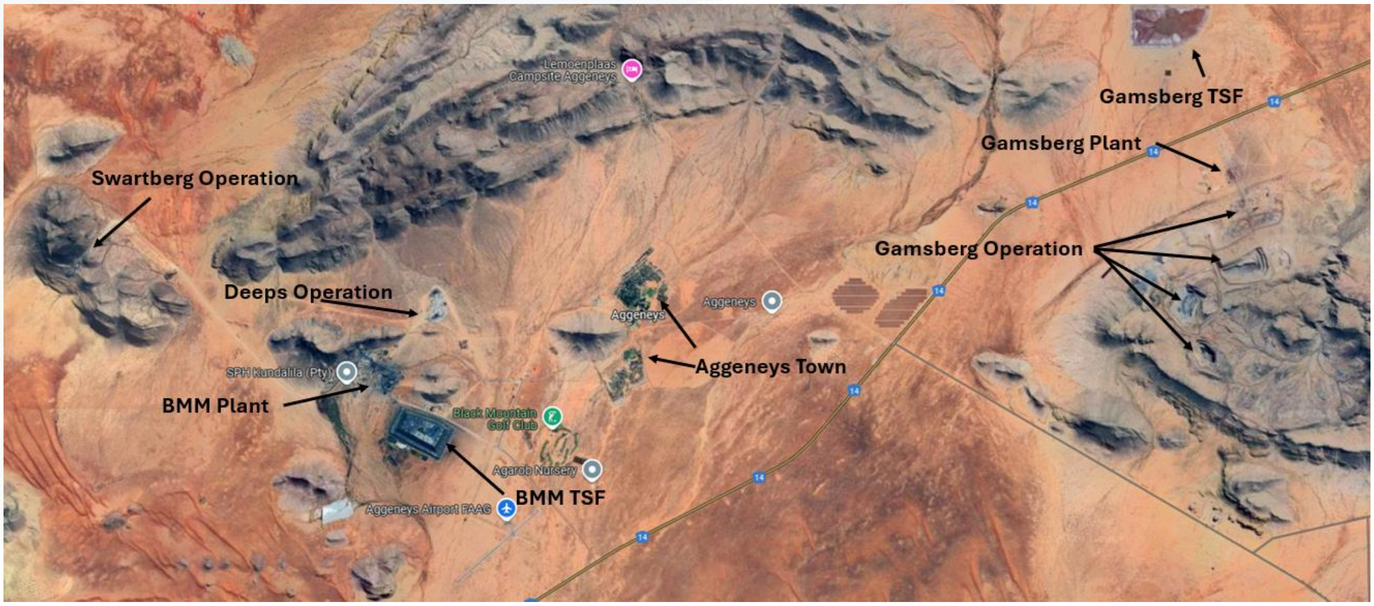


Figure 2: Aerial View of Geographical Location of BMM

Gamsberg Mining Methodology

The Gamsberg deposit will be mined using conventional methods, including drilling, blasting, ore extraction, and waste management. Production blast holes, 11 meters deep, will be drilled for both overburden and ore, with emulsion explosives supplied by an on-site contractor. Hydraulic shovels will extract the ore, which will be loaded onto 136-ton trucks and transported to a nearby crusher. After crushing, the ore will be conveyed to the plant at a rate of 10 million tons per annum (Mtpa) after ramp-up. Waste will be removed using larger excavators and trucks, with disposal in two primary waste dumps.

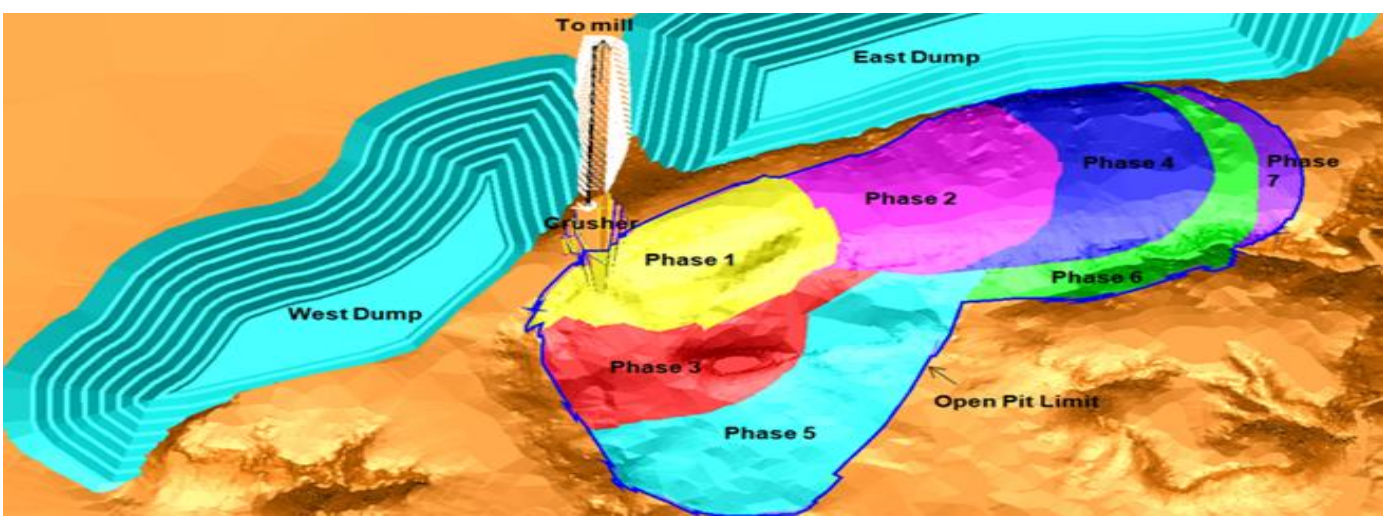
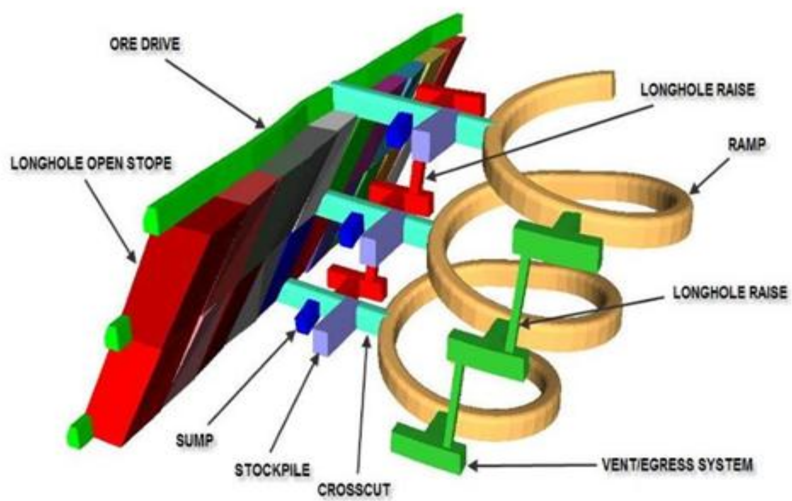


Figure 3: Gamsberg Open Cast Phased Mining Staged Sequences

The open pit will extend through the unfilled stopes of the old Gamsberg underground mine. To ensure safe mining through these underground areas, the stopes will be backfilled with low-grade ore, delivered through ore passes excavated using the drop raise method. This mining process will demand specialized skills in drilling and blasting, crushing and conveyor operations, skilled excavation for waste removal, and engineers overseeing the backfilling of stopes to maintain safe and efficient operations at Gamsberg.

Swartberg Mining Methodology

BMM plans to develop this as an expansion project, which will include waste rock dumps, a fleet of mining machinery, workshops, and other supporting infrastructure necessary for the extraction and handling of ore. The ore will be processed at the concentrator plant, which will be upgraded to handle the ore originating from the Swartberg mine. This ore has different metallurgical properties compared to the feedstock from the Deeps mine. The Port of Saldanha will serve as the export point, and since the Swartberg mine is expected to replace the Deeps mine, no upgrades to the Port's facilities will be necessary. Product will be transported to the Port via trucks.



Source: AMC Consultants (2017)

Figure 4: Swartberg Extension Mining Methodology

1.4. BMMs Approach to Socio-Economic Development of the area in which the Mine Operates

BMM's strategic approach to socio-economic development positions foundational enablers, Infrastructure, Education, Job Creation and Economic Empowerment, in such a manner as to ensure they are integrated and aligned in support of maximised development, within the area in which the mine operates. This requires a continuous inclusive and dynamic review of all the enablers and implementation of the various interventions for a cohesive assessment of the company's performance against the Social License to Operate.

Figure 5 to follow provides the framework for the company's integrated approach to socio-economic development for the next 5-year period as informed by stakeholder inputs during consultation and business imperatives.

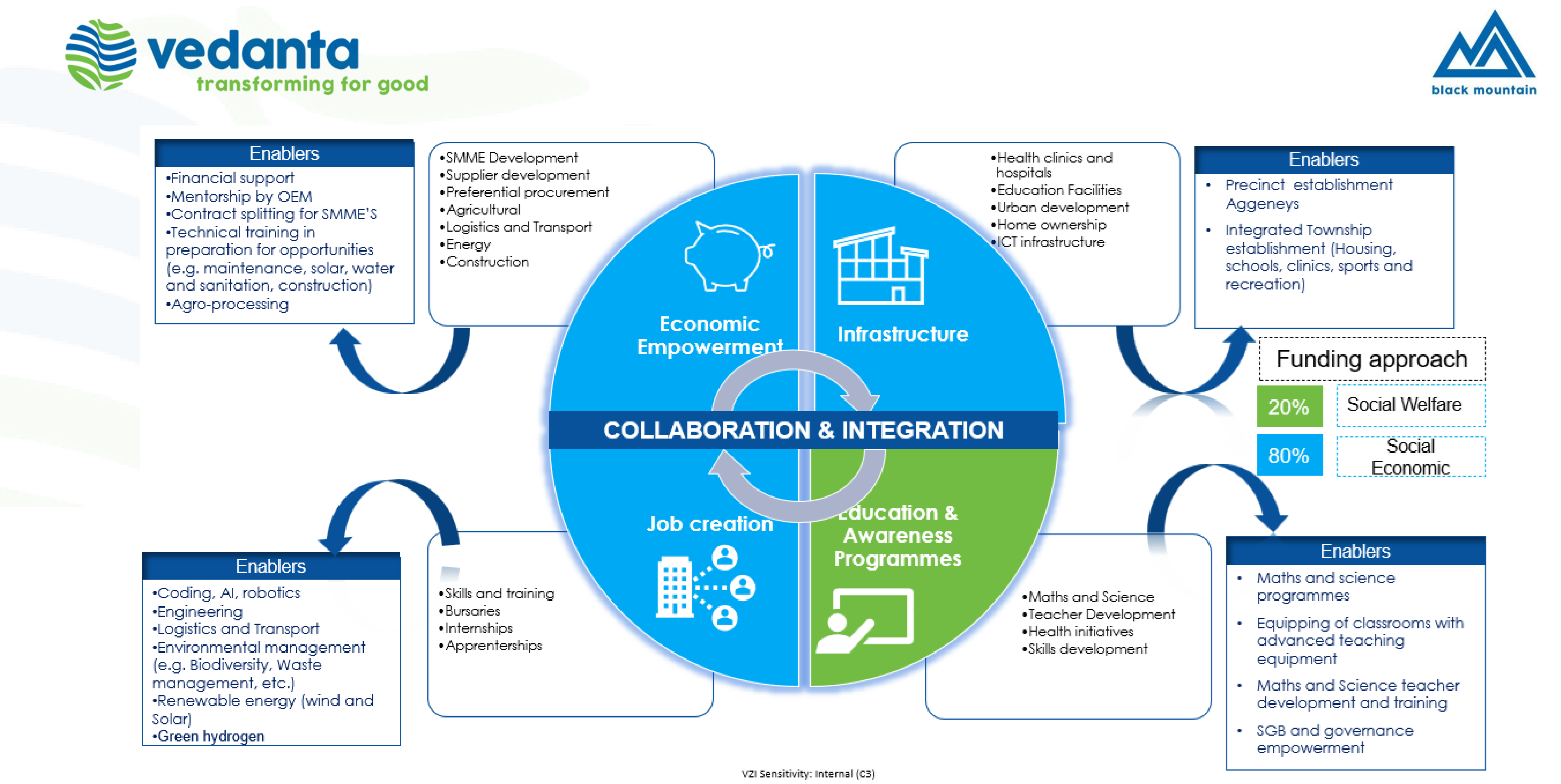


Figure 5: Operation's Approach to Integrated Socio-Economic Development

The Third Generation 5-year SLP's first year is for the period from 1 April 2024 to 31 March 2029, and is reflected as follows:

Table 2: SLP 5-year periods

SLP PERIODS	
2024 / 2025	**From 01 April 2024 to 31 March 2025**
2025 / 2026	**From 01 April 2025 to 31 March 2026**
2026 / 2027	**From 01 April 2026 to 31 March 2027**
2027 / 2028	**From 01 April 2027 to 31 March 2028**
2028 / 2029	**From 01 April 2028 to 31 March 2029**

1.5. Planned Workforce at the Mine

At BMM's Gamsberg operation, an outsourced workforce model is utilised which consists of both permanent employees and core contractors to fulfil primary mining and plant operations. Targets within the MPRDA (Act No. 28 of 2002) definition of Core Contractors is demonstrated through their full integration into the SLP, with BMM involving them in each of the Human Resource Development and Employment Equity areas as described in the following sections.

The breakdown of the workforce on 30 June 2024 is presented in Table 3.

BMM is in the process of reformulating the MWP which will provide an updated review of the potential Socio-Economic Impact of the operations. The estimated Socio-Economic Impact was calculated using projected workforce numbers and will be update once the updated MWP is available.

Table 3: BMM breakdown of Direct & Indirect Labour

Business Group	Workforce Representation 30 June 2024	Planned Workforce 2024/2025	Planned Workforce 2025/2026	Planned Workforce 2026/2027	Planned Workforce 2027/2028	Planned Workforce 2028/2029
Black Mountain Mine Swartberg and Gamsberg Combined	**1075**	1160	1157	1157	1135	1135
Mota Engil	**790**	773	790	790	790	790
Tau Mining	**458**	427	0	0	0	0
Moolmans	**313**	313	558	558	558	558
Minopex	**254**	261	261	261	261	261
Steinweld	**186**	186	186	186	186	186
SPH	**88**	88	85	85	85	85
TOTAL PERMANENT & NON-PERMANENT COMBINED	**3164**	**3208**	**3037**	**3037**	**3015**	**3015**

The planned workforce for the SLP 2024 to 2029 period is outlined in Tables 4 to 6. The expected workforce remains at two hundred and fifty-seven employees. The mine is currently in steady status, with limited year-on-year fluctuations.

Table 4, below, depicts a workforce composition of Black Mountain Mine and its Core Mining Business Partners. BMM will consult with and include any new Core Mining Contractors into the annual Social and Labour Plan Reporting as per the prescribed requirements of the MPRDA and MCIII.

Table 4: Current and Planned Workforce Composition (direct and indirect)

Occupational Level	Current	Year 1	Year 2	Year 3	Year 4	Year 5
		2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Executive Management (F)	**4**	4	4	4	4	4
Senior management (E)	**44**	45	47	47	43	43
Middle management (D)	**198**	229	229	229	222	222
Junior management (C)	**278**	273	255	255	253	252

Occupational Level	Current	Year 1	Year 2	Year 3	Year 4	Year 5
		2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Skilled (not management) (C)	**669**	684	626	626	621	622
Semi-skilled (B)	**1791**	1792	1741	1741	1737	1737
Unskilled (A)	**180**	1812	135	135	135	135
TOTAL PERMANENT & NON-PERMANENT COMBINED	**3164**	**3208**	**3037**	**3037**	**3015**	**3015**
Non-Permanent Employees						
With Disabilities	**7**	12	18	23	31	38
Critical Skills	**1670**	1735	1726	1726	1710	1710
Core Skills	**2298**	2518	2673	2673	2655	2655

Table 5: Current and Planned Workforce Composition (direct)

Occupational Level	Current	Year 1	Year 2	Year 3	Year 4	Year 5
		2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Executive Management (F)	**2**	2	2	2	2	2
Senior management (E)	**31**	33	34	34	30	30
Middle management (D)	**163**	200	197	197	190	190
Junior management (C)	**166**	171	170	170	168	167
Skilled (not management) (C)	**267**	291	291	291	286	287
Semi-skilled (B)	**446**	463	463	463	459	459
Unskilled (A)	**0**	0	0	0	0	0
TOTAL PERMANENT & NON-PERMANENT COMBINED	**1075**	**1160**	**1157**	**1157**	**1135**	**1135**
Non-Permanent Employees						
With Disabilities	**5**	10	14	19	27	34
Critical Skills	**886**	883	880	880	864	864
Core Skills	**897**	892	890	890	872	872

Table 6: Current and Planned Workforce Composition (indirect)

Occupational Level	Current	Year 1	Year 2	Year 3	Year 4	Year 5
		2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Executive Management (F)	**2**	**2**	**2**	**2**	**2**	**2**
Senior management (E)	**6**	**12**	**13**	**13**	**13**	**13**
Middle management (D)	**42**	**29**	**32**	**32**	**32**	**32**
Junior management (C)	**112**	**102**	**85**	**85**	**85**	**85**
Skilled (not management) (C)	**402**	**393**	**335**	**335**	**335**	**335**
Semi-skilled (B)	**1345**	**1329**	**1278**	**1278**	**1278**	**1278**
Unskilled (A)	**180**	**181**	**135**	**135**	**135**	**135**
TOTAL PERMANENT & NON-PERMANENT COMBINED	**2089**	**2048**	**1880**	**1880**	**1880**	**1880**
Non-Permanent Employees						
With Disabilities	**1**	**2**	**4**	**4**	**4**	**4**
Critical Skills	**784**	**852**	**846**	**846**	**846**	**846**
Core Skills	**1401**	**1626**	**1783**	**1783**	**1783**	**1783**

As is evident from Figure 6 below, Paterson B (semi-skilled workers) represents the majority (56.6%) of the current workforce. BMMs Skills- and Career development is focused on developing talent internally to grow to the next occupational levels. This will provide experience within the local communities, as well as employees with capabilities which are portable, inside and outside of mining.

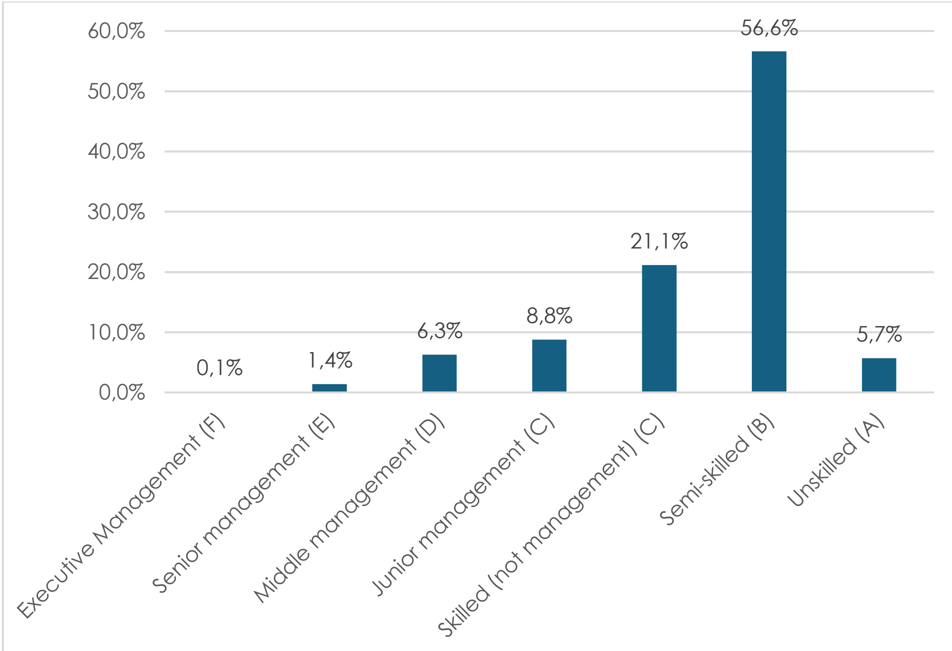


Figure 6: Current Workforce (direct and indirect)

1.6. Local Recruitment

BMM remains focused on the recruitment of local community members, with preference given to the Khâi-Ma Local Municipal area, and advertising positions within the local communities, through both BMM and its core contractors. If there are no suitable candidates available, then BMM will advertise in the district and regional areas. The local recruitment target for the KMLM is set at 60%, with BMM aiming to increase the number of locally recruited employees with 9% over the SLP period.

Table 7: Local Recruitment Strategy

Recruitment and Labour Sending Strategic Action Plan	Responsible Department	Timeframe
1. Priority is given to candidates from the communities surrounding BMM, within Khâi-Ma and Nama Khoi Local Municipalities and the Namakwa District Municipality, as well as qualifying applicants within the broader Northern Cape Province.	HR Department	Continuous
2. Ensure Recruitment and Training Policy and associated strategies facilitate local recruitment and is clearly outlined in the Human Resources (HR) Recruitment and Human Resources Development (HRD) Training and Development policies and procedures.	HR & HRD Departments	Review policies and procedures and update annually
3. The Mine, will as part of its recruitment strategy, advertise available positions and training opportunities in the local newspapers and at the notice boards at the Community Liaison Officer (CLO) offices. The Mine will further make use of the database at the Department of Employment and Labour (DoEL) in conjunction with the Local and District Municipalities to facilitate the identification of potentially suitable candidates. The DoEL's ESSA system will be used to create jobseeker profiles for community members with the dual purpose of being able to match them with positions at BMM or BMM's services providers, as well as facilitate their presence and use of the database to seek suitable positions or training opportunities across South Africa.	HR Department	Continuous

Recruitment and Labour Sending Strategic Action Plan	Responsible Department	Timeframe
4. BMM and its Contractor(s) to upskill and train community members through the appropriate identified structures and institutions to recognize candidates with potential.	HRD Department	Continuous
5. If no qualifying applicants are discovered, recruit nationally. Report reasons for Provincial and National Recruitment to Organised Labour and Communities to create clear understanding of requirements and that no qualifying applicants were found. Plan to upskill for position locally (hard-to-fill vacancy strategy list).	HR Department	Continuous
6. Capture Labour Sending Area (LSA) information in the required format at employment (point of entry) to facilitate ease of reporting. Contractors has aligned their reporting mechanisms accordingly.	HR Department	At recruitment of employee and continuously
7. Report on Labour Sending statistics annually in submission of Annual SLP Report and SLP Implementation Plan to the DMRE.	HR Department	Annually in Annual Report Submission
8. Significant labour sending communities have been identified and socio-economic development activities have been aligned accordingly. Advise DMRE of planned activities in the annual SLP Implementation Plans.	HR/ HRD & SED Department	Annually

1.7. Summary of the Workforce Composition per Labour Sending Area (Direct and Indirect)

BMM measures and reports on the Labour Sending Areas of employees to Internal and external stakeholders in order to support the identification of significant labour sending areas and to support the recruitment and development of communities surrounding BMM. The current Labour Sending statistics for BMM and its core contractors are reflected in Table 8. The detailed breakdown of the Labour Sending Areas can be found in Table 9.

BMM and its core contractors are working together to ensure that all missing address data is addressed and have quarterly reviews to discuss SLP information and the associated accuracy.

Table 8: Summary of Labour Sending Areas (direct and indirect) at 30 June 2024

Sending Area	Count	% of Total
Local Khâi-Ma	1614	51,0%
In Province Migrancy	1133	35,8%
Inter Provincial Migrancy	316	10,0%
Foreign Migrancy	6	0,2%
Missing Address	94	3,0%
Total	3164	100,0%

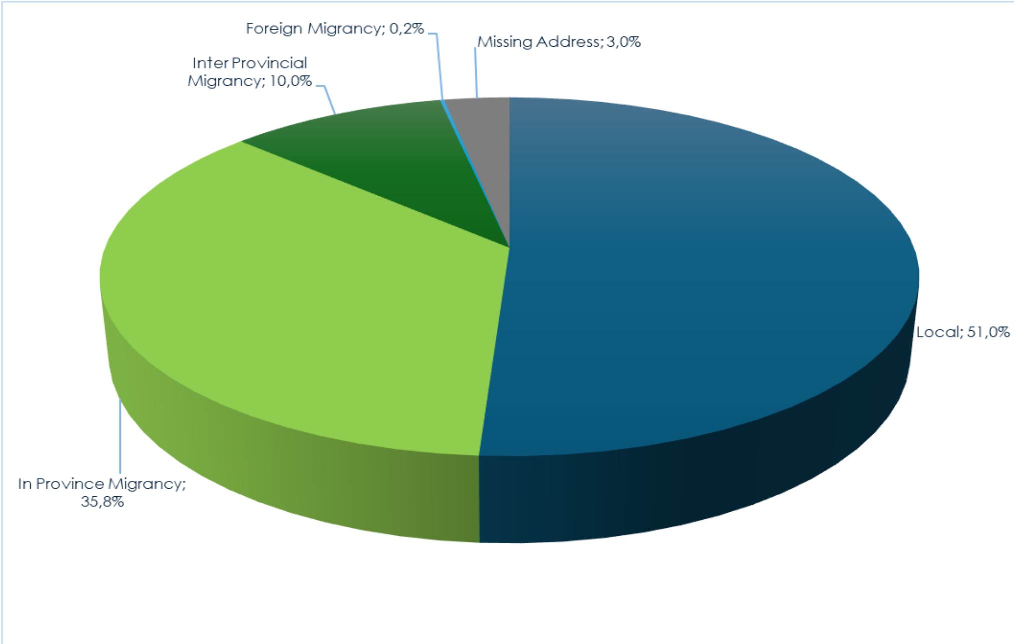


Figure 7: Analysis of Workforce Composition per Labour Sending Areas (direct and indirect)

Table 9: Breakdown of Workforce Composition (direct and indirect) at June 2024

Sending Area	Province/Country	Town	Count	% of Total
Local	Northern Cape	Aggeneys	909	29,62%
		Onseepkans	45	1,47%
		Pella	339	11,05%
		Pofadder	310	10,10%
		Witbank	11	0,36%
In Province Migrancy	Northern Cape	Alexander bay	12	0,39%
		Augrabies	1	0,03%
		Barkly West	1	0,03%
		Bergsig	58	1,89%
		Bitterfontein	1	0,03%
		Blyvooruitsig	14	0,46%
		Buffelsrivier	11	0,36%
		Bulletrap	10	0,33%
		Carolusberg	35	1,14%
		Colesberg	0	0,00%
		Concordia	122	3,98%
		Danielskuil	2	0,07%
		Delportshoop	1	0,03%
		Eksteensfontein	5	0,16%
		Garies	7	0,23%
		Hondeklip Bay	4	0,13%
		Kakamas	11	0,36%
		Kamieskroon	1	0,03%
		Kathu	17	0,55%
		Keimoes	14	0,46%
		Kenhardt	1	0,03%
		Kimberley	6	0,20%
		Kleinsee	7	0,23%
		Kleinzee	1	0,03%
		Komaggas	79	2,57%
		Kuboes	5	0,16%
		Kuruman	11	0,36%
		Lekkersing	15	0,49%

Sending Area	Province/Country	Town	Count	% of Total
		Matjieskloof	21	0,68%
		Mothibistad	2	0,07%
		Nababeep	135	4,40%
		O'Kiep	134	4,37%
		Olifantshoek	4	0,13%
		Port Nolloth	15	0,49%
		Postmasburg	13	0,42%
		Soebatsfontein	1	0,03%
		Springbok	146	4,76%
		Steinkopf	196	6,39%
		Upington	11	0,36%
		Van Wyksvlei	1	0,03%
		Vioolsdrift	1	0,03%
		Warrenton	1	0,03%
Inter Provincial Migrancy	Eastern Cape	Gqeberha	2	0,07%
		East London	2	0,07%
		Jeffreys Bay	2	0,07%
		Klipfontein	1	0,03%
		Libode	1	0,03%
		Lusikisiki	2	0,07%
		Port St Johns	1	0,03%
		Willowmore	1	0,03%
	Free State	Kroonstad	2	0,07%
		Phiritona	1	0,03%
		Sasolburg	2	0,07%
		Suidrand	1	0,03%
		Welkom	2	0,07%
	Gauteng	Alberton	2	0,07%
		Bekkersdal	1	0,03%
		Benoni	3	0,10%
		Boksburg	3	0,10%
		Bredell	1	0,03%
		Bryanston	1	0,03%
		Centurion	5	0,16%
		Doornpoort	4	0,13%
		Elandsfontein	1	0,03%
		Eldorado Park	1	0,03%
		Fourways	3	0,10%
		Germiston	3	0,10%
		Johannesburg	28	0,91%
		Kyalami	2	0,07%
		Kempton Park	2	0,07%
		Mamelodi Ext 3	1	0,03%
		Midrand	6	0,20%
		Pretoria	11	0,36%
		Primrose	1	0,03%
		Randfontein	2	0,07%
		Soweto	1	0,03%
		Springs	1	0,03%
		Tembisa	3	0,10%
		Vanderbijlpark	3	0,10%
		Westonaria	1	0,03%
	Kwa Zulu Natal	Dumbe	1	0,03%
		Ladysmith	1	0,03%
		Melmoth	1	0,03%
		Newcastle	2	0,07%
		Rosedale	1	0,03%

Sending Area	Province/Country	Town	Count	% of Total
		Vryheid	6	0,20%
		Umzimkulu	2	0,07%
		Uvongo	4	0,13%
	Limpopo	Burgersfort	1	0,03%
		Groblersdal	1	0,03%
		Jane Furse	1	0,03%
		Namakgale	1	0,03%
		Polokwane	18	0,59%
		Thohoyandou	2	0,07%
		Vaalwater	1	0,03%
	Mpumalanga	Acornhoek	1	0,03%
		Barberton	1	0,03%
		Breyten	1	0,03%
		Delmas	2	0,07%
		Ermelo	2	0,07%
		Kriel	1	0,03%
		Lydenburg	2	0,07%
		Machadodorp	2	0,07%
		Middelburg	3	0,10%
		Nelspruit	2	0,07%
		Ogies	13	0,42%
		Tjakastad	2	0,07%
		Witbank	62	2,02%
	North West	Bloemhof	1	0,03%
		Brits	5	0,16%
		Klerksdorp	5	0,16%
		Kokosi	1	0,03%
		Mafikeng	8	0,26%
		Maganeng	2	0,07%
		Rustenburg	24	0,78%
		South Village	1	0,03%
		Taung	1	0,03%
		Vryburg	2	0,07%
	Western Cape	Bergsig	1	0,03%
		Cape Town	11	0,36%
		Lutzville	2	0,07%
		Malmesbury	1	0,03%
		Maskamsig	1	0,03%
		Saldanha	1	0,03%
		Sandrift	1	0,03%
		Stellenbosch	1	0,03%
Foreign Migrancy	Foreign Migrancy	Portugal	3	0,10%
		Zimbabwe	2	0,07%
		Mozambique	1	0,03%
Total			**3069**	100,00%
Missing addresses			94	3%

HUMAN RESOURCES DEVELOPMENT

2. Human Resources Development Programme

1.8. Introduction

The BMM Human Resources Development (HRD) programme aims to develop the necessary skills for BMM's mining operations, with a focus on skills development, leadership, bursaries for critical and core skills, AET training, artisans, and other training initiatives reflecting demographics, as defined in the amended Mining Charter (2018). BMM is dedicated to developing Historically Disadvantaged Persons (HDPs), particularly women and youth, in its workforce through talent and career development initiatives, as well as in the community by creating a pipeline from BMM talent pool. BMM HRD contains the following principles:

- The Company's Human Resources Development Programme (HRDP) is centred on the belief that employees are the business' most valuable assets.
- BMM is committed to fostering a supportive environment that enables individuals to reach their full potential.
- By providing equitable opportunities for growth and development, BMM aims to create a motivated, competent, and safety-conscious workforce, able to navigate a dynamic and competitive landscape.

BMM is committed to the transformation and development of the communities impacted by the operations, such as the Khâi-Ma Local Municipality, and the major labour-sending municipality of Nama Khoi. To achieve these objectives, BMM recruits and develops local community members and employees from relevant labour sending areas. BMMs Core Business Partners are also required to prioritise local recruitment.

Additionally, BMM is committed to implementing the required HRD programmes in the Social and Labour Plan Annual SLP Implementation Plan (2024-2025), such as AET, Schools Support Programmes, Core Business Skills Training, Career Progression, Portable Skills, Learnerships, Bursaries, Internships, Developmental programmes to build a talent pool, Mentorships, and Employment Equity targets.

Additionally, the BMM Human Resources strategy includes focussed areas as depicted in Table 10. Each of these workstreams plays a critical role in the implementation of the HR strategy, either by providing necessary inputs into the planning elements or for the implementation of the plans to achieve the targeted outcomes. A brief description and anticipated timeframes for workstreams are provided in Table 10 below.

Table 10: HRD Workstream Timeframes

WORKSTREAM	DETAILS	START DATE	END DATE
Employee Skills Audit	Confirm employees' skills levels	1 October annually	31 January annually
Workforce Transition Plan	Updating Career Progression	1 January annually	31 December annually
Workplace Skills Plan (WSP)	Planned interventions for the financial period aligned to operational and compliance requirements.	1 January annually	31 December annually
Annual Training Report (ATR)	Submission of Annual Training Report (ATR)	1 April annually	31 March annually

1.9. Skills Development Plan: Regulation 46 (B) (I)

BMM recognises the importance of its employees in achieving its business objectives and ongoing skills development is the foundation for developing competent and productive employees who can meet BMM's business objectives. BMM commits to undertaking skills development that has an impact beyond the organisation and provides a basis for sustained employability through portable skills training and development aligned to Mining Qualifications Authority (MQA) and the National Qualifications Framework (NQF). BMM will comply with the requirements of the Skills Development Act (Act No. 97 of 1998) and will continue to submit the Workplace Skills Plan (WSP) and Annual Training Reports as required by the Skills Development Act.

BMM prioritizes employee development as a cornerstone of its business strategy. By investing in skills training, BMM aims to cultivate a competent and productive workforce capable of driving operational success and achieving strategic objectives.

The aim of the skills development plan will be to:

- Prioritize technical skills development to ensure safe and efficient production and marketing.
- Foster career growth by providing opportunities for skill acquisition within respective fields.
- Support community development through upskilling programmes that facilitate employment in mining or related industries.
- Equip employees with transferable skills to mitigate the impact of potential mine closure, downscaling and retrenchment.

Table 11: Details of SETA registration

NAME OF SETA	MQA: Mining Qualifications Authority
REGISTRATION NUMBER WITH THE RELEVANT SETA	L800769616
SKILLS DEVELOPMENT FACILITATOR APPOINTED	Weston van Wyk
SUBMISSION OF WORKPLACE SKILLS PLAN	30 April annually
PROOF OF SUBMISSION OF WORKPLACE SKILLS PLAN	Submission on 31 April 2024

2.3 Numeracy & Literacy Training Programme

Numeracy and Literacy form the foundation for all further learning and development. It is therefore that BMM has embarked on an employee- and contractor skills declaration process to ensure that all employees (direct) and contractors' (indirect) educational levels are recorded accurately. All progress is reported in the Workplace Skills Plan and Annual Training Reports on an annual basis. BMM has set a workforce literacy target of 95%.

Form Q in Tables 12 to 14 below, for direct and indirect employees, depict the education levels of the entire BMM workforce. It is evident from Form Q that none of the BMM core employees require AET interventions as the minimum entry requirement at the mine is a Grade 12 qualification. The focus of the mine in terms of AET will therefore be at community level together with Bridging Programmes such as Foundational Learning Competence (FLC) interventions for employees showing interest, in addition to FLC for community members

Foundational Learning Competence (FLC) is a part qualification that consists of two learning areas: Communications and Mathematical Literacy and is an integral component of the new Quality Council for Trades & Occupations (QCTO) occupational qualifications. The Independent Examinations Board (IEB) implemented FLC in 2010. FLC addresses the need for a higher level of skill in fundamental proficiency amongst the South African workforce. The skills gained in Communications in English and Mathematical Literacy have proven foundational for an employee who desires to improve and progress in their workplace.

Table 12: Form Q – Number and Education Level of Combined Employees at 30 June 2024

Band	NQF Level	Old System	Non-Designated					Designated												Total
			Foreign Nationals			White Male	Total	Female						Male					Total	
			Female	Male	Total			African	Chinese	Coloured	Indian	White	Total	African	Chinese	Coloured	Indian	Total		
General Education and Training (GET)		No Schooling	0	0	**0**	0	**0**	0	0	0	0	0	**0**	0	0	0	0	**0**	0	**0**
		Grade 0/Pre	0	0	**0**	0	**0**	0	0	0	0	0	**0**	0	0	0	0	**0**	0	**0**
		Grade 1/Sub A	0	0	**0**	0	**0**	0	0	0	0	0	**0**	0	0	0	0	**0**	0	**0**
		Grade 2/Sub B	0	0	**0**	0	**0**	0	0	0	0	0	**0**	0	0	0	0	**0**	0	**0**
		Grade 3/Std 1/ABET 1	0	0	**0**	0	**0**	0	0	0	0	0	**0**	2	0	0	0	**2**	2	**2**
		Grade 4/Std 2	0	0	**0**	0	**0**	0	0	0	0	0	**0**	2	0	2	0	**4**	4	**4**
		Grade 5/Std 3/ABET 2	0	0	**0**	0	**0**	0	0	0	0	0	**0**	2	0	1	0	**3**	3	**3**
		Grade 6/Std 4	0	0	**0**	0	**0**	0	0	0	0	0	**0**	1	0	5	0	**6**	6	**6**
		Grade 7/Std 5/ABET 3	0	0	**0**	0	**0**	0	0	0	0	0	**0**	2	0	20	0	**22**	22	**22**
		Grade 8/Std 6	0	0	**0**	1	**1**	0	0	3	0	0	**3**	8	0	86	0	**94**	97	**98**
	1	Grade 9/Std 7/ABET 4	0	0	**0**	2	**2**	0	0	4	0	0	**4**	7	0	70	0	**77**	81	**83**
Further Education and Training (FET)	2	Grade 10/Std 8/N1	0	0	**0**	4	**4**	2	0	21	0	0	**23**	44	0	301	0	**345**	368	**372**
	3	Grade 11/Std 9/N2	0	0	**0**	5	**5**	1	0	11	0	2	**14**	30	0	80	0	**110**	124	**129**
	4	Grade 12/Std 10/N3	1	5	**6**	50	**56**	19	0	197	0	4	**220**	91	0	697	5	**793**	1013	**1069**
Higher Education and Training (HET)	5	Higher Certificates/Advanced National Certificate Vocational	0	4	**4**	21	**25**	14	0	82	0	3	**99**	48	0	177	1	**226**	325	**350**
	6	Diplomas/Advanced Certificates	3	0	**3**	14	**17**	18	0	44	1	8	**71**	31	0	135	4	**170**	241	**258**
	7	Bachelor's Degrees/Advanced Diplomas	0	17	**17**	16	**33**	10	0	21	1	4	**36**	28	0	25	1	**54**	90	**123**
	8	Postgraduate Degrees (Honours)/Professional Qualifications	1	4	**5**	8	**13**	0	0	0	0	0	**0**	1	0	1	0	**2**	2	**15**
	9	Masters Degrees	0	4	**4**	2	**6**	2	0	0	0	2	**4**	1	0	2	0	**3**	7	**13**
	10	Doctoral Degrees	0	0	**0**	0	**0**	0	0	0	1	0	**1**	0	0	0	0	**0**	1	**1**
		Total Known Educational Levels	**5**	**34**	**39**	**123**	**162**	**66**	**0**	**383**	**3**	**23**	**475**	**298**	**0**	**1602**	**11**	**1911**	2386	**2548**
		Unknown educational levels	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**616**	**616**
Total			**5**	**34**	**39**	**123**	**162**	**66**	**0**	**383**	**3**	**23**	**475**	**298**	**0**	**1602**	**11**	**1911**	**3002**	**3164**

Table 13: Form Q – Number and Education Level of Direct Employees at 30 June 2024

Band	NQF Level	Old System	Non-Designated					Designated												Total
			Foreign Nationals			White Male	Total	Female						Male					Total	
			Female	Male	Total			African	Chinese	Coloured	Indian	White	Total	African	Chinese	Coloured	Indian	Total		
General Education and Training (GET)		No Schooling			**0**		**0**						**0**					**0**	0	**0**
		Grade 0/Pre			**0**		**0**						**0**					**0**	0	**0**
		Grade 1/Sub A			**0**		**0**						**0**					**0**	0	**0**
		Grade 2/Sub B			**0**		**0**						**0**					**0**	0	**0**
		Grade 3/Std 1/ABET 1			**0**		**0**						**0**	2				**2**	2	**2**
		Grade 4/Std 2			**0**		**0**						**0**	2		2		**4**	4	**4**
		Grade 5/Std 3/ABET 2			**0**		**0**						**0**	2		1		**3**	3	**3**
		Grade 6/Std 4			**0**		**0**						**0**	1		3		**4**	4	**4**
		Grade 7/Std 5/ABET 3			**0**		**0**						**0**	2		2		**4**	4	**4**
		Grade 8/Std 6			**0**		**0**			1			**1**	2		29		**31**	32	**32**
	1	Grade 9/Std 7/ABET 4			**0**	1	**1**						**0**	3		17		**20**	20	**21**
Further Education and Training (FET)	2	Grade 10/Std 8/N1			**0**	3	**3**			3			**3**	15		74		**89**	92	**95**
	3	Grade 11/Std 9/N2			**0**	3	**3**			4			**4**	11		41		**52**	56	**59**
	4	Grade 12/Std 10/N3	1	5	**6**	26	**32**	6	0	75		2	**83**	34	0	231	3	**268**	351	**383**
Higher Education and Training (HET)	5	Higher Certificates/Advanced National Certificate Vocational		3	**3**	6	**9**	7		43		2	**52**	15		59		**74**	126	**135**
	6	Diplomas/Advanced Certificates	1		**1**	6	**7**	17		39		7	**63**	19		108	3	**130**	193	**200**
	7	Bachelor's Degrees/Advanced Diplomas		17	**17**	15	**32**	9		21	1	4	**35**	21		23	1	**45**	80	**112**
	8	Postgraduate Degrees (Honours)/Professional Qualifications		1	**1**	8	**9**						**0**					**0**	0	**9**
	9	Masters Degrees		2	**2**	2	**4**	2				2	**4**	1		2		**3**	7	**11**
	10	Doctoral Degrees	0		**0**		**0**				1		**1**					**0**	1	**1**
		Total Known Educational Levels	**2**	**28**	**30**	**70**	**100**	**41**	**0**	**186**	**2**	**17**	**246**	**130**	**0**	**592**	**7**	**729**	975	**1075**
		Unknown educational levels	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**
		Total	**2**	**28**	**30**	**70**	**100**	**41**	**0**	**186**	**2**	**17**	**246**	**130**	**0**	**592**	**7**	**729**	975	**1075**

Table 14: Form Q – Number and Education Level of Indirect Employees at 30 June 2024

Band	NQF Level	Old System	Non-Designated: Foreign Nationals: Female	Non-Designated: Foreign Nationals: Male	Non-Designated: Foreign Nationals: Total	Non-Designated: White Male	Non-Designated: Total	Designated: Female: African	Designated: Female: Chinese	Designated: Female: Coloured	Designated: Female: Indian	Designated: Female: White	Designated: Female: Total	Designated: Male: African	Designated: Male: Chinese	Designated: Male: Coloured	Designated: Male: Indian	Designated: Male: Total	Designated: Total	Total
General Education and Training (GET)		No Schooling			**0**		**0**						**0**					**0**	0	**0**
		Grade 0/Pre			**0**		**0**						**0**					**0**	0	**0**
		Grade 1/Sub A			**0**		**0**						**0**					**0**	0	**0**
		Grade 2/Sub B			**0**		**0**						**0**					**0**	0	**0**
		Grade 3/Std 1/ABET 1			**0**		**0**						**0**					**0**	0	**0**
		Grade 4/Std 2			**0**		**0**						**0**					**0**	0	**0**
		Grade 5/Std 3/ABET 2			**0**		**0**						**0**					**0**	0	**0**
		Grade 6/Std 4			**0**		**0**						**0**			2		**2**	2	**2**
		Grade 7/Std 5/ABET 3			**0**		**0**						**0**			18		**18**	18	**18**
		Grade 8/Std 6			**0**	1	**1**			2			**2**	6		57		**63**	65	**66**
	1	Grade 9/Std 7/ABET 4			**0**	1	**1**			4			**4**	4		53		**57**	61	**62**
Further Education and Training (FET)	2	Grade 10/Std 8/N1			**0**	1	**1**	2		18			**20**	29		227		**256**	276	**277**
	3	Grade 11/Std 9/N2			**0**	2	**2**	1		7		2	**10**	19		39		**58**	68	**70**
	4	Grade 12/Std 10/N3			**0**	24	**24**	13		122		2	**137**	57		466	2	**525**	662	**686**
Higher Education and Training (HET)	5	Higher Certificates/Advanced National Certificate Vocational		1	**1**	15	**16**	7		39		1	**47**	33		118	1	**152**	199	**215**
	6	Diplomas/Advanced Certificates	2		**2**	8	**10**	1		5	1	1	**8**	12		27	1	**40**	48	**58**
	7	Bachelor's Degrees/Advanced Diplomas			**0**	1	**1**	1					**1**	7		2		**9**	10	**11**
	8	Postgraduate Degrees (Honours)/Professional Qualifications	1	3	**4**		**4**						**0**	1		1		**2**	2	**6**
	9	Master's Degrees		2	**2**		**2**						**0**					**0**	0	**2**
	10	Doctoral Degrees			**0**		**0**						**0**					**0**	0	**0**
		Total Known Educational Levels	**3**	**6**	**9**	**53**	**62**	**25**	**0**	**197**	**1**	**6**	**229**	**168**	**0**	**1010**	**4**	**1182**	**1411**	**1473**
		Unknown educational levels	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**616**	**616**
		Total	**3**	**6**	**9**	**53**	**62**	**25**	**0**	**197**	**1**	**6**	**229**	**168**	**0**	**1010**	**4**	**1182**	**2027**	**2089**

2.4. Human Resources Development

BMM's Skills Development Plan and Programmes adheres to the following principles:

a) Primarily focused on operational enhancement, operational efficiency and targets in terms of the Mine Health and Safety Act.
b) Providing training and development opportunities that align with the National Qualifications Framework and unit standards (when available) with an outcome-based approach.
c) Enhancing competency levels to support career advancement and the acquisition of transferable skills.
d) Creating a culture of development that focuses on improving performance and excellence for employees, teams, business units, and partners.
e) Empowering employees to take charge of their personal growth.
f) Providing mentorship and coaching to learners when appropriate.
g) Utilizing accredited training facilities and trainers while maintaining accreditation.
h) Implementing quality control measures to ensure fair, appropriate, and high-quality assessment and moderation.

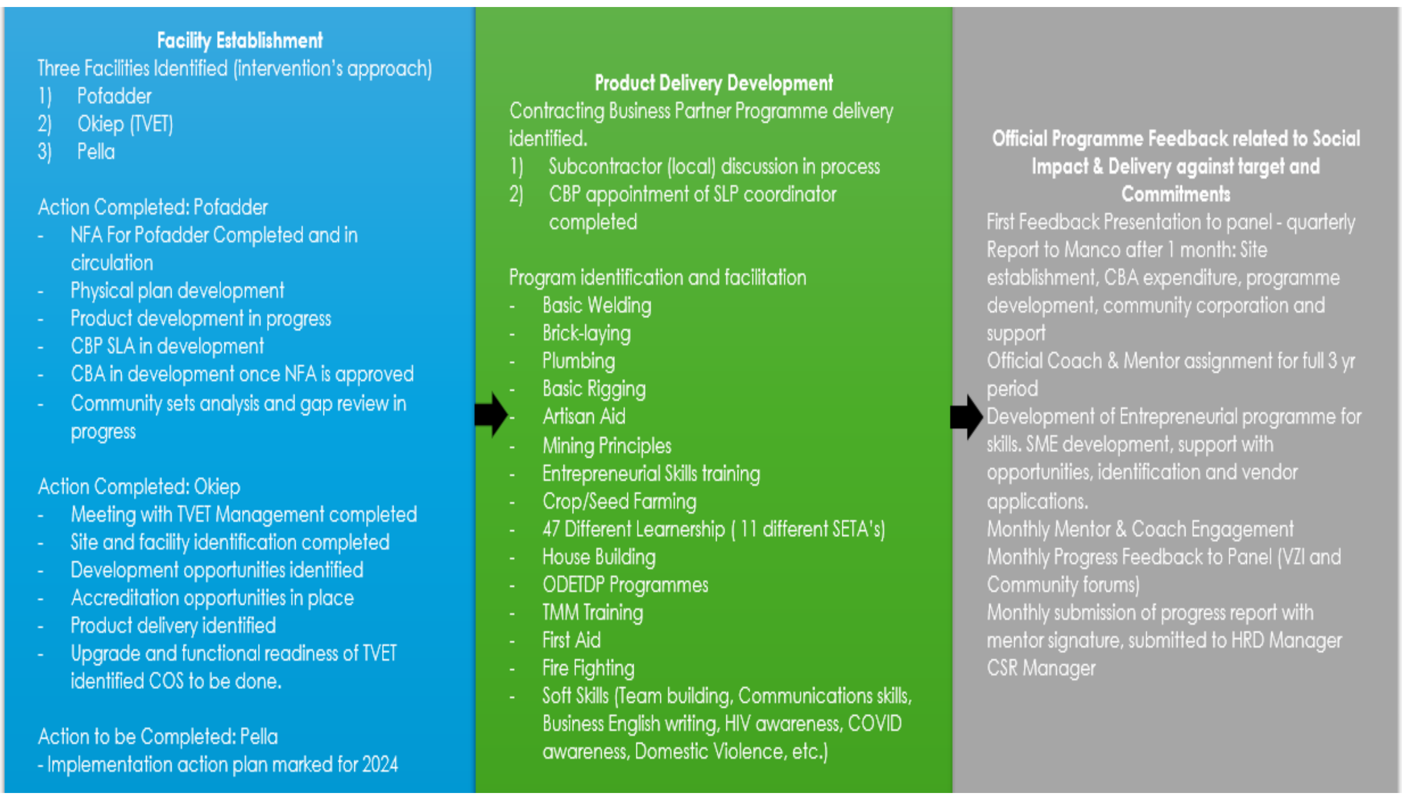


Figure 8: HRD Commitments and Execution

The Training Centre in Pofadder has been established as a mechanism to enhance the potential employability of the Khâi-Ma communities.

Figure 9: Vedanta Community Skills Centre in Pofadder

Skills Centre Vision: To be the creator, catalyst and driver of local education and development in the Khâi-Ma region and to provide opportunities for all community members to be employable and sustainable.

Skills Centre Mission: The Skills Centre drives employability and development of the Khâi Ma, Nama Khoi and greater Namakwa communities through customised and accredited training interventions that create sustainable and progressive communities.

Further to the planned annual skills development interventions, BMM plans employee and community development with an integrated approach to ensure that it aligns with Career Progression Plans, as well as a variety of pathways for individual development and advancement.

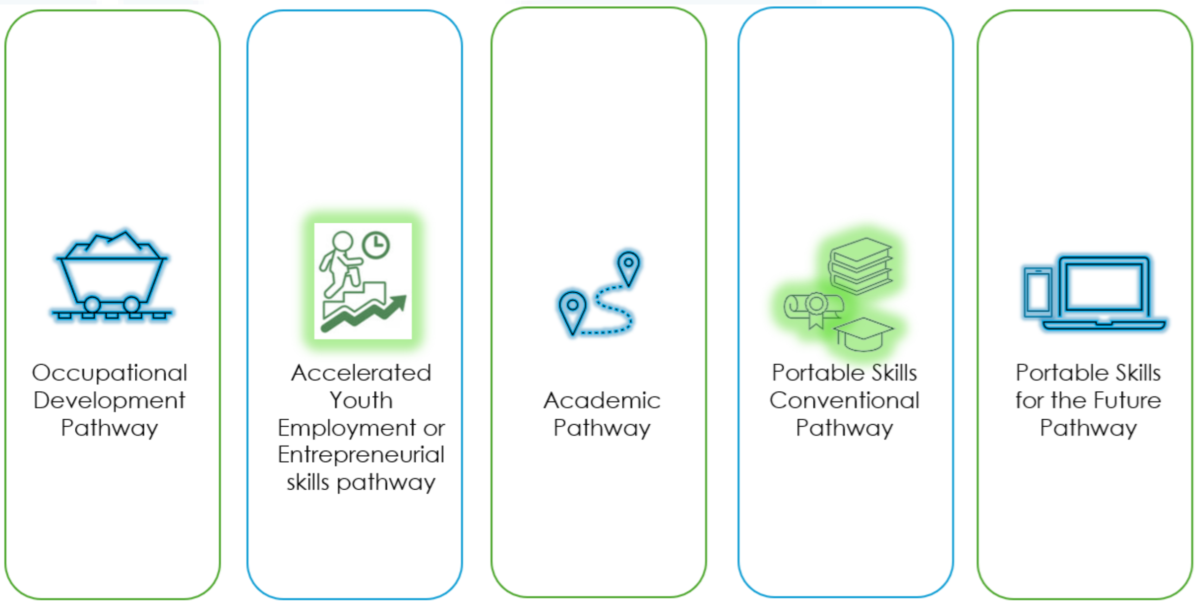


Figure 10: HRD Pathways Employees and Community

2.5. Adult Education and Training for Employees and the Community

Lifelong learning and development are the foundation of Adult Education and Training (AET), which includes knowledge, skills, and attitudes. This programme was previously known as Adult Basic Education and Training (ABET). The old ABET levels, which covered various learning areas, were equivalent to Grades R through 9. The new AET programme has four levels, with level 4 now equivalent to NQF 1, a general certificate, and an entry to vocational training. NQF 1 is also equivalent to Grade 9.

At Gamsberg, the minimum education requirement for employment is Grade 12, while Swartberg and Deeps require a minimum of Grade 8. The Community Education and Training (CET) programme is mainly relevant to those with Grade 10 and 11 education levels.

BMM values basic education and provides lifelong learning and development opportunities, including knowledge, skills, and attributes. BMM and its Core Contractors annually review AET needs, plan to address skills gaps and report to the MQA and the DMRE.

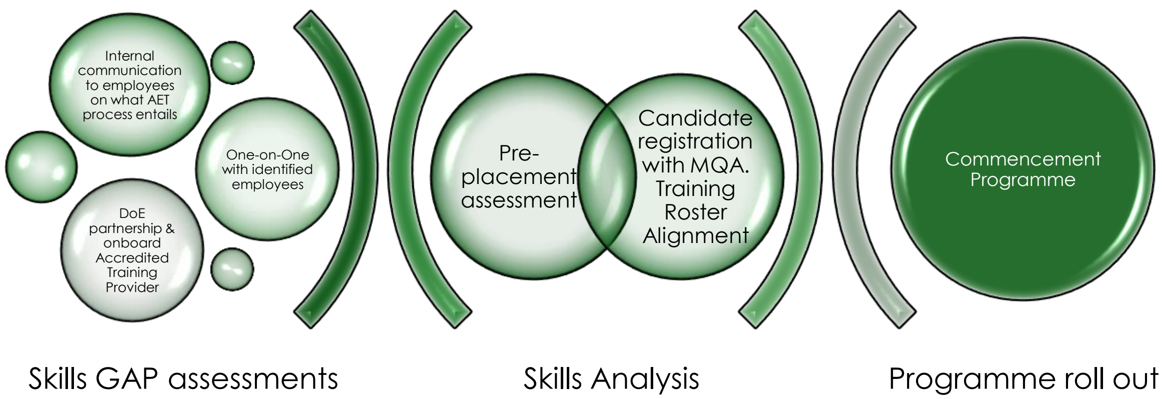


Figure 11: AET Implementation Process

Further to this the Mine offers Bridging Programmes to employees and community members. These programmes aim to provide additional learning opportunities for those who have completed AET. Through participating in AET and/or a Bridging Programme(s), individuals can acquire the necessary knowledge to attempt a matric improvement or to obtain a Grade 12 certificate through the Department of Education.
Table 15 below outlines the strategy employed by BMM and its core contractors to implement AET and Bridging Programmes for employees as well as community members

Table 15: AET & Bridging Programme Strategic Implementation Plan

AET and Bridging Programmes Strategic Action Plan	Responsible Department	Timeframe
1. All employees to provide proof of highest qualification when on-boarded at BMM. Contractor to provide Form Q as well as portfolio of evidence (PoE) to BMM.	HR Department	At recruitment or contractual sign on. Update on continuous basis.
2. Employees who require AET intervention(s) will be interviewed and encouraged to participate in AET.	HRD Department	Employees identified through the SLP process and continuous
3. Internally, AET will be communicated through the interviews of employees requiring AET, but also through notices boards and the Future Forum. Externally AET/ CET interventions will be advertised through the radio station, CLO notices boards and at the Pofadder Training Centre0	HRD Department	Continuous
4. Employees and Community AET training will be outsourced. Training facility will be the Training Centre at Pofadder or closest identified training facility.	HRD Department	Continuous
5. Employees will be required to attend AET during working hours.	HRD Department	As per agreement

AET and Bridging Programmes Strategic Action Plan	Responsible Department	Timeframe
6. Employees who have passed AET level 4 will be encouraged to participate in bridging programmes.	HRD Department	Continuous
7. Community members requiring AET will need to sign up at the CLO.	HRD Department and CLO offices	Continuous

Table 16: AET – Number and Education Level of Direct Employees

Employee Programme	Need from Form Q	Current Cumulative Need (as per Form Q)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2024-2029
			Target Enrolments	Target Enrolments	Target Enrolments	Target Enrolments	Target Enrolments	Total Target Enrolments
AET Level 1	2	2	0	0	0	0	0	0
AET Level 2	7	9	0	2	0	0	0	2
AET Level 3	8	17	0	0	0	1	1	2
AET Level 4	32	49	2	0	0	2	2	6
Bridging Programme/ FLC	26	49	3	3	3	3	3	15
Total No. of AET/ Bridging Programme Enrolments	26	98	5	5	3	6	6	25
BUDGET ALLOCATION			R32 083	R32 667	R31 520	R36 960	R30 743	R163 973

Table 17: AET – Number and Education Level of Indirect Employees

Programme	Need from Form Q	Current Cumulative Need (as per Form Q)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2024-2029
			Target Enrolments	Target Enrolments	Target Enrolments	Target Enrolments	Target Enrolments	Total Target Enrolments
Pre-AET	0	0	0	0	0	0	0	0
AET Level 1	0	0	0	0	0	0	0	0
AET Level 2	2	2	0	1	0	0	0	1
AET Level 3	18	20	5	5	5	0	0	15
AET Level 4	66	86	5	5	5	5	0	20
Bridging Programme/ FLC	86	86	0	5	5	5	5	20
Total No. of AET Enrolments	86	194	10	16	15	10	5	56
BUDGET ALLOCATIONS			R38 500	R39 200	R59 100	R39 600	R20 050	R196 450

Table 18: AET Targets for Community Members

Programme	Need from Form Q	Current Cumulative Need (as per Form Q)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2024-2029
			Target Enrolments	Target Enrolments	Target Enrolments	Target Enrolments	Target Enrolments	Total Target Enrolments
Pre-AET	Community Need		2	2	2	2	2	10
AET Level 1			1	2	2	2	3	10
AET Level 2			1	2	2	2	3	10
AET Level 3			1	2	2	2	3	10
AET Level 4			1	2	4	4	4	15
Bridging Programme/ FLC			0	5	5	5	5	20
Total No. of AET Enrolments	0	0	6	15	17	17	20	75
BUDGET ALLOCATIONS			R48 767	R84 933	R106 380	R93 720	R93 567	R427 367

2.6. School Support Programmes

BMM will continue to invest in Education and Community Skills upliftment for local communities through school support and bridging programmes which are intended to create a skills pool within the local communities. BMM has identified that there is a need for additional mathematics and science training for students as well as teachers and will therefore facilitate additional classes. A critical aim of the school support programme will be to increase the number of learners taking mathematics and physical and life sciences to Grade 12, with a particular focus on female learners, in line with the National Strategy for Mathematics, Science and Technology Education, Action Plan to 2014, Quality Education to 2025 and the National Development Programme.

BMM provides funding for primary and high-school institutions in support of providing quality education for the schools in the Namakwa District.

Table 19: BMM School Support Strategic Action Plan

School Support Strategic Action Plan	Responsible Department	Timeframe
1. Contribute towards implementation of teacher content-knowledge training programmes for maths and science at identified schools. Teachers will be identified through the school board.	HRD Department	June Annually
2. Enrol at least 100 learners from Grade 8 to Grade 12 into additional maths and science classes. Learners will be identified by the relevant grade Math- and Science teachers.	HRD Department	June annually
3. Monitor whether the participating school(s) show a year-on-year increase in performance quality and exceed the national average performance rates by at least 10% in mathematics and life and physical sciences.	HR Department	March Annually

The commitment in terms of school support programmes is outlined below:

Table 20: BMM School Support Programme Targets 2024-2029

Type/ Area of Training	Target	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2024/2029
		Targets and Timeline					Total Enrolments
BMM SGB Teachers Support	Identified Teachers	50	50	50	50	50	250
Aptitude Tests Grade 9 Learners	Grade 9 Learners	200	200	200	200	200	1000
Sponsor Grade 12 Year for Learners	Grade 12 Learners	200	200	200	200	200	1000
Total Number:		450	450	450	450	450	2250
Budget:		R18 919 150	R21 827 565	R22 904 523	R24 063 864	R25 279 962	R112 995 064

Table 21: School Support Indirect Employees

Type/ Area of Training	Target	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2024/2029
		Targets and Timeline					Total Enrolments
Maths and Science Teacher Content Training	Identified Teachers	0	5	5	5	5	20
Total Number:		0	5	5	5	5	20
Budget:		R0	R50 000	R53 500	R55 800	R57 000	R216 300

2.7. Core Business Skills Training

BMM provides its employees with Core Business Skills Training Programmes to ensure they have the necessary skills and competencies to effectively carry out their job responsibilities. These programmes are tailored to each employee's specific skill gaps and career goals, identified through a thorough skills analysis process. BMM's goal is to equip its employees with the necessary tools and knowledge to progress to higher employment levels within BMM, in line with mentorship and equity programmes. Focus is on training employees in the essential skills required by BMM, empowering HDPs, and increasing the skills of women and youth in our communities.

The strategy to implement Core Business Skills Programmes are outlined in Table 22:

Table 22: Core Business Skill Strategic Action Plan

Core Business Skills Training Strategic Action Plan	Responsible Department	Timeframe
1. Formalise and develop skills and competency requirements for BMM and Contractor(s) by review of the workforce profiles.	HRD Department	March annually
2. Assess employees in terms of competency gaps, resulting in employee competency profile through Individual Development Plans (IDPs) and Career Progression Plans (CPPs).	HRD Department	Annual performance review
3. Develop a comprehensive skills training plan (WSP) with targets, budgets and time frames (in line with commitments made in the SLP and the business plan).	HR Department	March annually
4. Identify and coordinate training to be conducted in the communities in support of future employment.	HR Department	Plan annually, track and measure quarterly
5. Regular performance evaluations to assess employee progress against personal development goals and identify areas for continued growth.	HR Department	Quarterly

The Core Business Skills Training Targets are outlined in Tables 23 to 25:

Table 23: Core Business Skills Training Targets for Direct Employees 2024-2029

Subcategory	2024/2025 Expected Enrolments	2025/2026 Expected Enrolments	2026/2027 Expected Enrolments	2027/2028 Expected Enrolments	2028/2029 Expected Enrolments	2024-2029 TOTAL ENROLMENTS
Developmental (Core) Training	1050	1050	1050	1050	1050	5250
Legal Liability	80	90	80	90	80	420
Mandatory Training	450	330	450	330	450	2010
Operator Training	100	110	115	120	125	570
Safety Training	440	220	440	220	440	1760
TOTAL	2120	1800	2135	1810	2145	10010
Budget:	R6 900 000	R6 000 000	R6 420 000	R6 869 400	R7 350 258	R33 539 658

Table 24: Core Business Skills Training Targets for Indirect Employees 2024-2029

Core Business Area	Subcategory (see categories in notes below)	2024/2025 Expected Enrolments	2025/2026 Expected Enrolments	2026/2027 Expected Enrolments	2027/2028 Expected Enrolments	2028/2029 Expected Enrolments	2024-2029 TOTAL ENROLMENTS
Articulated Dump Truck	Operator training	10	10	10	10	10	50
Basic Fire Fighting	Safety training	25	100	100	100	100	425
Basic First Aid Training	Mandatory Training	50	100	100	100	100	450
Basic Rigging	Developmental Training	50	50	50	50	50	250

Core Business Area	Subcategory (see categories in notes below)	2024/2025 Expected Enrolments	2025/2026 Expected Enrolments	2026/2027 Expected Enrolments	2027/2028 Expected Enrolments	2028/2029 Expected Enrolments	2024-2029 TOTAL ENROLMENTS
Combination Vehicle	Operator training	20	20	20	20	20	100
Confined Space	Mandatory Training	50	100	100	100	100	450
Conveying of Dangerous Goods	Safety training	20	20	20	20	20	100
Conveyor belt safety	Legal/Mandatory Training	100	110	120	130	140	600
Crusher	Operator training	10	10	10	10	10	50
Diesel Truck Training	Operator training	10	10	10	10	10	50
Dozer Training	Operator training	20	20	20	20	20	100
Drill Rig Operator Training	Operator training	20	20	20	20	20	100
Dump Truck Training	Operator training	20	30	40	50	60	200
Environmental Management	SHE Courses	10	10	10	10	10	50
Excavator Training	Operator training	20	20	20	20	20	100
FEL Driver Training	Operator training	50	50	50	50	50	250
Fire Fighting	Safety training	10	10	10	10	10	50
First Aid	Safety training	100	200	100	200	100	700
Forklift	Operator training	10	10	10	10	10	50
Grader Training	Operator training	20	20	20	20	20	100
Hand Tools	Safety training	10	10	10	10	10	50
HIRA	Mandatory Training	100	50	100	50	100	400
Legal Liability	Mandatory Training	50	30	50	30	50	210
Lifting Equipment	Developmental Training	20	20	20	20	20	100
Lock-Out	Mandatory Training	250	250	250	250	250	1250
Metallurgical Training	Accredited Based	10	10	10	10	10	50
Mining Competent A	Mandatory Training	10	10	10	10	10	50
Mining Competent B	Mandatory Training	2	2	2	2	2	10
Power Tools	Safety training	10	10	10	10	10	50
Risk Assessment	Mandatory Training	100	50	100	50	100	400
Rock Breaker	Operator training	10	10	10	10	10	50
Safety Rep training	Mandatory Training	10	20	10	20	10	70
Service Truck Training	Engineering	10	10	10	10	10	50
Soft Skill Training Admin	Developmental Training	10	10	10	10	10	50
Supervisory Development	Developmental Training	10	10	10	10	10	50
Tipper Truck	Operator training	10	10	10	10	10	50
TMM Training	Accredited Based	10	10	10	10	10	50
Truck Mounted Crane	Operator training	5	5	5	5	5	25
Water Bowser	Operator training	10	10	10	10	10	50
Wheel Dozer	Operator training	5	5	5	5	5	25

Core Business Area	Subcategory (see categories in notes below)	2024/2025 Expected Enrolments	2025/2026 Expected Enrolments	2026/2027 Expected Enrolments	2027/2028 Expected Enrolments	2028/2029 Expected Enrolments	2024-2029 TOTAL ENROLMENTS
Working at Heights	Safety Training	25	25	25	25	25	125
	TOTAL INTERVENTIONS	1302	1487	1517	1527	1557	7390
	Budget:	R3 840 900	R4 825 315	R5 414 932	R5 995 689	R6 724 831	R26 801 667

Table 25: Core Business Skills Training Targets for Community 2024 - 2029

Core Business Area	Subcategory (see categories in notes below)	2024/2025 Expected Enrolments	2025/2026 Expected Enrolments	2026/2027 Expected Enrolments	2027/2028 Expected Enrolments	2028/2029 Expected Enrolments	2024-2029 TOTAL ENROLMENTS
Safety Rep training	Mandatory Training	0	10	0	10	0	20
Basic First Aid Training	Mandatory training	10	0	10	0	10	30
FEL Driver Training	Operator training	0	5	0	5	0	10
Risk Assessment	Accredited Based	0	10	0	10	0	20
Working at Heights	Legal/ Mandatory Training	0	10	10	10	10	40
Water Bowser	Operator training	0	5	0	5	0	10
Basic Fire Fighting	Safety training	10	0	10	0	10	30
Environmental Management	SHE Courses	0	10	0	10	0	20
Metallurgical Training	Accredited Based	0	5	0	5	0	10
Conveyor belt safety	Legal/ Mandatory Training	0	10	0	10	0	20
TMM Training	Accredited Based	10	0	10	0	10	30
Legal Liability	Legal/ Mandatory Training	0	10	0	10	0	20
Supervisory Development	Different Disciplines	0	5	0	5	0	10
Confined Space	Legal/ Mandatory Training	10	0	10	0	10	30
	TOTAL	40	80	50	80	50	300
	Budget:	R118 000	R248 000	R157 500	R260 000	R170 000	R953 500

2.8. Learnerships

A Learnership is a learning programme that combines practical work experience with theoretical training. The programme aims to provide learners with a qualification registered with the SAQA and adheres to the MQA and relevant SETA specifications. BMM offers learnerships to address current and future skills and competency needs while promoting transformation in the mining industry. Internal and external learners are recruited to increase the available pool of skills and address unemployment challenges. When possible, grants provided by the relevant SETA are used to partially fund learnerships. Otherwise, BMM bears the cost of stipends and the provision of learnerships.

Table 26 outlines the Learnership implementation strategy:

Table 26: BMM Learnership Strategic Action Plan

Learnership Strategic Action Plan	Responsible Department	Timeframe
1. Candidates for the Section 18.1 and 18.2 learnerships will be identified through internal and external advertisements. The potential candidates will undergo psychometric and medical assessments.	HR and HRD Department	Annually
2. Advertise learnership positions internally and externally through community newspapers, and municipalities.	HR and HRD Department	Annually
3. List specific requirements for enrolment such as: • Grade 12 Maths & Science. • Medical and Psychometric Assessments. • N2/N3 Technical Qualification – N3 Compulsory for Millwrights and Electricians. • Pre-assessment tests. • Advise of available development talent pool for qualifying female and youth candidates. • Driver's License Training will be provided to successful candidates who do not have a driver's license.	HR and HRD Department	Continuous
4. The Mine aims to recruit learnership candidates directly from schools (Grade 12's) in the local communities and will communicate opportunities for applications to these institutions.	HR and HRD Department	June to October annually
5. In case of drop-out an assessment will be done to identify any barriers and address these where possible.	HR and HRD Department	Continuous
6. The learnership needs and programmes will be assessed on an annual basis. The number of targets will not change; however, the category of interventions may be substituted based on operational requirements. BMM will therefore measure whether the learnership programme is aligned to the business strategy on an annual basis. The DMRE will be advised of any changes in the categories.	HRD Department and Operational Management	October to November Annually

Table 27: 18.1 Learnership Targets for Direct Employees 2024-2029

BMM Learnership Programme	Length of Programme	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
			Section 18.1		Section 18.1		Section 18.1		Section 18.1		Section 18.1		
		IN PROGRESS	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	TOTAL NEW INTAKES
Rock Breaking	18 months	**0**	15	15	0	15	10	10	0	10	10	10	**35**
Boilermaker	3years	**0**	1	1	0	1	0	1	1	1	0	1	**2**
Diesel Mechanic	3years	**0**	1	1	0	1	0	1	2	2	0	2	**3**
Mechanical (includes Fitter)	3 years	**0**	1	1	0	1	0	1	2	2	0	2	**3**
Auto Electrician	3 years	**0**	1	1	0	1	0	1	3	3	0	3	**4**
Electrical (engineering)	3 years	**0**	1	1	0	1	0	1	2	2	0	2	**3**
Technician/Mechanician	3 years	**0**	2	2	0	2	0	2	3	3	0	3	**5**
Rigger Ropesman	3 years	**0**	2	2	0	2	0	2	2	2	0	2	**4**
Total New learnerships:		**0**	**24**	**24**	**0**	**24**	**10**	**19**	**15**	**25**	**10**	**25**	**59**
Total Number of Learnerships			**24**		**24**		**19**		**25**		**25**		
18.1 LEARNERSHIP BUDGET			**R5 825 850**		**R10 707 200**		**R11 456 704**		**R12 258 673**		**R13 116 780**		**R53 365 208**

Table 28: 18.1 Learnership Targets for Indirect Employees 2024-2029

Contractor Learnership Programme	Length of Programme	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
			Section 18.1		Section 18.1		Section 18.1		Section 18.1		Section 18.1		
		IN PROGRESS	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	TOTAL NEW INTAKES
Rock Breaking	18 months	**0**	5	5	0	5	0	5	5	5	0	5	**10**
Boilermaker	3 years	**0**	2	2	0	2	0	2	4	4	0	4	**6**
Diesel Mechanic (2 from SPH)	3 years	**5**	5	10	0	10	0	9	6	6	0	6	**11**
ETDP	3 years	**0**	1	1	0	1	0	1	1	1	0	1	**2**
Auto Electrician	3 years	**0**	2	2	0	2	0	2	4	4	0	4	**6**
Electrician	3 years	**2**	0	2	0	2	1	3	0	0	0	1	**1**
Instrumentation Mechanician	3 years	**0**	0	0	1	1	0	1	0	1	0	0	**1**
Total New learnerships:		7	15	22	1	23	1	23	20	21	0	21	37
Total Number of Learnerships			**22**		**23**		**23**		**21**		**21**		
18.1 LEARNERSHIP BUDGET			**R2 090 000**		**R2 194 500**		**R2 304 225**		**R1 900 000**		**R1 995 000**		**R10 483 725**

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Table 29: 18.2 Learnership Targets for Community Members for mine and contractors combined 2024-2029

18.2 Learnership Programme		2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
			Section 18.2		Section 18.2		Section 18.2		Section 18.2		Section 18.2		
BMM & Contractors Combined	Length of Programme	IN PROGRESS	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	TOTAL NEW INTAKES
Auto Electrician	3 years	2	5	7	0	7	0	7	10	10	0	10	15
Boilermaker	3years	1	5	6	0	6	0	5	5	5	0	5	10
Diesel Mechanic	3years	3	2	5	0	5	0	5	11	11	0	11	13
Electrical (engineering)	3 years	2	0	2	0	2	0	0	0	0	0	0	0
Mechanical (includes Fitters)	3 years	1	1	2	0	2	0	0	0	0	0	0	1
Millwright	4 years	9	1	10	0	10	0	0	0	0	0	0	1
Rigger Ropesman	3 years	2	0	2	0	2	0	0	0	0	0	0	0
Rock Breaking	18 months	7	3	10	0	10	5	10	0	5	5	5	13
Technician/Mechanician	3 years	3	1	4	0	4	5	4	0	5	0	5	6
Total New learnerships:		**30**	**18**	**48**	**0**	**48**	**10**	**31**	**26**	**36**	**5**	**36**	**59**
Total Number of Learnerships			**48**		**48**		**31**		**36**		**36**		
18.2 LEARNERSHIP BUDGET			**R5 172 000**		**R4 640 914**		**R4 640 914**		**R2 566 200**		**R2 695 095**		**R19 715 123**

2.9. Form R: Hard to Fill Vacancies

Positions that are difficult to fill, often vacant for six to twelve months or longer, or currently filled with individuals that are not easily replaceable, are known as hard-to-fill vacancies. This is typically due to skills shortages or other challenges specific to the mining operation context of Black Mountain Mine. Hard-to-fill vacancies may also include those that require highly skilled individuals, but there is a lack of available candidates. Table 30 lists the hard-to-fill vacancies specific to BMM, and career paths have been developed to identify the minimum requirements and experience for each position. To address core skills, HRD plan will implement skills development programmes.

Table 30: BMM's identified Hard-to-Fill Vacancies

Occupational Level	Job title	Main reason for being unable to fill the vacancy	Strategy to address
Paterson C2	Miner	Unsuitable job location	Although this has been stated as a scarce skill in the MRH AR, the mine has positively moved this dial with the implementation of the 18.1 and 18.2 learnership programmes.
Paterson C4	Mining Engineers (Underground)	Unsuitable job location	Enhance the local talent pool by implementing HRD programmes. Whenever necessary to engage recruitment agencies, prioritize the selection of applicants from Namakwa / Northern Cape regions.
	Emergency Response Coordinator	Location, Cost, Limited Talent Pool within SA	Three options for recruiting: • Using recruitment agencies, • outsourcing, or • hiring from within the group's internal pool of candidates.
	Chief Surveyor (Mining)	Unsuitable job location	Enhance the local talent pool by implementing HRD programmes, such as bursaries and Career Progression Plans. Whenever necessary to engage recruitment agencies, prioritize the selection of applicants from Namakwa / Northern Cape regions.
Paterson D1	Mine Planner	Unsuitable job location	Enhance the local talent pool by implementing HRD programmes such as Bursaries and Career Progression Plans. Whenever necessary to engage recruitment agencies, prioritize the selection of applicants from Namakwa / Northern Cape regions.
	Maintenance Engineer - Mining	Location, Cost, Limited Talent Pool within SA	The following options for recruiting: • Using recruitment agencies, • outsourcing, or • hiring from within the group's internal pool of candidates. Internal and External Bursary programmes for mining related studies are available.
	Geotechnical Engineer	Location, Cost, Limited Talent Pool within SA	Three options for recruiting: • Using recruitment agencies, • outsourcing, or • hiring from within the group's internal pool of candidates. Internal and External Bursary programmes for mining related studies are available.
	Automation & Control Engineer	Location, Cost, Limited Talent Pool within SA	Enhance the local talent pool by implementing HRD programmes such as internal and external bursaries. In situations where recruitment agencies are necessary, prioritize applicants from Namakwa and Northern Cape regions.
Paterson D2	Mine Overseer (Production)	Unsuitable job location	Enhance the local talent pool by implementing HRD programmes, specifically career progression plans. In situations where recruitment agencies are necessary, prioritize applicants from Namakwa and Northern Cape regions.
Paterson D4	Technical Services Manager (Mining)	Unsuitable job location	One potential solution to enhance the local workforce could be to implement HRD initiatives, specifically career progression plans. In addition, when considering recruitment agencies, then give preference to candidates from Namakwa/Northern Cape.
Paterson E1	Health and Safety Manager	Unsuitable job location	Enhance the local talent pool by implementing HRD programmes, specifically career progression plans. Whenever necessary to engage recruitment agencies, prioritize the selection of applicants from Namakwa / Northern Cape regions.

2.10.Portable Skills Training

BMM is committed to providing employees with access to a variety of skills development programmes, both mining-related and transferable. BMM will prioritize portable skills training during the final five years of the mine's lifespan and in the lead-up to any potential retrenchments.

BMM, in collaboration with the Khâi-Ma Local Municipality, will identify suitable programmes that align with the national focus on entrepreneurial skills development. All employees will be informed through the Future Forum structure. The table below provides an overview of the strategies BMM will apply to ensure that Portable Skills Programmes are rolled out to employees and communities. Portable skills training will not be related to the employees' core functions.

Table 31: Portable Skill Strategic Implementation Plan

Portable Skills Training Strategic Action Plan	Responsible Department	Timeframe
1. Portable Skills training for employees and the community must be aligned to the economic sectors of the region and relevant labour sending areas as well as to Hard-to-Fill vacancies.	HRD Department	At writing of the SLP
2. Employees and their Supervisors to be briefed on the legislative requirement to achieve portable skills targets committed in the SLP.	HRD Department	Continuous
3. Employees to be released to attend portable skills training.	HR Department	Quarterly planning
4. Community portable skills training will be advertised well in advance on Community Notice Boards and the Radio Station.	HRD Department	June annually

Table 32: Portable Skills: Direct Employees 2024-2029

Direct Employees	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL TARGET
Portable Skills Programme	Target	Target	Target	Target	Target	
Computer Literacy	10	10	10	10	10	50
Entrepreneurial Skills	15	15	15	15	15	75
Cooking and Catering Skills	10	10	10	10	10	50
TOTAL PARTICIPANTS	35	35	35	35	35	175
Budget:	R122 500	R128 625	R132 300	R134 750	R137 200	R655 375

Table 33: Portable Skills: Indirect Employees 2024-2029

Indirect Employees	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL TARGET
Portable Skills Programme	Target	Target	Target	Target	Target	
Agriculture	0	10	0	10	0	20
Environmental	0	10	0	10	0	20
Computer Literacy	15	15	15	15	15	75
Construction Crew	0	5	0	0	0	5
Miner Assistant	0	0	0	5	0	5
TSL Secondary Support Crew	0	0	5	0	0	5
Soft Skills Admin Skills Course	10	10	10	10	10	50
TOTAL PARTICIPANTS	25	50	30	50	25	180
Budget:	R87 500	R591 875	R594 500	R596 250	R98 000	R1 968 125

Table 34: Portable Skills: Community (Direct and Indirect Commitment Combined) 2024-2029

Community	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL TARGET
Portable Skills Programme	Target	Target	Target	Target	Target	
Dump Truck Operator	2	5	5	5	5	22
Water Bowser	2	5	5	5	5	22
Grader Operator	2	5	5	5	5	22
Computer Literacy	10	10	10	10	10	50
Admin Skills	10	10	10	10	10	50
Asset Management	5	5	5	5	5	25
Management Development	5	5	5	5	5	25
Financial management	5	5	5	5	5	25
Basic Welding	10	10	10	10	10	50
Customer Services	10	10	10	10	10	50

Community Portable Skills Programme	2024/2025 Target	2025/2026 Target	2026/2027 Target	2027/2028 Target	2028/2029 Target	TOTAL TARGET
Construction Skills (plumb/brick, etc.)	20	20	20	20	20	100
English Business Writing	10	10	10	10	10	50
Carpentry	10	10	10	10	10	50
Motor Servicing Skills	10	10	10	10	10	50
Solar Technical Training	0	0	10	10	10	30
Agricultural Skills	0	0	20	20	20	60
TOTAL PARTICIPANTS	111	120	150	150	150	681
Budget:	R6 377 500	R4 812 375	R4 654 700	R4 487 470	R4 308 705	R24 640 750

2.11.Career Progression Plans

The overall objective of the Career Progression Plan (CPP) is to ensure that all managerial and any other key posts within the organisation will always be filled by competent incumbents. VZI aims to identify, develop and elevate employees and leaders from within the VZI business structures through a structured CPP process. BMM places a great deal of importance on its human capital and works closely with operational heads of departments to ensure all employees are afforded opportunities to further their potential and aspirations. Due to the operational structure of BMM, career progression is measured with the direct and indirect employees.

BMM is constantly on the lookout for employees who have the potential for further development, especially in management, core, and critical skills positions. These employees will be fast-tracked to meet the workforce requirements as indicated by the company's strategic direction. The organization plans to share its individual development plan with all employees and provide educational programmes to help them understand the benefits of participating in the individual career progression process and how to do so effectively. In addition, the VZI ACT-UP programme offers leadership development from within, where high potential talent is identified through a structured process to take up new / elevated roles and responsibilities.

Figure 12 below provides an overview of the VZI ACT-UP Programme:

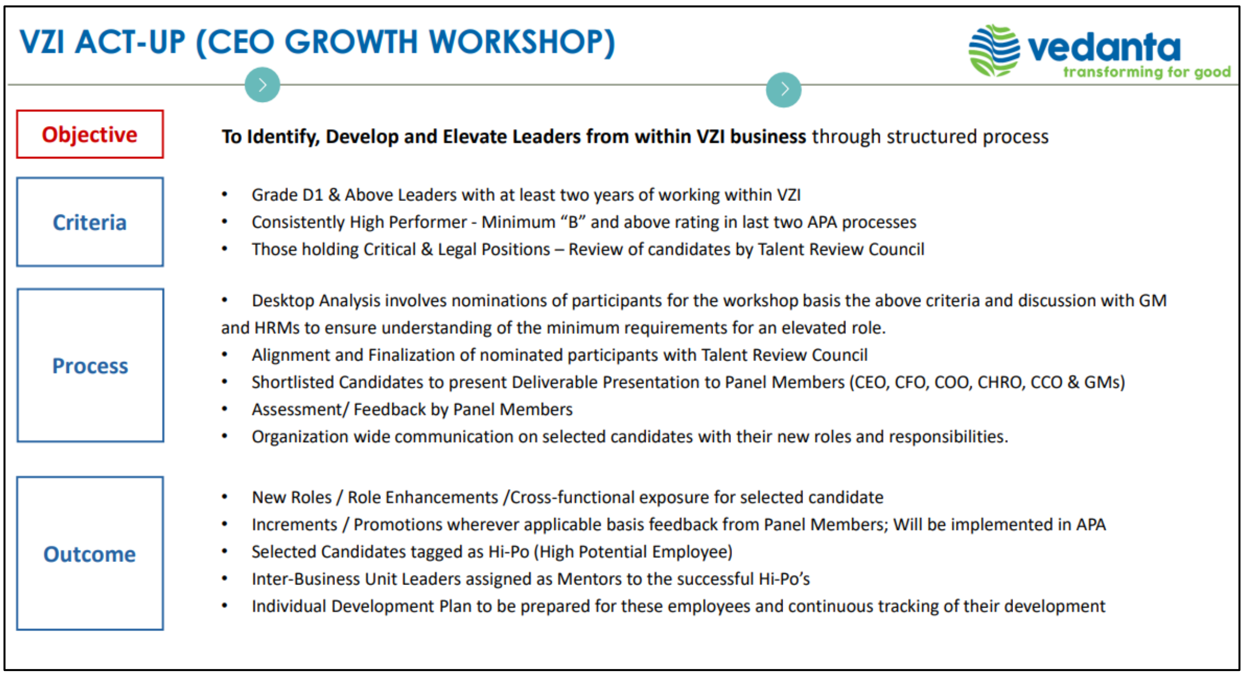


Figure 12: VZI ACT-UP Leadership Development Programme Overview

The VZI ACT-UP report is available on request. The Career Progression Plan targets are contained in Tables 36 and 37, with the Career Progression Matrix presented in Appendix A.

Table 35: Strategic Action Plan for Implementation of Career Progression Plans

Career Progression Strategic Implementation Plan		Responsible Department	Timeframe
1.	Actively promote internal advancement opportunities and continuously refine the Career Progression Programme.	HR and HRD Department	Continuous
2.	Review, update and disseminate clear career pathways for all roles and disciplines within the organization.	HR and HRD Department	March annually
3.	Career development discussions will be integrated into the Individual Development Plan (IDP) process. During these sessions, employees, their managers, and facilitators will discuss career goals and identify the necessary skills and support to achieve them within their current roles and beyond.	HR and HRD Department	During performance discussions
4.	Regular training needs assessments will be conducted to identify skill gaps and prioritize development opportunities.	HR and HRD Department	Continuous

Table 36: Career Progression Targets for Direct Employees

Employee Categories	Current		Position From	Position To	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
	No. of Employees with IDP	% with IDP			Currently in Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	TOTAL NEW INTAKES
Senior management (E)	18	58%	Level E1 and E2	Upper E	0	2	2	2	4	6	10	4	14	4	18	**18**
Middle management (D)	25	15.3%	Level D4	Upper D	0	5	5	5	10	5	15	5	20	5	25	**25**
Junior management (C)	80	48%	Level C3	Upper C	0	10	10	5	15	0	15	0	15	0	15	**15**
Skilled, not management (C)	120	45%	Level C1 and C2	C3	0	10	10	0	10	0	10	0	10	5	5	**15**
Semi-skilled (B)	200	**49%**	B1 and B2	Upper B	0	5	5	5	10	5	15	5	20	5	25	**25**
Total	**443**				**0**	**32**	**32**	**17**	**49**	**16**	**65**	**14**	**79**	**19**	**88**	**98**
						32		**49**		**65**		**79**		**88**		

Table 37: Career Progression Targets for Indirect Employees

Employee Categories	Current		Position From	Position To	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
	No. of Employees with IDP	% with IDP			Currently in Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	TOTAL NEW INTAKES
Senior management (E)	6	46%	mine manager	general manager	0	1	1	0	1	0	1	0	1	0	1	**1**
Middle management (D)	14	40%	plant manager	engineer	0	1	1	1	2	1	3	1	4	1	5	**5**

Employee Categories	Current		Position From	Position To	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
	No. of Employees with IDP	% with IDP			Currently in Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	New intake	In Progress	TOTAL NEW INTAKES
Junior management (C)	35	31%	foreman	plan manager	0	10	10	1	11	1	12	1	13	1	14	**14**
Skilled (not management) (C)	105	26%	artisan	foreman	0	2	2	3	5	3	8	3	11	3	14	**14**
Semi-skilled (B)	205	15%	apprentice	artisan	0	2	2	2	4	2	6	2	8	2	10	**10**
Total	**430**	**21%**			**0**	**16**	**16**	**7**	**23**	**7**	**30**	**7**	**37**	**7**	**44**	**44**
						16		**23**		**30**		**37**		**44**		

2.12. Mentorship Plans

BMM will use its Mentorship and Coaching Programme to improve the competencies (knowledge, skill, and attitude) of employees to meet the current and future demands of the job. BMM will focus on the Mentorship and Coaching Programme on guiding, developing, and providing support to HDPs to meet the transformational and employment equity requirements for the business. Furthermore, the Mentorship and Coaching Programme will be used to link employees between skills development, career progression, and employment equity plans. BMM will make use of current employees and subject matter experts as mentors and coaches.

The Management Development (Internal employees) programme is conducted through the Stellenbosch University programme for MDP and EDP, and the Graduate/Internship Programme (students from Stellenbosch University for the 3-year practical's trainees) are part of the mentee–internship mentoring and coaching platform.

Table 38: Strategic Implementation Plan for Mentorship Programme

Mentoring Programme Strategic Action Plan	Responsible Department	Timeframe
1. Establish and implement a structured mentoring programme.	HR and HRD Department	Commenced and Continuous
2. Match employees with specific mentoring needs to appropriate mentors within the organization.		
3. Evaluate the suitability of line managers, senior management, artisans, and foremen for mentorship roles and recruit them into the mentoring programme.		
4. Formal agreements outlining the roles, responsibilities, and expectations of mentors and mentees to be created for every mentor and mentee. Full Portfolio of Evidence of meetings and the associated registers are kept on file.		
5. Provide formal training to mentors and mentees to equip them with the necessary skills and knowledge for effective mentoring relationships.		
6. Oversee and track the progress of the mentoring programme.		

Tables 39 to 40 provides the mentorship targets for direct and indirect employees.

Table 39: Mentorship Targets for Direct Employees

Employee Categories	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2024-2029
	New Intake Mentees	New Intake Mentees	New Intake Mentees	New Intake Mentees	New Intake Mentees	TOTAL New Intake
Learnerships	24	0	10	15	10	**59**
Bursaries and Internships	4	2	6	6	4	**22**
Career Progression Plans	27	17	16	14	19	**93**
Total New Intake	**55**	**19**	**32**	**35**	**33**	**174**
Mentees continued from previous year	15	55	19	32	35	
Total number of Mentees	**70**	**74**	**51**	**67**	**68**	
	2024/2025	**2024/2026**	**2024/2027**	**2024/2028**	**2024/2029**	**TOTAL**
Trained Mentors	30	30	30	30	30	**30**
Mentors to be trained	0	0	0	0	0	**0**
Total	**30**	**30**	**30**	**30**	**30**	**30**

Table 40: Mentorship Targets for Indirect Employees

Employee Categories	2024/2025 New Intake Mentees	2025/2026 New Intake Mentees	2026/2027 New Intake Mentees	2027/2028 New Intake Mentees	2028/2029 New Intake Mentees	2024-2029 TOTAL New Intake
Learnerships	15	0	0	20	0	**35**
Bursaries and Internships	0	0	0	0	0	**0**
Career Progression Plans	16	7	7	7	6	**43**
Total New Intake	**31**	**7**	**7**	**7**	**7**	**78**
Mentees continued from previous year	15	31	17	7	27	
Total number of Mentees	**46**	**38**	**7**	**14**	**34**	
	2024/2025	**2024/2026**	**2024/2027**	**2024/2028**	**2024/2029**	**TOTAL**
Trained Mentors	20	20	20	20	20	**20**
Mentors to be trained	0	0	0	0	0	**0**
Total	**20**	**20**	**20**	**20**	**20**	**20**

2.13. Bursaries, Internships, and Graduate Development

Bursaries

BMM will use the Bursary and Internship Programme as key tools for developing a skilled and competent local workforce for its current and future skills needs for the mining operations and for developing other local sectors of the economy. This programme will be used to increase the competency and skills base in the local communities, given the low level of skills, which make local recruitment into various industrial projects difficult. BMM's internal all-inclusive strategy was rolled out in FY2023 and ensures that fast-tracking of all HRD SLP initiatives as per commitments tabled in this 5-year plan are implemented. This will be relevant for Direct, Indirect employees and Community members. The bursary programme will cater to students studying towards mining related tertiary qualifications.

Over and above the bursary programme, the company has a study assistance programme that supports and encourages employees to engage in studies and the promotion of skills in any fields of their choice, which may or may not be in the scope of the operation and is deemed to be out of scope (not related to the employee's core position and functions) development under the education assistance programme of the company.

Table 41: BMM Bursary, Internship and Graduate Development Programme Strategic Implementation Plan

Bursary, Internship and Graduate Development Strategic Action Plan	Responsible Department	Timeframe
1. BMM will provide Bursary, Internship, Study Assistance and Graduate Development opportunities, these will be advertised internally through the Future Forum and notices boards and externally through local newspapers as well as at the CLO offices.	HR Department	June to October annually
2. Study Assistance will be provided to employees and reported separately from Bursaries. Study Assistance will include courses which are deemed out of scope - (not related to the employee's core position and functions).	HRD Department	June to October annually
3. Bursaries and Internships will be awarded to qualifying students, preferentially from local communities, with potential to succeed (preference to be given to youth and women).	HR Department	Continuous

Bursary, Internship and Graduate Development Strategic Action Plan	Responsible Department	Timeframe
4. Bursars will be required to complete vacation work, in-service training, and service contracts related to BMMs functional requirements.	HR Department	As per Contractual Agreement
5. Mentors will be appointed to mentor bursars and interns during vocational/ experiential training. The mentors will manage PoE in line with the requirements	HR Department	Continuous
6. The Annual SLP Report will include a yearly progress update on the Bursary and Internship programmes. Study Assistance will be reported separately from Bursaries.	HR Department	Annually

Table 42: BMM Bursary Programme Commitment Direct Employees

Internal Bursary Programme	Length of Programme	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
		Currently In progress	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	TOTAL NEW INTAKES
Bursary Programmes Various Disciplines (mining)	3 years	3	2	4	0	4	2	4	2	2	0	2	**6**
Total number of new Bursars:			**2**	**4**	**0**	**4**	**2**	**4**	**2**	**2**	**0**	**2**	**6**
Total Number of Bursars:		**0**	**4**		**4**		**4**		**2**		**2**		
Budget Provision:			**R215 000**		**R225 000**		**R375 000**		**R140 000**		**R160 000**		**R1 115 000**

Table 43: BMM Study Assistance Commitment for Direct Employees

Direct Study Assistance	Length of Programme	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
		Currently In progress	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	TOTAL NEW INTAKES
Study Assistance Various Disciplines	3m -12m	0	0	0	25	25	25	25	25	25	25	25	**100**
Total number of new intakes:		**0**	**0**	**0**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**100**
Total Number of New Study Assistance			**0**		**25**		**25**		**25**		**25**		**100**
Budget Provision:			**R0**		**R500 000**		**R500 000**		**R500 000**		**R500 000**		**R2 000 000**

Table 44:Study Assistance Programme Commitment for Indirect Employees

Indirect Study Assistance	Length of Programme	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
		Currently In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	TOTAL NEW INTAKES
Study Assistance Various Disciplines	12m -3 years	8	6	14	1	4	1	1	0	1	0	0	8
Total number of new intakes:		**8**	**6**	**14**	**1**	**4**	**1**	**1**	**0**	**1**	**0**	**0**	**8**
Total Number of New Study Assistance:			**14**		**4**		**1**		**1**		**0**		
Budget Provision:			**R700 000**		**R202 000**		**R52 000**		**R52 000**		**R0**		**R1 006 000**

Table 45: Bursary Programme Commitment for Community Members

External Bursary Programme	Length of Programme	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2019-2029
		Currently In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	Target Enrolment	In progress	TOTAL NEW INTAKES
Bursary Programmes Various Disciplines (non-mining)	3 years	3	2	5	1	3	3	3	4	4	4	6	14
Bursary Programmes Various Disciplines (mining)	3 years	3	0	3	1	3	1	1	0	1	0	1	2
Total number of new intakes:			**2**	**8**	**2**	**6**	**4**	**4**	**4**	**8**	**4**	**12**	**16**
Total Number of New Study Assistance/ Bursars:		**0**	**8**		**6**		**4**		**8**		**12**		
Budget Provision:			**R3 910 000**		**R4 188 750**		**R4 347 713**		**R4 818 848**		**R5 046 791**		**R22 312 101**

Internships & Graduate Development Programme

BMM is taking action to support learners in preparing for the workforce through internships. These programmes will not only identify, and nurture potential early on, but also provide opportunities to develop relevant skills for the organization's current and future needs. The bursary programme caters to both mining and non-mining related tertiary qualifications. The all-inclusive planned strategy will ensure the implementation of HRD SLP initiatives as per commitments tabled in the 5-year plan, benefiting not only Direct and Indirect employees but also community members.

Table 46: Internship Targets for Indirect Employees

Internships Programme	Length of Programme	2023/2024	2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2024-2029
		Currently in progress	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	*Target Enrolment*	*In progress*	TOTAL NEW INTAKES
Mechanical Engineering	12 months	3	1	4	1	4	1	4	1	4	1	4	5
Mining Engineering	12 months	0	1	1	1	1	1	1	1	1	1	1	5
Finance/ Supply Chain/ Procurement	12 months	0	1	1	1	1	1	1	1	1	1	1	5
HRM /HRD	12 months	0	1	1	1	1	1	1	1	1	1	1	5
Total number new intakes:		**3**	**4**	**7**	**4**	**7**	**4**	**7**	**4**	**7**	**4**	**7**	**20**
Total Number of New Interns:			**7**		**7**		**7**		**7**		**7**		
Budget Provision:			**R588 000**		**R617 400**		**R648 270**		**R680 684**		**R714 718**		**R3 249 072**

2.14. Employment Equity Plan

BMM's transformation is guided by various important policies and laws like the South African Constitution, the MPRDA, the Mining Charter of September 2018, The Employment Equity Act, the DTICs Codes of Good Practice and associate B-BBEE targets and the VZI policies. These policies aim to promote fairness, equity, transparency, and accountability. The South African Constitution allows for affirmative action measures to advance opportunities for historically disadvantaged persons (HDPs) beyond formal equality. BMM is fully committed to these transformative principles, with a particular focus on empowering women.

- BMM is committed to promoting diversity and equal opportunities within the company. To achieve their Employment Equity targets, they plan to prioritize their existing talent pools and provide career path programmes to HDPs and women. BMM will update the EE targets once the new targets are promulgated.
- This will ensure that there is a fair representation of designated groups in all occupational categories and levels within BMM. BMM will also integrate employment equity initiatives with the Skills Development Act (no 97 of 1998) and gradually increase the number of women and HDPs in management positions. By doing so, BMM aims to eliminate discrimination and be recognized as an equal opportunity employer.
- Fully integrate BMM's equity initiatives with the provisions of the Skills Development Act.
- Ensure that the number of women in core and management roles, adhere to the legislated targets and implement strategies to address any shortfalls.
- Establish a talent pool and coordinate with Career Progression Plans.

Table 47: Employment Equity Strategic Action Plan

Strategic Action Plan	Responsible Department	Timeframe
1. Continuously review BMM and contractor compliance with the latest Employment Equity targets aligned to the Economically Active Population (EAP) requirements. Report on gaps and manners in which it will be addressed.	HR Department and EE Committee	Ongoing
2. Implement an integrated approach to recruitment, Hard-to-Fill vacancies, training and CPP strategies aligned with EE targets and identified gaps.	EE Committee	Ongoing
3. Continuous alignment of EE Policies and SLP targets to the EAP requirements, as well as any updates to the legislation.	HR Department	Continuous
4. Ringfencing of positions for disabled people with succinct awareness campaigns and integrated approach by management to ensure social- and infrastructural support	HR Department	Continuous

The Employment Equity targets for the 2024-2029 period is provided in Table 47 below. BMM will align targets to the updated sector targets once it is published in 2025.

Table 48: Employment Equity Targets for Direct and Indirect Employees: 2024-2029

Occupational Level	Element Description	Measure	Measure	Measure	Measure	Measure
	TARGET YEAR	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Board	Total Representation	50%	50%	50%	50%	50%
	Female Representation	20%	20%	20%	20%	20%
Executive Management (Paterson F)	Total Representation	50%	50%	50%	50%	50%
	Female Representation	20%	20%	20%	20%	20%
Senior Management (Paterson E)	Total Representation	60%	60%	60%	60%	60%
	Female Representation	25%	25%	25%	25%	25%
Middle management (D)	Total Representation	60%	60%	60%	60%	60%
	Female Representation	25%	25%	25%	25%	25%
Junior management (C)	Total Representation	70%	70%	70%	70%	70%
	Female Representation	30%	30%	30%	30%	30%
Disabled	Total Representation	1.5%	2%	2%	2%	2%
Core & Critical Skills	Total Representation	60%	60%	60%	60%	60%

Table 49 indicates the Employment Equity performance for Direct and Indirect employees at 30 June 2024

Table 49: Consolidated Employment Equity (Form S) for Direct and Indirect Employees Combined at 30 June 2024

Management Level	Non-Designated					Designated												Total
	Foreign Nationals			White Male	Total	Female						Male					Total	
	Female	Male	Total			African	Chinese	Coloured	Indian	White	Total	African	Chinese	Coloured	Indian	Total		
Executive Management (F)	0	1	**1**	2	**3**	0	0	0	0	0	**0**	0	0	1	0	**1**	**1**	**4**
Senior management (E)	0	9	**9**	8	**17**	3	0	4	1	3	**10**	7	0	9	2	**18**	**28**	**45**
Middle management (D)	2	21	**23**	41	**64**	15	0	22	1	11	**49**	43	0	38	4	**85**	**134**	**198**
Junior management (C)	2	6	**8**	32	**40**	14	0	27	0	6	**47**	53	0	137	1	**191**	**238**	**278**
Skilled (not management) (C)	1	1	**2**	36	**38**	14	0	62	1	6	**83**	93	0	453	2	**548**	**631**	**669**
Semi-skilled (B)	1	1	**2**	6	**8**	48	0	283	0	1	**332**	332	0	1118	1	**1451**	**1783**	**1791**
Unskilled (A)	0	0	**0**	2	**2**	2	0	45	0	0	**47**	16	0	114	1	**131**	**178**	**180**
Total Permanent	**5**	**26**	**31**	**99**	**130**	**53**	**0**	**280**	**3**	**26**	**361**	**336**	**0**	**1275**	**9**	**1620**	**1981**	**2111**
Total non-permanent	**1**	**13**	**14**	**28**	**42**	**43**	**0**	**163**	**0**	**1**	**207**	**208**	**0**	**595**	**2**	**805**	**1012**	**1054**
Total Management Permanent	**3**	**24**	**27**	**74**	**101**	**26**	**0**	**54**	**2**	**17**	**99**	**88**	**0**	**186**	**6**	**280**	**379**	**480**
Total Management Non-Permanent	**1**	**13**	**14**	**14**	**28**	**5**	**0**	**2**	**0**	**1**	**8**	**21**	**0**	**45**	**1**	**67**	**75**	**103**
With Disabilities	0	0	**0**	0	**0**	0	0	2	0	0	**2**	1	0	3	0	**4**	**6**	**6**
Critical Skills	0	19	**8**	119	**127**	48	0	141	3	26	**218**	320	0	996	9	**1325**	**1543**	**1670**
Core Skills	1	19	**7**	121	**128**	68	0	231	0	13	**312**	521	0	1332	5	**1858**	**2170**	**2298**

Table 50: Employment Equity (Form S) for Direct Employees at 30 June 2024

Management Level	Non-Designated					Designated												Total
	Foreign Nationals			White Male	Total	Female						Male					Total	
	Female	Male	Total			African	Chinese	Coloured	Indian	White	Total	African	Chinese	Coloured	Indian	Total		
Executive Management (F)		1	**1**	1	**2**						**0**					**0**	**0**	**2**
Senior management (E)		8	**8**	6	**14**	3		3	1	3	**10**	5		1	1	**7**	**17**	**31**
Middle management (D)	2	18	**20**	36	**56**	13		22	1	11	**47**	28		28	4	**60**	**107**	**163**
Junior management (C)		1	**1**	10	**11**	14		25		3	**42**	19		94		**113**	**155**	**166**
Skilled (not management) (C)			**0**	16	**16**	4		45			**49**	17		183	2	**202**	**251**	**267**
Semi-skilled (B)			**0**	1	**1**	7		91			**98**	61		286		**347**	**445**	**446**
Unskilled (A)			**0**		**0**						**0**					**0**	**0**	**0**
Total Permanent	**2**	**21**	**23**	**60**	**83**	**30**		**135**	**2**	**15**	**182**	**118**		**539**	**6**	**663**	**845**	**928**
Total non-permanent		**7**	**7**	**10**	**17**	**11**		**51**		**2**	**64**	**12**		**53**	**1**	**66**	**130**	**147**
Total Management Permanent	**2**	**21**	**23**	**44**	**67**	**24**		**47**	**2**	**15**	**88**	**46**		**119**	**4**	**169**	**257**	**324**
Total Management Non-Permanent		**7**	**7**	**9**	**16**	**5**		**3**		**1**	**9**	**6**		**4**	**1**	**11**	**20**	**36**

Management Level	Non-Designated					Designated												Total
	Foreign Nationals			White Male	Total	Female						Male					Total	
	Female	Male	Total			African	Chinese	Coloured	Indian	White	Total	African	Chinese	Coloured	Indian	Total		
With Disabilities			**0**		**0**			2			**2**	1		2		**3**	**5**	**5**
Critical Skills		19	**19**	62	**81**	31		95			**126**	89		590		**679**	**805**	**886**
Core Skills		19	**19**	17	**36**	38		142			**180**	118		563		**681**	**861**	**897**

Table 51: Employment Equity (Form S) for Indirect Employees at 30 June 2024

Management Level	Non-Designated					Designated												Total
	Foreign Nationals			White Male	Total	Female						Male					Total	
	Female	Male	Total			African	Chinese	Coloured	Indian	White	Total	African	Chinese	Coloured	Indian	Total		
Executive Management (F)	0	0	**0**	1	**1**	0	0	0	0	0	**0**	0	0	1	0	**1**	**1**	**2**
Senior management (E)	0	1	**1**	2	**3**	0	0	1	0	0	**1**	2	0	8	1	**11**	**12**	**15**
Middle management (D)	0	3	**3**	5	**8**	2	0	0	0	0	**2**	15	0	10	0	**25**	**27**	**35**
Junior management (C)	2	5	**7**	22	**29**	0	0	2	0	3	**5**	34	0	43	1	**78**	**83**	**112**
Skilled (not management) (C)	1	1	**2**	20	**22**	10	0	17	1	6	**34**	76	0	270	0	**346**	**380**	**402**
Semi-skilled (B)	1	1	**2**	5	**7**	41	0	192	0	1	**234**	271	0	832	1	**1104**	**1338**	**1345**
Unskilled (A)	0	0	**0**	2	**2**	2	0	45	0	0	**47**	16	0	114	1	**131**	**178**	**180**
Total Permanent	**3**	**5**	**8**	**39**	**47**	**23**	**0**	**145**	**1**	**11**	**180**	**218**	**0**	**736**	**3**	**957**	**1137**	**1184**
Total non-permanent	**1**	**6**	**7**	**18**	**25**	**31**	**0**	**112**	**0**	**-1**	**142**	**196**	**0**	**542**	**1**	**739**	**881**	**906**
Total Management Permanent	**1**	**3**	**4**	**30**	**34**	**2**	**0**	**7**	**0**	**2**	**11**	**42**	**0**	**67**	**2**	**111**	**122**	**156**
Total Management Non-Permanent	**1**	**6**	**7**	**5**	**12**	**0**	**0**	**-1**	**0**	**0**	**-1**	**15**	**0**	**41**	**0**	**56**	**55**	**67**
With Disabilities	0	0	**0**	0	**0**	0	0	0	0	0	**0**	0	0	1	0	**1**	**1**	**1**
Critical Skills	0	0	**0**	57	**57**	17	0	46	3	26	**92**	221	0	405	9	**635**	**727**	**784**
Core Skills	1	0	**1**	104	**105**	30	0	89	0	13	**132**	403	0	756	5	**1164**	**1296**	**1401**

2.15.Women in Mining

BMM's employment equity policy aims to ensure that women are represented in positions that traditionally have been considered male only, i.e. to enable women to be employed throughout various positions on the mine. BMM will aim to comply with the 10% labour quota for women in mining, as required by the MPRDA.

Table 52: Women in Mining Strategic Action Plan

Women in Mining Strategic Action Plan	Responsible Department	Timeframe
1. Continuously review BMM and contractor performance in terms of women in mining positions.	HR Department & EE Committee	Quarterly
2. Through a consultative process, identify barriers which may hamper females to enter or participate in jobs or positions, historically occupied by males.	HR Department	Ongoing
3. Continuous alignment of EE Policies and SLP targets to the EAP requirements, as well as any updates to the legislation.	HR Department & EE Committee	Annually

Table 53: BMM Women in Mining (Direct & Indirect Employees)

Management Level	African	Chinese	Coloured	Indian	White	Total
Executive Management (F)						0
Senior management (E)			2			2
Middle management (D)	3		2		2	3
Junior management (C)	9		8		2	19
Skilled (not management) (C)	12		45		4	61
Semi-skilled (B)	29		192			221
Unskilled (A)	2		4			6
Total	55	0	251	0	6	312
Total Employees in Core Positions	2298					
% of women	13,58%					

LOCAL ECONOMIC DEVELOPMENT

3. LOCAL ECONOMIC DEVELOPMENT PROGRAMME

3.1 Introduction

Mine Community Development is an essential component of the 5-year SLP as per MPRDA Regulation 46 (c) (iv). Regulation 42 of the amended MPRDA requires mining companies to consult meaningfully with mine communities and interested and affected persons on the contents of the mine's Social and Labour Plan to ensure that it addresses the relevant needs and is aligned to the updated Integrated Development Plans.

For BMM, it is important to prioritize building sustainable relationships with communities, leaders, and authorities, and engaging with stakeholders is a necessary step towards achieving this goal. As part of this effort, BMM is committed to following the legislated requirements to hold three or more meetings per year with adjacent- and labour sending communities, as well as interested and affected parties to discuss progress in SLP implementation against the targets and in alignment with this regulation.

3.2. Socio-Economic Impact of Mines in Rural Areas

The MRDA requires mining right holders to contribute to the socio-economic development of the areas in which they operate. This however often leads to unrealistic expectations from local stakeholders of socio-economic benefits to be gained. BMM cannot provide employment to all employment seekers, nor opportunities to all businesses in the local communities, but it is critical for BMM to assess the socio-economic impacts it has on the communities in which it operates, and more specifically to continuously consider the impact it will have at closure. This will support the operations to consider strategies to increase and measure the sustainable impact, as well as how to lessen the dependency which local communities develop. This can only be achieved through an integrated approach to sustainable development.

BMM also needs to consider the negative impacts which the operation brings to the region, not just during the Environmental Impact Assessment, but throughout the life of the operation.

3.3. Socio-Economic Baseline

The socio-economic baseline involves a range of indicators that reflect the economic and social conditions of these communities. Historical consequence and challenges faced by social groupings within communities, specifically in rural localities, play a critical role in informing organisations of potential socio-economic projects which will support the sustainable development of the broader communal sphere.

BMM is committed to the development and upliftment of communities, aimed at addressing poverty alleviation and community growth in the host and labour sending areas of the operation. BMM will use the interventions and programmes contained in the SLP to contribute towards the socio-economic development of communities, in line with the social license to operate as guided by the MPRDA and Mining Charter. BMM commits to the implementation of LED projects within its surrounding and labour-sending communities, aligned to the Integrated Development Plans (IDPs) of Khâi-Ma and Nama Khoi Municipalities, and the development plans such as the National Development Plans (NDP), Provincial Growth and Development Strategy (PGDS), and the guidelines established within the regional Spatial Development Framework (SDF).

The socio-economic review of the identified areas is based on the available statistical information (Statistics South Africa: Census 2011 and 2022 and the Community Survey of 2016). The assessment includes development strategies contained within the Integrated Development Plans (IDPs) of the relevant municipalities. The tables and graphics depict the social background and service delivery (population, dwelling type, toilet facilities, water access, refuse removal, energy sources, etc.) of the area in which the mine operates. The objective of the assessment is to support the identification of LED projects which will have lasting impact.

3.3.1. Socio-Economic Background Information (Regulation 46 (C) (I))

The BMM operations falls within the Namakwa District Municipality (NDM) of the Northern Cape. Figure 13 below provides an overview of the Namakwa geographical area:

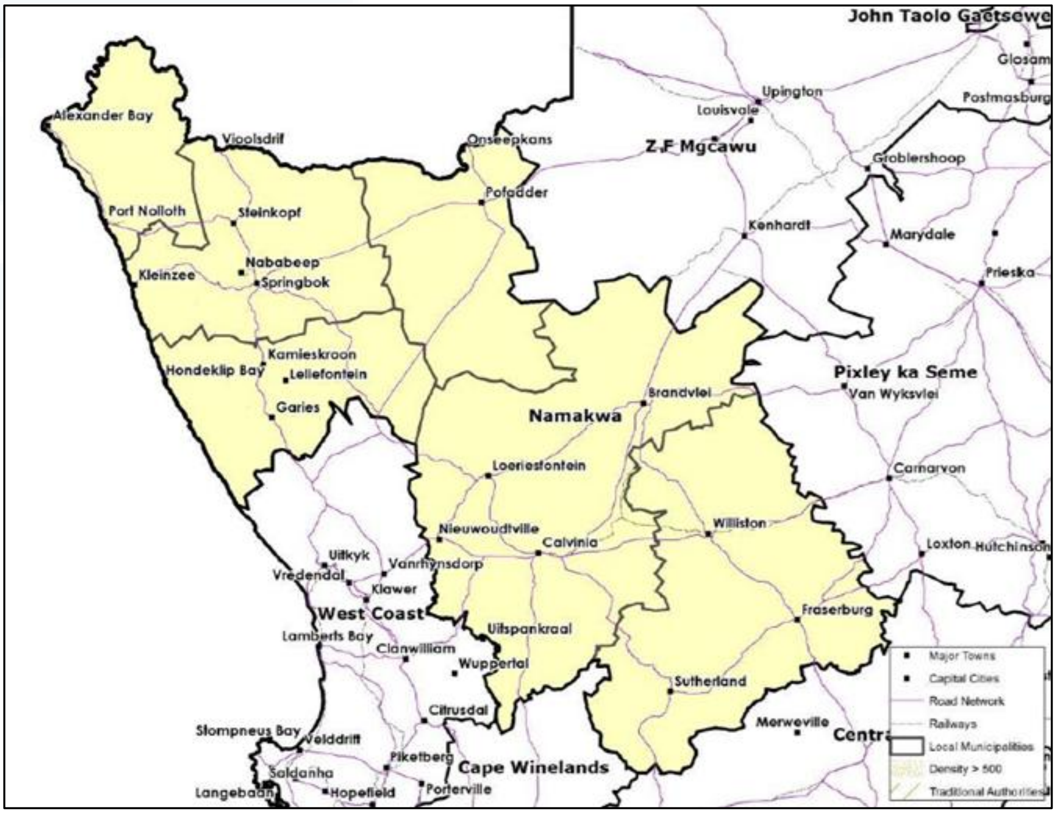


Figure 13: Namakwa District Municipality[2]

The NDM (D6) hosts six (6) local municipalities:

- Richtersveld Municipality (NC061) with main town located in Port Nolloth;
- **Nama Khoi Municipality (NC062), with municipal office located in Springbok**;
- **Khâi-Ma Municipality (NC067), with municipal head office situated in Pofadder;**
- Kamiesberg Municipality (NC064), with the administrative centre in Garies;
- Hantam Municipality (NC065), with Calvinia as main office; and
- Karoo Hoogland Municipality (NC066), with principal offices in Williston.

The operational area and main local labour sending area of BMM falls within **Khâi-Ma Local Municipality** (KMLM) and the directly impacted communities are Pofadder, Aggeneys, Onseepkans, Pella and Witbank. KMLM is a Category B municipality and accounts for 12% of the geographical area of the district. The following are the potential economic growth zones for the area:

- Eco-tourism;
- Special Economic Zone (SEZ), with BMM mine and smelter being the anchor, with further downstream activities;
- Agro processing; and the
- Orange River on the Northern border, as an economic stimulus, with several ongoing irrigation projects.

[2] *Source: Namakwa District Amended Integrated Development Plan (2022 – 2027), page 11*

The secondary labour sending area for BMM is the **Nama Khoi Local Municipality (NKLM).** The region is the territory of the Khoisan, with potential for growth in:

- Water sports and tourism; and
- Wind farming and other renewable energy projects.

The following section will review the socio-economic indicators of the above-mentioned regions to better understand the socio-economic profile and accompanying needs of the associated communities.

3.3.2. Demographic Profile: Population-, Socio-Economic- and Poverty Indicators

The demographic profile of the provincial, local and district municipalities, as shown in Tables 53 to 60 provides an overview of the populations impacted by the mining operation. Population indicators are an important tool to measure and interpret demographic data. The application illustrates potential future problems within a geographic area and associated solutions. An area's population growth rate over a given period is critical in assessing whether the area is attractive destination for people from an economic opportunity and quality of life perspective.

Poverty is a multidimensional construct which measures levels of deprivation experienced by a person, household or community. There are two poverty measures, namely the "poverty headcount" and the "intensity of poverty". The poverty headcount shows the proportion of households that are poor in several dimensions (multidimensionally poor) in the defined area. The intensity of poverty is the average proportion of indicators in which multidimensional poor households are deprived. The poverty measures used to measure poverty in South Africa are based on the South African Multidimensional Poverty Index (SAMPI). The SAMPI uses eleven indicators across four scopes, namely:

- Health;
- Education;
- Living standards; and
- Economic activity.

While accepting the variations in indicators of unmet basic needs, poverty is generally considered to be a degree of deprivation of the basic needs that a person, household or community requires to have a basic standard of living. Deprivation can be measured in terms of access to either Resources, such as income, assets, etc., or Capabilities, such as skills, knowledge, or both.

Table 54: Population Indicators: Household Composition

Household Composition	Northern Cape Province	Namakwa District Municipality (DC6)	Khâi-Ma Local Municipality (C067)	Nama Khoi Local Municipality (NC062)	Pofadder	Onseepkans	Witbank	Pella	Springbok
Total number of people	1 355 945	148 935	8 510	67 089	3 287	2 090	210	2 470	12 790
Total number of households	333 553	33 947	1 938	14 579	895	558	62	712	3 406
Average size of households	4,1	4,4	4,4	4,6	3,7	3,7	3,4	3,5	3,8
Young children (0-14 years)	27,8%	23,1%	25,0%	21,4%	29,9%	32,1%	31,8%	31,5%	26,2%
Working age population (15-64 years)	65,6%	67,4%	68,9%	68,2%	62,2%	63,3%	58,8%	59,1%	67,0%
Dependency Ratio	52,5	48,3	45,1	46,7	60,8	58,0	70,2	69,1	49,2
Brief Analysis	The Northern Cape is the largest province by land area in South Africa but the smallest in population size with just over 1.3 million residents in 2022. The Namakwa District Municipality is the smallest ranking district municipality within the Northern Cape, with a population size of 148,935 inhabitants (0.2% of South Africa's total population and 11% of Northern Cape province in 2022). The Namakwa District Municipality's population grew by 33,093 new residents since the 2011 Census - 115,842 residents counted in 2011. Khâi-Ma Local Municipality is the lowest ranking in population size of the six (6) local municipalities within Namakwa District, according to the 2022 Census Results with a decrease of 3,936 people, from 2011. Nama Khoi Local Municipality showed an increase in population for the same period and is ranked highest in population size in the 2022 Census statistics. The Nama Khoi Local Municipality's population increased by 20,048 from the previous 2011 Census results. The household size on average is four people per household (3.9 on average). There is an average dependency ratio of 55.5%. The working age population constitutes more than half of the population residing within the province and host municipal areas. Young children between the ages of 0 to 14 years constitute an average of 27.6% of the population residing within the assessed area.								

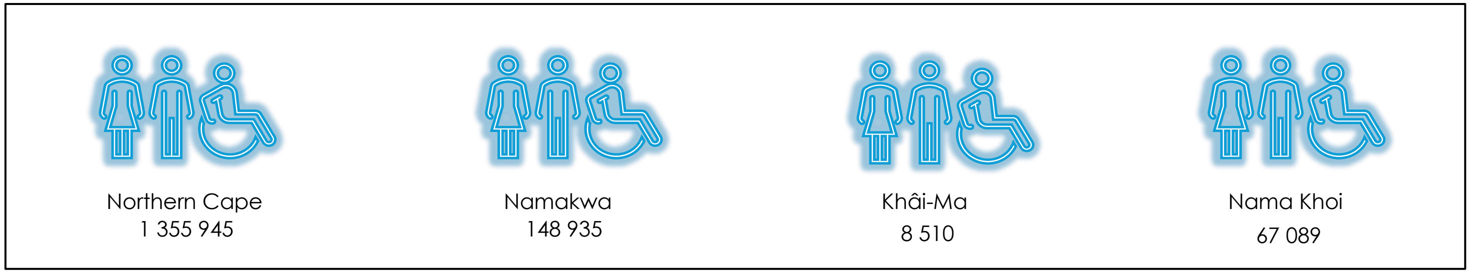
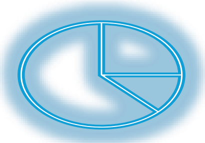


Figure 14: Population per Region

Table 55: Population Indicators: Population Group/ Race Representation

Population Group/ Race Representation	Northern Cape Province	Namakwa District Municipality (DC6)	Khâi-Ma Local Municipality (NC067)	Nama Khoi Local Municipality (NC062)	Pofadder	Onseepkans	Witbank	Pella	Springbok
Black African	50,1%	5,9%	8,9%	4,8%	3,7%	18,9%	4,3%	2,8%	4,1%
Coloured	41,6%	85,5%	85,6%	88,9%	89,8%	78,1%	93,3%	96,1%	79,9%
Indian/Asian	0,8%	0,6%	0,6%	0,6%	0,5%	0,4%	2,4%	0,2%	0,5%
White	7,3%	7,5%	4,7%	5,2%	5,4%	1,5%	0,0%	0,4%	14,7%
Other	0,2%	0,4%	0,1%	0,4%	0,6%	1,0%	0,0%	0,5%	0,7%
Brief Analysis	According to the latest Census 2022 results, Namakwa district's population is predominately Coloured (85.5%) and higher in comparison with the Northern Cape Province, which has a higher African representation (50.1%) than Coloureds (41.6%). The Indian, Asian and White population groups across provincial, district and local levels only form a fraction of the population (less than 15%). Further analysis of the gender composition shows the combined areas hold an average of 51% females to the 49% male population. In Khâi-Ma the male to female ratio, however, is 47,4% to 52,6%. On 1 February 2024, the Minister of Employment and Labour published new draft regulations (February 2024 Regulations) dealing with the proposed sectoral numerical targets contemplated in section 15A of the Employment Equity Act, 1998 (EEA) for public comment. The proposed 5-year Employment Equity Sectoral Targets serve as a minimum benchmark towards achieving equitable representation within each occupational level at Vedanta. For Employment Equity strategies, alignment to the Economically Active Population (EAP) Draft National Sectoral Targets (regional targets removed in February 2024) will be considered and finalised once final 5-Year Sectoral Targets have been gazetted. It should be noted regulation compliance evaluation by the Department of Employment and Labour may still consider the alignment of different designated groups within each occupational level in relation to the National and Regional EAP targets. Vedanta recognizes companies aiming for EAP alignment will naturally meet the lower EE Sectoral and B-BBEE Management Control targets.								

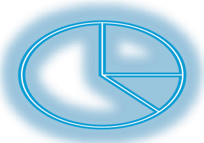


Northern Cape
Black African: 50.1%

Coloured: 41.6%

White: 7.3%

Indian/Asian: 0.8%

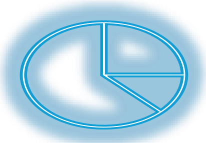


Namakwa
Black African: 5.9%

Coloured: 85.5%

White: 7.5%

Indian/Asian: 0.6%

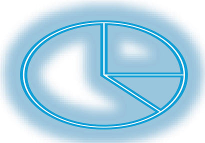


Khâi-Ma
Black African: 8.9%

Coloured: 85.6%

White: 4.7%

Indian/Asian: 0.6%



Nama Khoi
Black African: 4.8%

Coloured: 88.9%

White: 5.2%

Indian/Asian: 0.6%

Figure 15: Population Indicators: Population Group/ Race Representation

Table 56: Population Indicators: Educational Profile

Educational Profile of Adults (20 to 64 years)	Northern Cape Province	Namakwa District Municipality (DC6)	Khâi-Ma Municipality (NC067)	Nama Khoi Local Municipality (NC062)	Pofadder	Onseepkans	Witbank	Pella	Springbok
Attendance at an educational institution (5-24 years)	70,3%	64,2%	61,0%	63,3%	Not available on Statistics South Africa 2022 Census Database				
No Schooling	6,6%	3,1%	1,2%	1,2%	2,7%	5,6%	4,4%	2,3%	2,4%
Some Primary Schooling	11,0%	10,3%	9,0%	9,5%	17,0%	21,6%	33,1%	22,3%	11,7%
Primary Schooling Complete	5,5%	8,5%	5,6%	8,4%	8,5%	10,4%	5,1%	11,3%	6,5%
Some Secondary Schooling	38,5%	44,9%	48,4%	47,0%	46,3%	48,7%	41,2%	46,4%	40,7%
Secondary Schooling Complete (Grade 12/Std 10)	30,7%	26,2%	30,6%	27,1%	21,5%	11,6%	10,3%	14,8%	24,3%
Higher Education	7,1%	6,2%	4,6%	6,2%	4,0%	2,1%	5,9%	2,8%	14,3%
Other	0,7%	0,7%	0,6%	0,7%	0,0%	0,0%	0,0%	0,0%	0,0%
Brief Analysis	The 2022 Census survey results for Northern Cape province shows that 70% of the population between the ages of 5 to 24 years were attending educational institutions. Less than 30% of residents within the Namakwa district have completed their Matric (Grade 12/Standard 10) qualification. A total of 66.8% of adults between the ages of 20 to 64 years residing within the Namakwa district have not completed Matric (Grade 12/Standard 10). The same educational pattern is evident at local municipal and town levels with on average 74.1% of residents at local level having a lower than Grade 12 (matric)qualification. Employee and community training programmes (AET, Learnerships, External Bursaries, Internships and scholarships) will remain a key focus area for the mine to ensure core mining, critical and scarce skills are available as and when required. In general, an average of 64,7% of the population between the ages of 5 to 24 are currently attending some form of educational institution.								

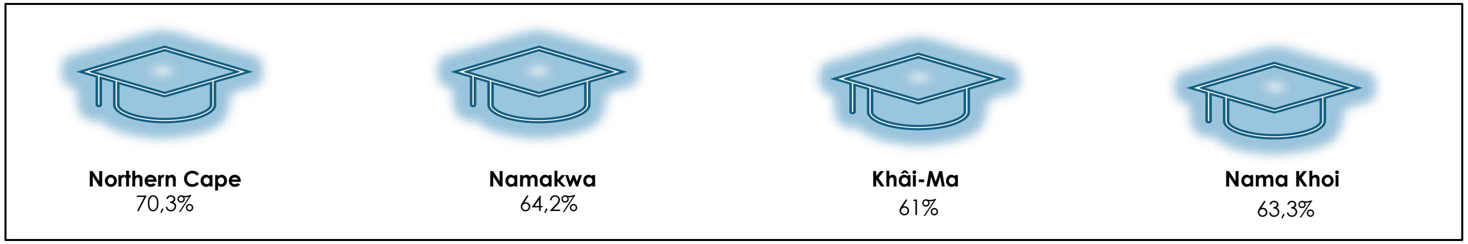


Figure 16: Population Indicators: Educational Profile

Table 57: Socio-Economic Profile: Poverty Profile

Category: Percentage of People Below the Food Poverty Line (FPL) Per Province	2010	2019	Increase
South Africa	**26,1%**	**29,4%**	**3,30%**
Northern Cape Province	**19,9%**	**24,4%**	**4,50%**
Western Cape Province	13,9%	19,9%	6,00%
Eastern Cape Province	34,2%	37,8%	3,60%
Free State Province	25,0%	28,3%	3,30%
KwaZulu-Natal Province	32,4%	37,9%	5,50%
North-West Province	26,1%	29,4%	3,30%
Gauteng Province	17,4%	20,5%	3,10%
Mpumalanga Province	29,2%	31,7%	2,50%
Limpopo Province	34,8%	36,2%	1,40%
Brief Analysis:	The food poverty line is defined by StatsSA as the level of consumption below which individuals are unable to purchase sufficient food to provide them with an adequate diet. Western Cape, Northern Cape and Gauteng remained the provinces with the smallest percentages of people living below the FPL in 2019. The percentage of people living below the FPL increased by 4,5% in the Northern Cape between 2010 and 2019. This speaks to the need to improve food security in the local communities.		

Table 58: Socio-Economic Profile: Access to Infrastructure

Household Living Conditions Indicators	Northern Cape Province	Namakwa District Municipality (DC6)	Khâi-Ma Local Municipality (NC067)	Nama Khoi Local Municipality (NC062)	Pofadder	Onseepkans	Witbank	Pella	Springbok
Formal dwellings	85,9%	95,3%	93,5%	96,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Traditional dwelling	1,4%	1,3%	0,8%	2,4%	0,0%	0,0%	0,0%	0,0%	0,0%
Informal dwelling	12,1%	3,1%	4,3%	1,4%	0,0%	0,0%	0,0%	0,0%	0,0%
Other type of dwelling	0,6%	0,4%	1,5%	0,3%	0,0%	0,0%	0,0%	0,0%	0,0%
Piped (tap) water inside the dwelling	54,5%	76,8%	74,4%	86,1%	46,5%	30,1%	12,9%	35,3%	86,7%
Piped (tap) water inside the yard	27,4%	21,8%	23,7%	12,2%	Not available in this format on Statistics South Africa for 2011 Census Data				
Piped (tap) water on community stand	13,9%	0,5%	0,6%	0,6%					
No access to piped water	4,2%	0,9%	1,3%	1,1%					
Flush toilet	73,0%	83,8%	83,1%	87,4%	88,9%	71,9%	4,8%	38,3%	89,8%
Chemical toilet	0,8%	0,3%	0,3%	0,5%	0,0%	0,2%	0,0%	0,0%	0,0%
Pit toilet	16,0%	11,2%	7,1%	8,6%	5,1%	13,4%	90,3%	51,8%	0,0%
Bucket toilet	4,5%	2,1%	3,3%	1,5%	0,2%	0,5%	0,0%	2,2%	0,0%
Other	**1.2**	**0.8**	**4.8**	**0.4**					
No access to toilet facilities	4,5%	1,7%	1,5%	1,5%	4,5%	13,4%	4,8%	6,9%	0,0%
Refuse removed by local authority at least once a week	64,4%	83,1%	50,3%	84,9%	96,0%	77,4%	0,0%	89,9%	99,3%
Refuse removed by local authority less often	1,2%	1,3%	0,8%	0,3%	0,1%	3,0%	68,3%	3,7%	0,0%
Communal refuse dump	1,2%	0,4%	1,0%	0,5%	1,5%	1,1%	6,3%	0,0%	0,0%
Communal container/central collection point	6,5%	11,2%	31,0%	9,9%	0,0%	0,0%	0,0%	0,0%	0,0%
Own refuse dump	21,0%	3,1%	11,3%	3,9%	1,6%	8,8%	7,9%	2,0%	0,1%
No Rubbish Disposal	4,9%	0,2%	0,3%	0,4%	0,4%	1,6%	17,5%	3,5%	0,4%
Other	**0.9**	**0.7**	**5.3**	**0.1**					
Electricity from mains	92,5%	96,7%	97,2%	96,8%	72,8%	17,2%	0,0%	25,4%	84,0%
Gas	0,3%	0,2%	0,1%	0,3%	0,3%	0,5%	11,3%	0,3%	1,0%
Paraffin	0,8%	0,1%	0,0%	0,1%	0,2%	0,0%	0,0%	0,0%	0,4%
Candles	4,4%	1,7%	1,8%	1,6%	15,1%	73,2%	50,0%	18,5%	4,0%
Solar	1,5%	0,7%	0,4%	0,7%	0,0%	0,0%	3,2%	0,0%	0,0%
No access to energy	0,43%	0,14%	0,5%	0,6%	0,1%	0,0%	0,0%	0,0%	0,1%

Household Living Conditions Indicators	Northern Cape Province	Namakwa District Municipality (DC6)	Khâi-Ma Local Municipality (NC067)	Nama Khoi Local Municipality (NC062)	Pofadder	Onseepkans	Witbank	Pella	Springbok
Brief Analysis	Most residents (95,3%) within the Namakwa district resides within formal dwellings according to the 2022 Census results. The residents in the towns of Pofadder, Onseepkans, Witbank, Pella and Springbok all reside within formal dwellings (2011 Census statistics). A further 98.6% of the district's residents have access to piped water either inside their dwelling or inside their yards and flush toilets connected to municipal sewerage lines (83.8%). At town level, all towns except for Springbok, had less than 47% of residents having access to pipe(tapped) water. Most residents within the towns of Pofadder, Springbok and Onseepkans had access to flush toilets (more than 88%). Witbank and Pella seem to have very little to no basic services with less than 36% of residents having access to piped water, over 50% still uses pit toilets although household waste seems to be removed either weekly or less often by the local authority. Onseepkans, Witbank and Pella residents in general utilizes candles as a source of energy for lighting. Pofadder and Springbok residents mainly have electricity from their mains in their dwellings (more than 72% of residents). **The following challenges remain for the Khâi-Ma Municipality (Pofadder, Onseepkans, Witbank and Pella) in respect of water according to Draft IDP 2022/2023- 2026/2027:** (I) Supply of clean drink water to inhabitants of Onseepkans; (ii) High consumption of water with low payment percentages. Consumption at Pella is almost two times higher than in the case of Pofadder; (iii) Unequal reticulation of water in communities. Higher situated households at Pella- Melkbosrand and Onseepkans do not get water at all time. (iv) Slow supply of water metres to and replacement of default water metres at households in all communities; (iv) Removal of existing water meters from households without Municipality's consent; (v) Age of existing infrastructure; (vi) Non- compliance to arrangements for payments of outstanding debt to water authority service provider can cause negative influence to supply; (vii) High water consumption by indigents; (viii) Prepaid water meters; (viii) Temporary connections (Pofadder) - pipe is uncovered above the ground and can be damaged; (ix) Alternative resources (ground water) are not utilised; (x) Rainwater, although low are not harvested for washing laundries and watering plants; (xi) Participation in MUSSA for self- assessment in water quality; and (xii) Record keeping in cases of installation or replacement of water meters.									

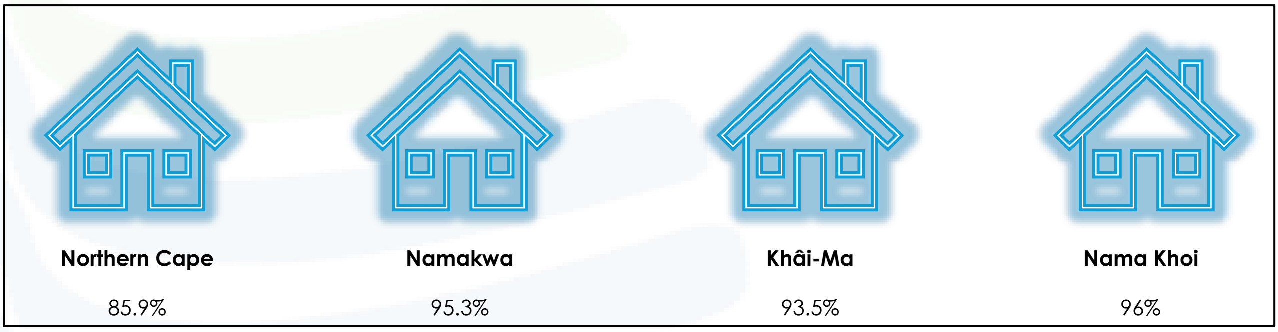


Figure 17: Formal Dwellings

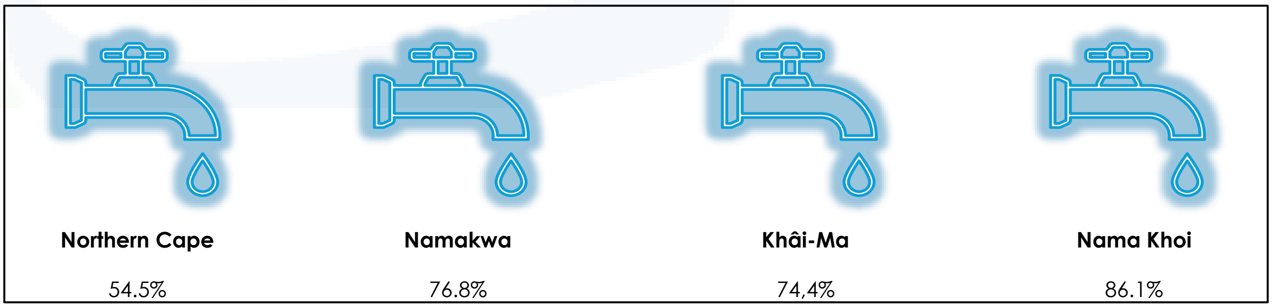


Figure 18: Piped (tap) water inside the dwelling

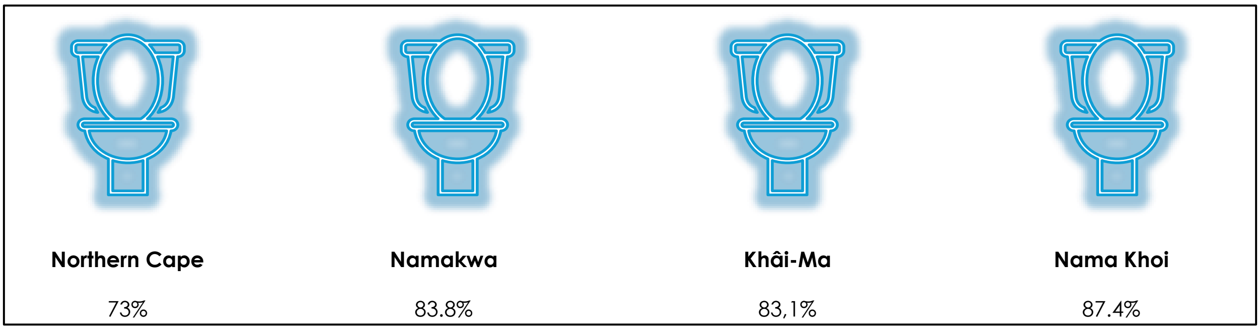


Figure 19: Flush Toilet

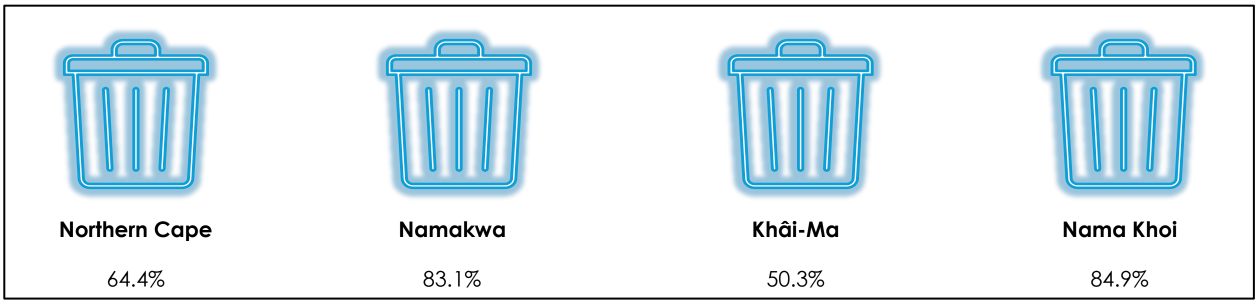


Figure 20: Refuse removed by local authority at least once a week

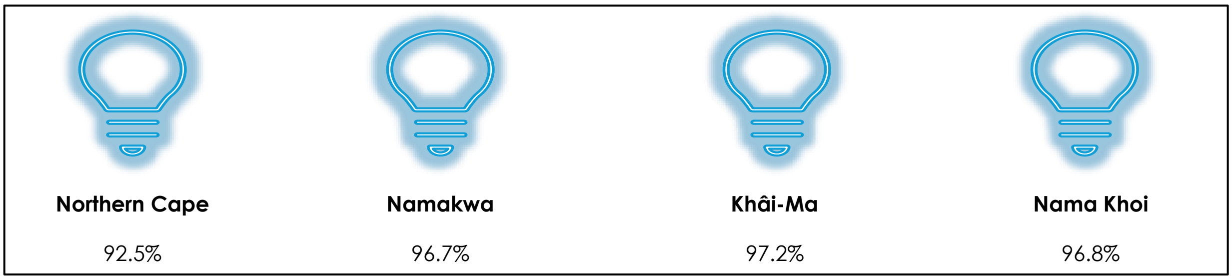


Figure 21: Electricity from Mains

Table 59: Socio-Economic Profile: Household Combined Income

Category	Northern Cape Province	Namakwa District Municipality	Khâi-Ma Local Municipality	Nama Khoi Local Municipality
R0-R2400	0,00%	0,00%	8,40%	0,00%
R2400-R6001	0,10%	0,10%	2,00%	0,10%
R6001-R12000	0,90%	0,30%	2,00%	0,30%
R12001 - R18000	1,70%	0,60%	2,00%	0,60%
R18001 - R30000	6,50%	3,50%	4,00%	3,60%
R30001 - R42000	7,70%	5,00%	5,00%	5,10%
R42001 - R54000	7,80%	5,50%	8,00%	5,60%
R54001 - R72000	10,80%	9,80%	15,00%	10,30%
R72001 - R96000	10,50%	11,30%	15,00%	11,70%
R96001 - R132000	11,10%	11,90%	12,00%	12,30%
R132001 - R192000	10,30%	12,30%	9,00%	12,70%
R192001 - R360000	12,90%	15,90%	12,00%	15,90%
R360001 - R600000	8,60%	10,40%	4,00%	9,90%
R600001-R1200000	7,00%	8,60%	0,60%	7,70%
Brief Analysis:	The household combined income shows that most of the population (60%) across all regions fall between the R54 001 and R360 000 per annum markers.			

Table 60: Socio-Economic Profile: Employment

Labour force participation	Northern Cape Province	Namakwa District Municipality
2011	52,40%	54,40%
2012	53,80%	55,70%
2013	55,60%	57,10%
2014	57,10%	58,90%
2015	57,20%	59,10%
2016	56,60%	58,30%
2017	56,10%	57,70%
2018	55,50%	56,90%
2019	55,00%	56,30%
2020	51,20%	52,20%
2021	48,30%	48,80%
Brief Analysis:	From the data presented above it can be seen that employment in the Namakwa District has decreased by 5,6% from 2011 to 2021.	

Table 61: Socio-Economic Profile: Economic Sector Performance

Category	Northern Cape Province	Namakwa District Municipality	Khâi-Ma Local Municipality	Nama Khoi Local Municipality
Agriculture, forestry and fishing	7,40%	10,80%	6,00%	1,90%
Mining and Quarrying	23,80%	41,70%	56,00%	63,50%
Manufacture	3,50%	1,70%	2,00%	1,90%
Electricity, gas and water supply	3,10%	1,70%	2,00%	1,90%
Construction	1,70%	1,70%	2,00%	1,90%
Trade	9,90%	9,20%	6,00%	5,80%
Transport	8,30%	5,80%	7,00%	3,80%
Finance	16,50%	10,80%	7,00%	9,60%
Community Services	25,80%	16,70%	12,00%	9,60%
Brief Analysis:	Mining and quarrying are the predominant sector for the Namakwa District as well as Khâi-Ma- and Nama-Khoi local municipalities. Community Services is second for the District and Local areas, but agriculture does not feature as predominantly in the two local municipalities as it does in the district.			

Other Mines in the KMLM area are:

- Aroams Quarry, is a granite quarry just east of Aggeneys and employs 45 employees,
- Dwaggas Salt Works, in the Loeriesfontein area. employs 25 employees, and
- Bosluispan Mine, diamond mine is located 70 from Aggeneys and employs 12 people.

3.3.3. In Summary

The population profile of the provincial, local and district municipalities, as shown in the tables above, reveal a consistent average number of four (4) people per household. The Northern Cape Province statistics differ from the Namakwa district and its local municipalities, as it is evident that the province, in general, has higher poverty and lower income levels, than experienced in BMM's labour sending areas. The same applies to access to infrastructure such as piped water, electricity, etc. The dependence on mining in the district and local municipal regions is indicative of the importance of mining in the area as an employer, but also in terms of the other socio-economic benefits it brings to the region. BMM also intends conducting household surveys to compile specific community profiles for each of the directly impacted communities within the 2025/2026 Financial Year.

The socio-economic background linked to integrated development planning is reviewed in 3.5 of this document.

3.4. Socio-Economic Impact of Operations, Regulation 46 (C) (II) (B)

Regulation 46(c)(ii)(b) requires the holder of a mining right to calculate BMM' socio-economic impact for the SLP period. This requirement helps BMM and its community to reflect on the impact the mine currently has on the community in terms of economic/ financial expenditure and the resultant negative impact, should the mine close. The requirement is also to advise on positive and adverse social impacts BMM, and associated mining activities could potentially have on the communities in which BMM operates. BMM understands that mining can lead to the destruction of social capital in communities.

Table 62 provides a summary of the potential positive and negative impacts which the operation can have on the impacted communities, whilst Table 63 provides the calculation of BMM's socio-economic impact for the SLP period:

Table 62: Potential Positive and Negative Impacts of the Operation

Potential Positive & Negative Impacts of the Operation		
Positive	**Description**	**Growth Measures**
1. Economic Growth	Mining can stimulate local economies and increase income for the surrounding rural area. It can also create jobs and the development of infrastructure for the region as new development often brings about the need for additional infrastructure that will be of benefit to the region and the population.	• Focus on Local Recruitment and collaborate with other stakeholders in the region to ensure key priorities are enhanced for the benefit of the region and its people.
2. Community Development	Through the creating of jobs there will be positive cash flow within the community and enable for entrepreneurs to develop local businesses that can service the mine and the community.	• Comprehensive consultation with key stakeholders in the region is key to ensuring the mining operation has a positive impact on the region and the people in line with the mines Social License to operate. Ensure all prescriptive legislation is adhered to.
3. Improved Quality of Life	Through mining development there can be improved infrastructure for the community through the development and improvement of public health and educational facilities which can be done through the mines Social and Labour Plan in line with the mine's Social License to operate.	

Potential Positive & Negative Impacts of the Operation		
4. Training Opportunities & Trained Workforce	With new Developments the mine will require skilled labour which will provide for a situation where community members can receive training to be able to access job opportunities. Within the mines Social and Labour Plan there is a requirement for training of community members, and this provide an avenue for the community to be upskilled and possibly access other opportunities outside of mining.	
5. Local Purchasing & buying power	With regulations within the South African landscape there is a need for mining companies to procure locally and develop local suppliers, this will increase the benefits to the region as there will be purchasing power in the region and create an opportunity for other economies to be created.	
6. Investment in Social and Labour Plan	In the South African Context mining companies need to have a valid SLP in order to maintain their mining right and the SLP supports the following initiatives education, procurement and community development, if implemented will be beneficial to the region and the community.	• Collaborate with community leaders, Local Municipality to identify priority areas for implementation of the Social and Labour Plan
7. Government revenue	The mining sector contributes a significant amount of revenue to the government in terms of taxes and this leads to the government being able to use taxes collected to provide access to basic services to the community.	• Sustainable mining practices to be used and comprehensive stakeholder relations plans and strategy to be adopted to ensure mining operations runs smoothly to enable taxes to be paid to government.
8. Opportunities for Local Business and suppliers	Mining brings about the opportunity for local entrepreneurs to be developed and existing businesses to compete in the economy and thus creating opportunities for economic emancipation in the region.	• Mining Charter and SLP legislation to be adhered by mining companies to ensure benefit to local suppliers and provide development training to upcoming entrepreneurs.
Negative	**Description**	**Mitigating Measures**
1. Loss of Natural resources	With new development there comes a possibility of natural resources being destroyed such as agricultural land and biodiversity, which can be detrimental to the region and the population.	• Institute best practices guidelines and work in framework of NEMA act to ensure no natural resources are destroyed. • Sustainable mining practices implementing technologies that minimize environmental impact, such as using less invasive extraction techniques and reducing waste generation. • Establish programmes for Rehabilitation and Restoration for post-mining including re-vegetation and restoring ecosystems to their natural state.
2. Pollution	With mining comes the unintended consequence that there will be some pollution in the act of mining, air water and soil can be contaminated which can have adverse effected on the health of the community.	• Water management strategies to be in line with regulated guidelines in terms of water use license to reduce water use and prevent contamination of local water sources.
3. Displacement	With new mining development there is sometimes an element of having to resettle/relocate people from their existing homesteads in order to access the commodity to be mined or to remove people from within the mining footprint for health and safety concerns. This often leads to people being displaced from their primary economic	• If displacement is unavoidable in the process of mining, IFC Guidelines to be followed in terms of Resettlement of Communities and Restoring their Livelihoods. • Engage in comprehensive community consultations, facilitating resettlement plans that

Potential Positive & Negative Impacts of the Operation		
	activities such as farming or other economic activities they conduct on the land.	consider the needs of affected residents.
4. Socio-economic changes/ Influx of non-local labour	With mining in rural regions there is often a shortage of skilled people in the region to conduct the work the mine requires to start mining and often skilled labour is brought in and this creates a change in the economic conditions of the area and there is now a competition for resources which already scarce in rural areas such as housing, which often brings about resentment from local residents to the mining company. An aspect that is not often talked about is the effect of foreign labour on the community in terms of Social ills, there have been cases where foreign labour have babies with the women in the community and when they leave to go back to their homes at the end of their contracts they leave women and children who are dependent on the Social grants from government, which has a negative impact on the community in terms of family life and finances.	• Before mining commences focus on upskilling local people to be able to fulfil functions that the mine requires, this will alleviate the pressure on the region in terms of foreign labour and lessen the competition for resources, • Align the mines SLP to ensure the local community benefits from the mines Social License to operate programme.
5. Environmental Impacts: Environmental Degradation, Water Pollution & Air Pollution	• Mining often leads to deforestation, soil erosion and loss of biodiversity • Mining operations can contaminate local water sources with heavy metals and toxic chemicals • Dust emissions from mining activities can deteriorate air quality, affecting the health of nearby communities	• Implement strict environmental regulations conducting environmental impact assessments and restoring mined areas through reforestation and habitat restoration. • Use closed-loop water systems treating wastewater before discharge and regularly monitor water quality. • Employ dust suppression techniques such as water spraying and adopting cleaner technologies to reduce emissions.
6. Food Insecurity	Mining can make it difficult for communities to produce their own food because of degradation of farming land and pollution of the soil that comes with mining activities which leads to food insecurity, which will have adverse effects on the community.	• Environmental Impact Assessments (EIA) conduct thorough EIAs to understand the potential impacts of mining on local agriculture and food systems, this helps in planning and minimise adverse effects. • Establish Buffer zones around agricultural areas to protect them from the negative impacts of mining activities, such as dust, pollution and land degradation.
7. Economic Inequality	Profits from mining companies often do not benefit local communities, leading to increase economic disparity.	• Utilise social and Labour to ensure local communities benefit from the mining operation. Focusing on local recruitment and investing in community development projects for the benefit of the community.
8. Increased Traffic and Strain on Infrastructure	Mining activities often lead to higher traffic volumes and strain on local infrastructure, such as roads, public services and housing.	• Upgrading infrastructure to accommodate increased use and implementing traffic management plans to ensure safety and efficiency in conjunction with the Local municipality.
• There is no need for the relocation of graves, persons, families or communities.		

Table 63: Calculation of Estimated Impact of BMM for SLP Period

Projected Socio-Economic Impact for SLP Period	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL 5 -YEAR IMPACT
Planned number of people employed on the Mine	3208	3037	3037	3015	3015	**3015**
Estimated annual payroll	R577 440 000	R573 993 000	R601 326 000	R624 105 000	R651 240 000	**R3 028 104 000**
Estimated annual spend on HRD (excluding school support)	R36 066 600	R39 538 754	R41 395 757	R40 630 245	R42 661 738	**R200 293 094**
Estimated Spend on LED	R8 656 651	R24 343 349	R21 000 000	R36 000 000	R45 000 000	**R135 000 000**
Estimated Spend on CSI, inclusive of School Support	R18 919 150	R21 877 565	R22 958 023	R24 119 664	R25 336 962	**R113 211 364**
Estimated Spend on Enterprise and Supplier Development	R2 500 000	R2 500 000	R2 500 000	R2 500 000	R2 500 000	**R12 500 000**
Projection on Local Procurement Spend	R212 837 885	R227 736 537	R243 678 095	R260 735 561	R278 987 050	**R1 223 975 128**
Spend on Housing & Living Conditions infrastructure	R181 539 375	R162 000 000	R120 000 000	TBA	TBA	**R181 539 375**
TOTAL ESTIMATED SOCIO-ECONOMIC IMPACT	**R1 037 959 661**	**R889 989 205**	**R932 857 875**	**R988 090 470**	**R1 045 725 750**	**R4 894 622 961**

3.5. Integrated Development Programmes

The Northern Cape is the largest yet most sparsely populated province in South Africa. A large part of the land in the province is desert, including great parts of the Karoo and parts of the Kalahari Desert. Most of the population residing in the province are black Africans followed by coloureds, and the most spoken languages are Afrikaans, Setswana, Xhosa, and English.

According to the 2016 Community Survey, the perceptions of the communities are that the five (5) greatest challenges faced by the municipalities in the Northern Cape are:

- Lack of reliable water supply.
- Cost of electricity.
- Inadequate or lack of employment opportunities.
- Inadequate road infrastructure; and
- Insufficient housing infrastructure.

3.5.1. Integrated Development Planning Namakwa District

There are several development projects underway in the district in terms of mining, sea-port development and other public private partnerships. These hold the opportunity of growth and employment creation for the district:

- The Boegobay Harbour Base in Alexander Bay;
- The Namakwa Socio-Economic Zone (SEZ,) which include Khâi-Ma, Nama Khoi and Richtersveld municipalities, is the most exciting investment in the Namakwa District;
- Green Hydrogen will be one of the first green projects of its type endorse by COP 26 for the annual year; and
- District Agriculture initiatives projects to support community upliftment to promoting entrepreneurship and contributes to fight against the war on hunger (War on Hunger Initiative).

The Presidential Investment Committee support these projects to ensure the decrease of unemployment and poverty in the region.

There is a high rate of learner drop-outs throughout the region and youth unemployment remains a challenge, together with increase in alcohol and drug abuse. This further links to Gender Based Violence and ties with the Department of Social Development, South African Police Services and other partners are required to develop and implement a drug response plan, as well as awareness campaigns on domestic abuse and violence against women and children.

The functioning of the District AIDS Council remains a priority, together with a focus on TB. Although there is a relatively lower HIV prevalence rates than in the province, the district recognises that HIV/AIDS can have a substantial impact on the growth and development of a particular population.

3.5.2. Integrated Development Planning Nama Khoi Local Municipality

The NKLM IDP states that the purpose of integrated development planning is to achieve faster and more appropriate delivery of services and to provide a framework for economic and social development in the municipality.

The Nama Khoi Local Municipality's Priority Areas for implementation of the strategic framework are:

- PRIORITY 1: Economic transformation and job creation
- PRIORITY 2: Education, skills and health
- PRIORITY 3: Consolidating the social wage through reliable and quality basic services

- PRIORITY 4: Spatial integration, human settlements and local government
- PRIORITY 5: Social cohesion and safe communities
- PRIORITY 6: Building a capable, ethical and developmental state
- PRIORITY 7: A better Africa and world

Main focal areas mentioned in the IDP are:

- Basic services - ensure that all residents and communities in the Municipality have access to at least the minimum level of basic municipal services.
- Environmental management with focus on Biodiversity. The Nama Khoi Local Municipality (NKLM) includes parts of both the Greater Richtersveld and Central Namaqualand Coast biodiversity priority areas within its boundaries - thus making it an important region for conservation activities.
- Housing - the eradication of shacks and to address the backlog in housing.
- Upgrading of water infrastructure.
- Ensuring that sufficient treatment capacity is available for present and future demand in terms of sanitations services, with additional focus on general waste management and community awareness.
- Eradicating the backlog in gravel roads remains a major focus area. The road network in Nama Khoi Local Municipality consists of 473.47km of gravel roads and 235.04km of permanently surfaced roads, Eradicating the backlog in gravel roads remains a major focus area.
- Additional (high quality) educational facilities, together with the investigation of the feasibility of a tertiary educational facility.
- Diamond and copper beneficiation as well as tourism skills institute projects identified in the LED strategy, including the development and support of SMMEs across various sectors.
- Many of the above-mentioned primary focal areas form part of the municipality's Number 1 priority area, namely, Economic Transformation and Job Creation. The municipality recognises that an integrated approach to all areas can contribute towards economic transformation and job creation.

3.5.3. Integrated Development Planning Khâi-Ma Local Municipality

Khâi-Ma is a Nama word which means "to stand up". The municipality is responsible to render services to its citizens on a sustainable basis with the following wards:

- Ward 1: Onseepkans
- Ward 2: Blyvooruitsig
- Ward 3: Pella
- Ward 4: Aggeneys
- Ward 5: Pella, Witbank and Klein Pella
- Ward 6: Pofadder town area, Eastern Part of Blyvooruitsig, Vrugbaar, Raap & Skraap Dwaggasoutpanne.

It needs to be noted that the municipality does not currently render services to Aggeneys. The Black Mountain Complex renders basic services to the residence, which has recently been declared a town.

Khâi-Ma Local Municipality set seven (7) priorities in the Strategic Framework to give effect to effective implementation of its National Development Plan. These priorities are:

- PRIORITY 1: Building a capable, ethical and developmental state
- PRIORITY 2: Economic transformation and job creation
- PRIORITY 3: Education, skills and health
- PRIORITY 4: Consolidating the social wage through reliable and quality basic services
- PRIORITY 5: Spatial integration, human settlements and local government
- PRIORITY 6: Social cohesion and safe communities
- PRIORITY 7: A better Africa and world

Further to this, the Khâi-Ma Local Municipality indicates that it has aligned to the National Development Plan in terms of:

- Economy and Employment;
- Economic Infrastructure;
- Environmental Sustainability and Resilience;
- Inclusive Rural Economy;
- Transforming Human Settlements; and
- Nation Building and Social Cohesion.

Table 64, to follow, profiles the current needs identified by the various wards within the municipal area:

It is important to note that Table 64 was used within community surveys done during the SLP consultation period, together with a request for community members to list projects which they would like to see implemented. These results are contained in the following sections, as well as the full Stakeholder Engagement Report and associated presentations, which were shared with the communities.

Table 64: KMLM Identified Ward Needs

Service Area		Needs	Community	Backlog
Basic services and Infrastructure	Water	New Connections	Onseepkans, Pofadder Pella, Witbank	536
		Replacement of meters	Onseepkans, Pofadder Pella, Witbank	TBC by KMLM
		Correct water readings	Onseepkans, Pofadder Pella, Witbank	2691
		Ground water resources for gardening (vegetables)	Pella	1
	Sanitation	Extension of Sewer network	Pofadder	1
		Timeous removal of waste water	Pofadder, Pella	1332
		New toilet structures for households without access	Onseepkans, Pofadder Pella, Witbank	186
		Removal of refuse at all households	Onseepkans, Pofadder Pella, Witbank	2691
		Regular removal of illegal dumps		
		Monthly Supply of refuse bags	Onseepkans, Pofadder Pella, Witbank	2691
	Electricity	New connections	Onseepkans, Pofadder Pella (375), Witbank (40)	204
	Housing	Serviced Stands	Onseepkans, Pofadder Pella, Witbank	TBC by KMLM
		New structures (Government subsidies)	Onseepkans, Pofadder Pella, Witbank	575
		Title Deeds for Homeowners (including next of kin who cannot afford)	Onseepkans, Pofadder Pella, Witbank	TBC by KMLM
		Completion of Disaster houses	Pella	38
		Completion of Abengoa Houses- Water and Electricity	Witbank	8
Basic services and Infrastructure	Roads and Streets	Tar of Access roads between Onseepkans and Pofadder	Onseepkans, Pofadder	50 km
		Grading of Gravel roads	Pofadder, Pella	36,484 km
		Fix tar roads	Pofadder	9,127 km
		Paving of Gravel Roads	Onseepkans, Pofadder Pella, Witbank	36,484 km
		Streetlights (Skool Street- N14)	Pofadder	3 km
	Storm Water	Storm water canals	Onseepkans, Pofadder Pella, Witbank	4
		Emergency Walls to re- direct water from mountains	Onseepkans	2

Service Area		Needs	Community	Backlog
		Low storm water bridge at Onseepkans (Mission)	Onseepkans	1
Community Services	Facilities	Community Halls- Upgrading (kitchen, bathrooms and dressing rooms)	Viljoensdraai	1
		Renovation of Halls	Onseepkans, Pofadder	2
		Upgrading of Sport Grounds	Onseepkans, Pofadder Pella, Witbank	4
		Secondary sport grounds for practice	Onseepkans, Pofadder Pella	5
		Playgrounds for Children/ Parks	Onseepkans, Pofadder, Pella, Witbank	4
		Schools- New school building (primary schools)	Onseepkans, Pella	2
		Buildings for ECD Centres	Onseepkans (Viljoensdraai), Pofadder	2
		Public Lighting for safety purposes (New and Repair)	Onseepkans, Pofadder Pella, Witbank	15
		Clinic services (bring services to communities) including languages	Onseepkans, Witbank, Aggeneys	3
		Clinic services (Upgrading of Clinic Building)	Pofadder	1
		Emergency Services (Ambulances and Fire Vehicles)	Onseepkans, Pofadder, Pella, Witbank	4
		Commonage	N/A	N/A
	Amenities	Landfill Site- Rehabilitation and Closure	Pofadder	1
		Landfill sites- Upgrading and new sites	Onseepkans, Pofadder, Pella, Witbank	4
		New cemeteries	Pofadder, Pella,	2
		Mortuary (Consider condition of access roads)	Onseepkans	1
Local Economic Development	Job creation	Decent and permanent jobs	Onseepkans, Pofadder, Pella, Witbank, Aggeneys	All
		Skills training for local unemployed people	Onseepkans, Pofadder, Pella, Witbank, Aggeneys	All
	SMME Development	Availability of land for construction of buildings	Onseepkans, Pofadder, Pella, Witbank, Aggeneys	All
		Availability of Buildings for business purposes	Onseepkans, Pofadder, Pella, Witbank, Aggeneys	All
		Opportunities for local small contractors- Easier criteria for beginners in businesses	Onseepkans, Pofadder, Pella, Witbank, Aggeneys	All
		Ongoing training for all SMME's	Onseepkans, Pofadder, Pella, Witbank, Aggeneys	All
	Food security	Water resources for vegetable gardens	Pella	All

3.6. Stakeholder Engagement

As per the regulated requirement to engage with the impacted stakeholders and major labour sending areas, BMM embarked on an extensive stakeholder engagement process to identify potential LED projects for the 2024-2029 SLP period. The detailed Stakeholder Engagement Report, inclusive of all engagements, minutes and meeting registers, is available as a separate document. As part of the engagement process, community stakeholders were also provided with the opportunity to provide inputs via a needs assessment survey, based on the Needs Analysis per Ward, taken from the IDP. These surveys are available on request.

The summary of the consultations is detailed in Table 65:

Table 65: Summary of Stakeholder Consultations to Date

Dates of Meetings	Stakeholders	Topic of Discussion	Material/ Discussion/ Resolution
10 June 2024	BMM	MWP for Mining Rights 517 & 518	MWPs are not updated and there are additional expansion plans for Swartberg to mine for another 19 years.
11 June 2024	BMM & CBP's	SLP Kick Off Meeting	BMC's 3rd Generation SLP Compilation Introduction Review of Draft 5-Year Close Out Report. Socio-Elevate Solutions to facilitate the process of engaging all elements holders to attain data for the compilation of the SLP.
11 June 2024	BMM, COGTA, KMLM & DMRE	Institutional Capacity Building. DMRE Advisory Input. 3rd Generation SLP Planning.	Discussion Regarding Institutional Capacity Building. SLP projects to specific measurable and achievable. DMRE to arrange workshop with KMLM to workshop latest requirements.
13 June 2024	BMM & NKLM	Status quo BMM. 3rd Generation SLP. Change in Nama-Kho Municipal Structure.	ToR to be shared for review and Input by BMM. Dr Bock to provide suggested input from NKLM perspective for new SLP. Meeting with new Mayor to be arranged in July 2024.
13 June 2024	BMM & KMLM	Status quo BMM. 3rd Generation SLP. BMC response to status quo of relationship with KMLM.	BMC to meet with KMLM and District Municipality. ToR to be shared for review and Input by BMM.
4 July 2024	SESo & Pella Community	3rd Generation SLP Compilation & Community Needs	Pella Community refused to engage on the compilation of the new SLP as they felt had not provided feedback on a previous engagement and requested to meet with the mine within two weeks, with the DMRE to discuss the Close Out Report. Meeting Abandoned.
5 July 2024	SESo & Witbank Community	3rd Generation SLP Compilation & Community Needs	Community Provided the needs of the Witbank Areas and indicated need for better network coverage for small businesses
9 July 2024	SESo & Onseepkans Community	3rd Generation SLP Compilation & Community Needs	There was low attendance to the meeting, however the members that were present provided their inputs for consideration for potential projects into the SLP.
10 July 2024	BMM, NKLM & NDM	SLP Close-Out Report &New Approach of fulfilling SLP obligations	Distinguishing SLP from Goodwill Gestures: Setting clear boundaries between SLP commitments and separate acts of goodwill by BMM. Simplify reporting to reflect impact on Local communities.
10 July 2024	SESo & Pofadder Community	3rd Generation SLP Compilation & Community Needs	The community Indicated that they don't want to proceed with the meeting for the compilation of the new SLP and want to discuss the Close out report with the mine first. This motion was supported, and the meeting was abandoned.

Dates of Meetings	Stakeholders	Topic of Discussion	Material/ Discussion/ Resolution
11 July 2024	SESo & Aggeneys Community	3rd Generation SLP Compilation & Community Needs	No Community members attended this meeting. Meeting Abandoned.
16 July 2024	BMM & Northern Cape DMRE	Close Out and 3rd Generation SLP Community concerns	Meeting DMRE – minutes required (letter requesting extension)
24 July 2024	BMM & KMLM	2nd Generation Close-Out Results	Review of the SLP Close Out Results with KMLM
15 August 2024	Witbank Community	SLP Close Out Engagement	Review of previous SLP (Mine and the Community)
15 August 2024	Onseepkans Community	SLP Close Out Engagement	Review of previous SLP (Mine and the Community)
20 August 2024	Pofadder Community	SLP Close Out Engagement	Review of previous SLP (Mine and the Community)
21 August 2024	Pella Community	SLP Close Out Engagement	Review of previous SLP (Mine and the Community)
21 August 2024	BMM Community Consultation	2nd Generation Close-Out Results & Way forward	Review of the SLP Close Out Results with Witbank, Onseepkans, Pofadder & Pella communities
3 September 2024	Black Mountain Complex MR517 & MR518	3rd Generation SLP Project identification & Progress	Review of 3rd Generation SLP Project identification & Progress
13 September 2024	MOM Social Performance Steering Committee	3rd Generation SLP Formulation and Process	Review of the Abridged SLP, Preparation overview for the "S" of the "ESG" summit
19 September 2024	NUM	3rd Generation SLP Formulation and Process	3rd Generation SLP Formulation Process Progress with Organised Labour
26 September 2024	BMC COO and CBP Khâi-Ma Community Transformation	BMC COO and CBP Partnership for Community Transformation Connect	Proposed Collaboration: BMC and CBP partnership for Communities
1 October 2024	Onseepkans Ward Committee	3rd Generation SLP Compilation & Community Needs	Review of the 3rd Generation SLP Compilation & Community Needs
14 October 2024	Pella Ward Committee	3rd Generation SLP Compilation & Community Needs	Review of the 3rd Generation SLP Compilation & Community Needs
14 October 2024	Pella CPA Committee	3rd Generation SLP Compilation & Community Needs	Review of the 3rd Generation SLP Compilation & Community Needs
15 October 2024	Onseepkans Community	3rd Generation SLP Compilation & Community Needs	Review of the 3rd Generation SLP Compilation & Community Needs
16 October 2024	Pofadder Community	3rd Generation SLP Compilation & Community Needs	Review of the 3rd Generation SLP Compilation & Community Needs
16 October 2024	Pella Community	3rd Generation SLP Compilation & Community Needs	Review of the 3rd Generation SLP Compilation & Community Needs
17 October 2024	Aggeneys Community	3rd Generation SLP Compilation & Community Needs	Review of the 3rd Generation SLP Compilation & Community Needs
17 October 2024	Witbank Community	3rd Generation SLP Compilation & Community Needs	Review of the 3rd Generation SLP Compilation & Community Needs
18 October 2024	KMLM Abridged SLP FY24/25	Khâi-Ma Municipality Abridged SLP FY24/25 Presentation	Khâi-Ma Municipality Abridged SLP FY24/25 Presentation review with the Municipality
21 October 2024	National Union of Mineworkers (NUM)	NUM MPRDA/ SLP/ Mining Charter Workshop	Review of the content, intent and linkages of the legislation governing mining in South Africa.

Dates of Meetings	Stakeholders	Topic of Discussion	Material/ Discussion/ Resolution
11 November 2024	SLP Stakeholder Engagement Onseepkans	Potential Community LED Projects and Training Programmes	Review of Potential Community LED Projects and Training Programmes
13 November 2024	SLP Stakeholder Engagement Witbank	Potential Community LED Projects and Training Programmes	Review of Potential Community LED Projects and Training Programmes
14 November 2024	SLP Stakeholder Engagement Pofadder	Potential Community LED Projects and Training Programmes	Review of Potential Community LED Projects and Training Programmes
14 November 2024	SLP Stakeholder Engagement Pella	Potential Community LED Projects and Training Programmes	Review of Potential Community LED Projects and Training Programmes
15 November 2024	SLP Stakeholder Engagement Aggeneys	Potential Community LED Projects and Training Programmes	Review of Potential Community LED Projects and Training Programmes
27 November 2024	SLP Stakeholder Engagement KMLM	Potential Community LED Projects and Training Programmes	Review of Potential Community LED Projects and Training Programmes
06 December 2024	SLP Stakeholder Engagement NUM	Review of draft SLP, LED Projects and HRD Initiatives	Review of SLP compilation, budgets and targets. Inputs and comments from NUM on final draft SLP content.
12 December 2024	SLP Stakeholder Consultation NUM	NUM enquiry regarding Bursary & Study Assistance Targets	The NUM required explanation in terms of the difference between BMM Internal Bursaries, External Bursaries, Study Assistance and Portable Skills within the terms of In-and-Out of scope. Amendments to the SLP to include mention that Portable Skills are out-of-scope. No Study Assistance Budget at date of consultation.
01-15 January 2025	Municipal Stakeholder Engagements	NDM, KMLM, NKLM letters of approval	Engagements to retrieve Municipal Letters of Approval and sign-off on SLP from Municipal Stakeholders.
10 January 2025	SLP Stakeholder Consultation NUM	NUM enquiry regarding Bursary & Study Assistance Targets	SLP Bursary targets were not meeting the requirements for Out-of-Scope Study Assistance. Erich advised that there is a budget available for Study Assistance. SLP strategy and Targets updated to include BMM Study Assistance.

The findings from the surveys, in terms of identified communities' needs, documents the top 9 needs identified by category:

1. Facilities (infrastructure) 24,7%
2. SMME Development 15,1%
3. Job Creation 13,5%
4. Roads and streets 12,8%
5. Housing 12,4%
6. Sanitation 9,7%
7. Water 6,1%
8. Storm Water 2,8%
9. Amenities 2,8%

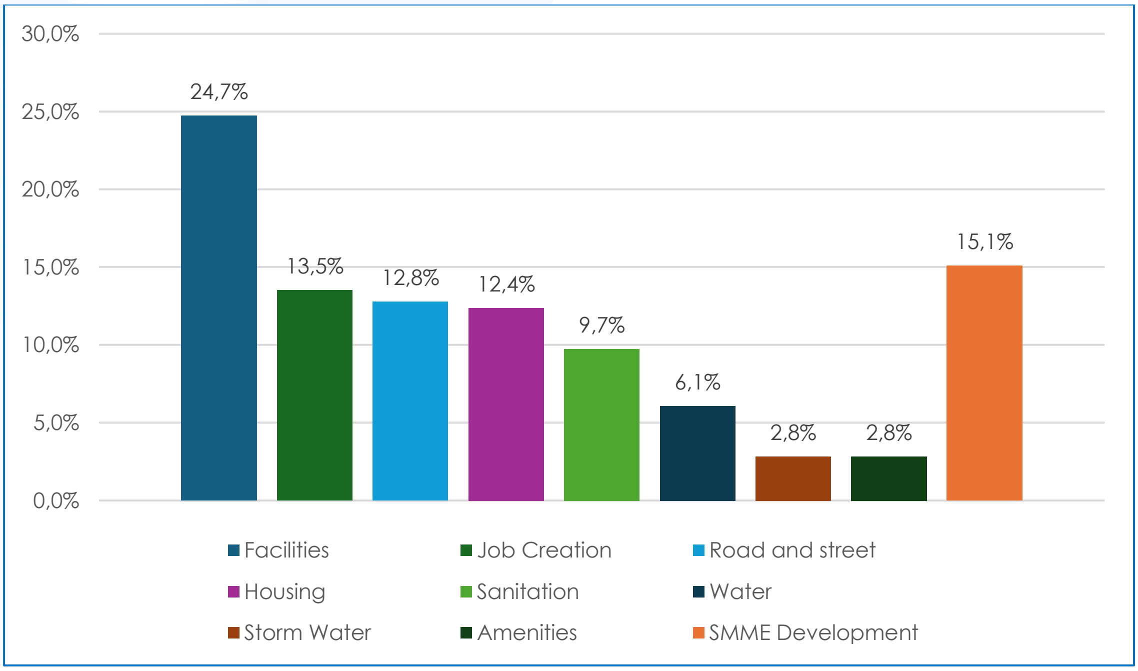


Figure 22: Survey Findings of Community Needs

Identified projects have been aligned accordingly and reviewed with the communities. The projects' timelines and associated budgets are listed in Table 66.

BMM has incorporated four (4) thematic areas into the approach to LED projects for the 2024-2029 SLP period as depicted in Figure 23 and informed by the Namakwa District IDP 2022 - 2027:

1) Economic Empowerment, including job creation;
2) Infrastructure development;
3) Logistics; and
4) Renewable Energy.

Areas of integration

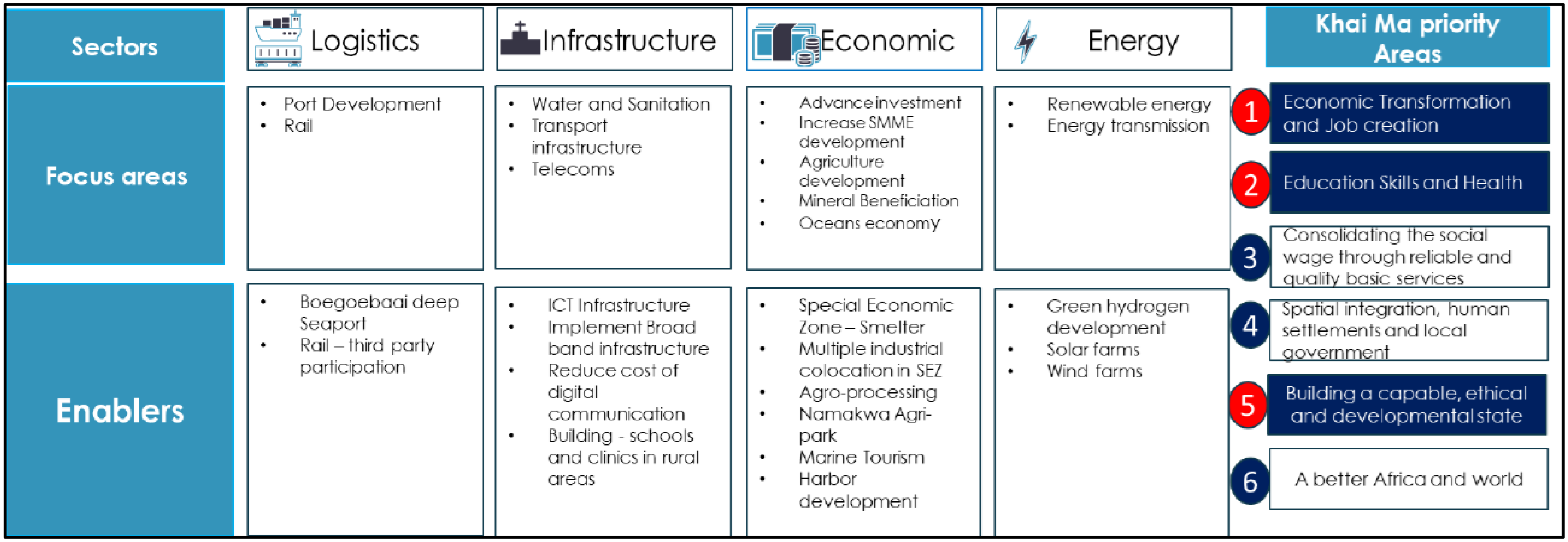


Figure 23: BMM Thematic LED Areas

The summary of planned project spends are:

Table 66: Planned LED Project Spend Per Year

#	Category	Community	SLP Category	Start Date	End Date	2024/25	2025/2026	2026/2027	2027/2028	2028/2029	Total Financial Provision 2024-2029
1	Springbok Oncology Clinic	Namakwa District	Infrastructure	2024	2027	R2 965 205	R18 520 780	R1 208 000	R0	R0	**R22 693 985**
2	NKLM Solar Buy Back	Nama Khoi	Infrastructure	2027	2029	R0	R0	R0	R1 000 000	R1 000 000	**R2 000 000**
3	NKLM Water Augmentation	Nama Khoi	Infrastructure	2025	2029	R0	R1 000 000	R1 000 000	R1 000 000	R1 000 000	**R4 000 000**
4	NKLM Waste Recycling and Upcycling	Nama Khoi	Job Creation	2028	2029	R0	R0	R0	R0	R4 000 000	**R4 000 000**
5	KMLM Infrastructure Support to Municipality: Boreholes Metres Sportsfield Maintenance KMLM Chambers Upgrades (including fencing) Community Halls, Tourism Centres, Library Upgrades Research Centre at Library	KMLM	Infrastructure	2024	2029	R3 912 279	R0	R2 922 569	R3 700 000	R3 000 000	**R13 534 848**
6	Solar streetlights on N14	KMLM	Infrastructure	2027	2029	R0	R0	R0	R1 000 000	R1 000 000	**R2 000 000**
7	Pella Support Water infrastructure extensions	Pella	Infrastructure	2027	2029	R0	R500 000	R500 000	R500 000	R500 000	**R2 000 000**
8	Pofadder Business Centre/ Hub (incl. precinct cost)	Pofadder	Infrastructure & Job Creation	2025	2029	R0	R700 000	R5 000 000	R3 600 000	R2 400 000	**R11 700 000**
9	Prosopis Removal	Onseepkans, Pella, Witbank	Infrastructure & Job Creation	2025	2028	R0	R500 000	R3 492 000	R4 500 000	R0	**R8 492 000**
10	Agriculture Projects	Onseepkans, Pella, Witbank	Infrastructure & Job Creation	2025	2029	R0	R200 000	R4 000 000	R6 000 000	R5 000 000	**R15 200 000**
11	Waste Management & Recycling (KMLM)	Onseepkans, Pella, Witbank, Pofadder	Infrastructure & Job Creation	2026	2029	R0	R0	R4 500 000	R4 500 000	R4 600 000	**R13 600 000**
12	ICT Tower	Witbank	Infrastructure	2027	2029	R0	R0	R0	R1 500 000	R1 500 000	**R3 000 000**
13	ECD Centre Onseepkans	Onseepkans	Infrastructure	2026	2029	R0	R0	R500 000	R700 000	R800 000	**R2 000 000**
14	Pella Green Brick Factory & Wet Trade Centre	Pella	Infrastructure & Job Creation	2027	2029	R0	R0	R0	R2 000 000	R13 500 000	**R15 500 000**
15	Pella Tourism Stalls (rondawels)	Pela	Infrastructure & Job Creation	2027	2029	R0	R0	R0	R1 000 000	R1 000 000	**R2 000 000**
16	Play parks and outdoor gymnasiums (Pofadder to incl. skatepark)	KMLM	Infrastructure	2027	2029	R0	R0	R0	R2 000 000	R500 000	**R2 500 000**

#	Category	Community	SLP Category	Start Date	End Date	2024/25	2025/2026	2026/2027	2027/2028	2028/2029	Total Financial Provision 2024-2029
17	Pofadder Clinic extension and upgrades	Pofadder	Infrastructure	2027	2029	R0	R0	R0	R500 000	R900 000	**R1 400 000**
18	Primary school infrastructure upgrades (Aggeneys)	Aggeneys	Infrastructure	2028	2029	R0	R0	R0	R0	R1 200 000	**R1 200 000**
19	Francois Visser School Hall	Pofadder	Infrastructure	2027	2029	R0	R0	R0	R750 000	R750 000	**R1 500 000**
20	Sanitation Unit	Witbank	Infrastructure	2028	2029	R0	R0	R0	R0	R1 000 000	**R1 000 000**
21	KMLM Municipal Fleet	KMLM		2025	2028	R0	R500 000	R0	R1 000 000	R0	**R1 500 000**
22	Pella Business Hub Extension	Pella	Infrastructure & Job Creation	2027	2029	R0	R0	R0	R750 000	R750 000	**R1 500 000**
23	KMLM Radio Equipment for radiobroadcasting expansion of Namakwa FM	KMLM	Community Infrastructure	2025	2029	R0	R0	R0	R0	R600 000	**R600 000**
	TOTAL SPEND PER YEAR:					**R6 877 484**	**R21 920 780**	**R23 122 569**	**R36 000 000**	**R45 000 000**	**R132 920 833**

3.7. Identified LED Projects

Table 67: Namakwa District Project Springbok Oncology Clinic

PROJECT:	Oncology Clinic	CLASSIFICATION		Infrastructure Development			FY of Project Sheet 2024 to 2027	R22 693 985
Project Background:	An oncology clinic is a transformative addition to any community, offering significant benefits across various aspects of healthcare, well-being, and local economic growth. By establishing a local clinic, cancer patients no longer face the strain of traveling long distances for treatment. This proximity ensures that patients can access cutting-edge, specialized care without added logistical stress. Equipped with state-of-the-art technology and expertise, the clinic provides targeted cancer treatments, ensuring patients receive the most appropriate care tailored to their specific needs. On a broader level, oncology clinics play a crucial role in promoting community health. With early detection programmes and screenings, they help identify cancer at earlier, more treatable stages. In some cases, these clinics may also participate in cutting-edge research, contributing to advancements in cancer care and potentially offering patients access to the latest clinical trials.							
	The objective of this project is to provide the community with the following long-term impacts:							
Objectives:	• Establish a well-equipped Oncology Clinic in the community.							
	• Increase access to critical oncological care to patients in the Namakwa Regions and improve early detection and care.							
	• Improved access in terms of time, costs and health impacts; travel to and from treatments, whilst experiencing the negative effects of radiation- and chemotherapy.							
	The project plan for implementation of the Springbok Oncology Clinic can be found in Table 106 of Appendix B							
Project Partners / Role Players	Namakwa District Municipality Nama-Khoi Local Municipality Provincial Department of Health Department of Public Works and Infrastructure (DPWI) Department of Education Relevant CBPs						Project start date	FY2024
							Project End Date	FY2026
							Information Valid as at:	2024/12/02
Project Incorporated into which IDP	2025 – 2029 IDP			Beneficiaries (Community Specific)	All communities in the Namakwa District Municipality			
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)		Geographical Location of Project	Nama Khoi LM, but to the benefit of entire district and regions
Job Creation:	Number and classification of jobs for the duration of the project:	30	15	15	0			
	Spin off employment opportunities	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)			
	The contractor will be required to appoint 45 community members for the construction phase of the project	30	15	15	0			
		Total Employment Opportunities Created:						
		Short Term	Medium Term	Long Term				
		45	12	12				

PROJECT:	Oncology Clinic	CLASSIFICATION	Infrastructure Development		FY of Project Sheet 2024 to 2027	R22 693 985
Handover and Exit Strategy:	A Close-Out Report will be compiled by the Oncology Centre contractor(s) and submitted to the various investors. This report will contain all the relevant project and equipment details. During this Phase the close-out of the project will commence, including provision of the necessary documentation to facilitate effective conclusion and exit from the project. At the completion of construction, the project will be officially handed over to the Nama Khoi Local Municipality. This will involve final inspections, submission of all legal and operational documentation (including the requisite hand-over document) as well as a formal handover ceremony. NKLM is required to fund the running of the Oncology Centre and all operational costs and will seek the involvement of the Department of Health in the handover of the building and associated facilities.					

Table 68: NKLM Solar Buy-Back Project

PROJECT:	Solar Buy Back	CLASSIFICATION		Infrastructure Development		FY of Project Sheet: 2027-2029	R2 000 000
Project Background:	The Solar Buy-Back Project is an innovative initiative aimed at harnessing solar energy to generate clean, renewable electricity. By installing solar photovoltaic (PV) systems on suitable sites, the project will not only reduce reliance on traditional energy sources but also generate revenue through a power purchase agreement (PPA). The project will be rolled out at four (4) schools and one (1) old age home: o Dr Isak van Niekerk Primary School in Springbok, with 1104 learners, o Namakwaland High School in Springbok, with 641 learners, o St. Anna Girls High School in Matjieskloof, with 103 learners, o Wielie Walie Early Childhood Development Centre in Bergsig, with 85 learners, and o Harmony Home for the Elderly in Bergsig, with 32 residents.						
	Solar Buy-Back Project aims to contribute to a cleaner, more energy-efficient future while empowering communities through economic development and social impact.						
	The project plan for implementation of the Solar Buy-Back Project can be found in Table 107 of Appendix B.						
Objectives:	***The objective of this project is to provide the community with the following long-term impact:***						
	Energy Security: Ensures reliable power supply, reducing dependency on the national grid						
	Economic Development: Lowers energy costs and generates revenue for community initiatives.						
	Environmental Sustainability: Reduces carbon emissions and promotes eco-friendly practices.						
	Skill Development: Trains locals in solar installation and maintenance for job creation.						
	Community Empowerment: Fosters ownership and reinvestment into local development.						
	Improved Social Services: Enhances functionality of schools and old age home with stable energy.						
Project Partners / Role Players	Springbok Community NKLM Community					Project start date	FY2027
	Department of Energy					Project End Date	FY2029
	Solar Engineers and Technicians					Information Valid as at:	2024/12/02
Project Incorporated into which IDP	2024 – 2029 IDP			Beneficiaries (Community Specific)	Nama Khoi Local Municipality Community		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)	Geographical Location of Project	NKLM Community
Job Creation:	Number and classification of jobs for the duration of the project:	3	0	0	0		

<table>
<tr><td>PROJECT:</td><td>Solar Buy Back</td><td colspan="2">CLASSIFICATION</td><td colspan="2">Infrastructure Development</td><td>FY of Project Sheet: 2027-2029</td><td>R2 000 000</td></tr>
<tr><td rowspan="6"></td><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="6"></td><td rowspan="6"></td></tr>
<tr><td rowspan="5">The contractor will be required to appoint 3 community members and pay them a small stipend, with the larger focus being skills transfer.</td><td>1</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>3</td><td>0</td><td colspan="2">0</td></tr>
<tr></tr>
<tr><td>Exit and Handover Strategy:</td><td colspan="7">Objectives
To ensure the successful transition of the solar PV systems to the beneficiaries (two schools and one old age home).
To provide all necessary documentation, training, and operational guides for sustained system functionality.
To establish clear roles and responsibilities for long-term operation and maintenance.
Key Components of the Strategy
a) Handover Preparation

Final System Testing: Conduct a thorough performance test of each solar PV system to confirm functionality and compliance with safety standards.
Documentation Compilation: Prepare a complete set of documents, including system design blueprints, warranties, maintenance schedules, user manuals, and emergency protocols.
b) Stakeholder Engagement

Training Sessions: Provide training for facility staff on system operation, basic troubleshooting, and maintenance practices.
Community Information: Organize an engagement session to communicate project outcomes and highlight the benefits of renewable energy.
c) Legal and Administrative Handover

Ownership Transfer: Draft and sign handover agreements that detail the ownership and operational responsibilities of the beneficiaries.
Compliance Verification: Ensure that all regulatory and compliance requirements (e.g., municipal permits) are in place.
d) Maintenance and Support Plan

Assign Maintenance Roles: Identify key personnel or service providers responsible for routine system inspections and maintenance.
Set Up Support Mechanisms: Establish a service-level agreement (SLA) with the installation contractor for periodic checks and technical support.
e) Project Closure Report

Outcome Assessment: Compile a report summarizing the project's achievements, challenges, and lessons learnt.
Impact Analysis: Include data on projected energy savings, environmental benefits, and ROI estimates.</td></tr>
</table>

Table 69: NKLM Water Augmentation Project

<table>
<tr><td>PROJECT:</td><td>Water Augmentation</td><td>CLASSIFICATION</td><td>Infrastructure Development</td><td>FY of Project Sheet 2025-2029</td><td>R4 000 000</td></tr>
<tr><td>Project Background:</td><td colspan="5">This Water Augmentation Project aims to address water scarcity challenges by implementing a sustainable and comprehensive approach to water resource management. By focusing on strategic planning, efficient implementation, and community empowerment, we seek to ensure a reliable and equitable water supply for the community.
The project addresses immediate water scarcity challenges but also supports building a sustainable future for the community.</td></tr>
<tr><td rowspan="3">Objectives:</td><td colspan="5">The objective of this project is to provide the community with the following long-term impacts:</td></tr>
<tr><td colspan="5">Enhanced Water Security: Provides reliable access to clean water for all community needs.</td></tr>
<tr><td colspan="5">Economic Growth: Stimulates local industries and creates water-related jobs.</td></tr>
</table>

PROJECT:	Water Augmentation	CLASSIFICATION	Infrastructure Development	FY of Project Sheet 2025-2029	R4 000 000
	Environmental Sustainability: Reduces wastage and supports healthy ecosystems. Community Empowerment: Equips residents with skills and promotes stewardship of water resources. Health and Well-Being: Improves quality of life by ensuring clean and accessible water. Infrastructure Longevity and Reliability: Delivers robust systems to support future growth. Improved Agricultural Productivity: Boosts crop yields and food security through better irrigation. **The project plan for implementation of the Water Augmentation project can be found in Table 108 of Appendix B**				
Project Partners / Role Players	NKLM Community Water NGO's			**Project start date**	**FY2025**
	Department of Water and Sanitation (DWS)			**Project End Date**	**FY2029**
	Environmental NGOs NKLM			**Information Valid as at:**	**2024/12/02**
Project Incorporated into which IDP	2024 – 2029 IDP		**Beneficiaries (Community Specific)**	NKLM Community	

IDP Reference Number of Project	**Total Expected Number of Jobs to be created**	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**	**Geographical Location of Project**	NKLM community
Job Creation:	Number and classification of jobs for the duration of the project:	6	4	4	0		
	Spin off employment opportunities	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**		
	The contractor will be required to appoint 10 community members and pay them a small stipend, with the larger focus being skills transfer.	2	2	2	0		
		Total Employment Opportunities Created:					
		Short Term	**Medium Term**	**Long Term**			
		10	4	4			
Exit and Handover Strategy:	Capacity Building: Train local stakeholders on system operation, maintenance, and management. Handover Materials: Provide technical manuals, reports, and service agreements. Stakeholder Engagement: Hold a handover ceremony and assign roles for ongoing management. Monitoring and Support: Offer post-implementation support and set up feedback mechanisms. Financial Sustainability: Establish revenue models and train locals on resource management. Risk Mitigation: Develop contingency plans and ensure access to spare parts. Close-Out Report: Submit a summary report and formalize handover agreements. This approach ensures a smooth transition and long-term project sustainability						

Table 70: NKLM Waste Recycling and Upcycling Project

PROJECT:	NKLM Waste Recycling Project	CLASSIFICATION	Infrastructure Development & Job Creation	FY of Project Sheet 2028/29	R4 000 000
Project Background:	Effective waste management is pivotal to sustainable development, impacting environmental health, community well-being, and economic resilience. This project addresses the escalating need for responsible waste disposal, recycling, and reduction practices, particularly in rapidly growing communities.				

<table>
<tr><th>PROJECT:</th><th>NKLM Waste Recycling Project</th><th colspan="2">CLASSIFICATION</th><th colspan="2">Infrastructure Development & Job Creation</th><th>FY of Project Sheet 2028/29</th><th>R4 000 000</th></tr>
<tr><td></td><td colspan="7">By implementing innovative, community-centred waste management strategies, this initiative aims to minimize landfill dependency, reduce pollution, and reclaim valuable resources. Through partnerships with local businesses, government entities, and residents, we strive to create a waste management system that's not only efficient but also aligned with long-term sustainability goals. This project stands as a forward-facing solution, driving community empowerment and environmental stewardship while laying the groundwork for a cleaner, healthier future.</td></tr>
<tr><td rowspan="11">Objectives:</td><td colspan="7">The objective of this project is to provide the community with the following long-term impacts:</td></tr>
<tr><td colspan="7">Environmental Protection: Significant reduction in landfill waste and pollution, ensuring a cleaner and healthier environment</td></tr>
<tr><td colspan="7">Job Creation: Generation of employment opportunities through waste collection, recycling, and processing enterprises.</td></tr>
<tr><td colspan="7">Economic Development: Stimulation of local economies by creating value-added products from recyclable materials and enabling new business ventures.</td></tr>
<tr><td colspan="7">Sustainability Awareness: Cultivation of a culture of environmental responsibility and sustainable practices among community members.</td></tr>
<tr><td colspan="7">Improved Public Health: Reduction in disease transmission and health risks associated with improper waste disposal.</td></tr>
<tr><td colspan="7">Resource Optimization: Efficient use and recycling of waste materials, minimizing resource wastage and promoting a circular economy.</td></tr>
<tr><td colspan="7">Community Empowerment: Equipping the community with skills, knowledge, and infrastructure to manage waste sustainably and independently.</td></tr>
<tr><td colspan="7">Aesthetic Enhancement: Improved visual appeal of public spaces through proper waste disposal and management practices.</td></tr>
<tr><td colspan="7">The project plan for implementation of the Waste Recycling Project can be found in Table 109 of Appendix B</td></tr>
<tr style="display:none"><td colspan="7"></td></tr>
<tr><td rowspan="4">Project Partners / Role Players</td><td colspan="5">Department of Forestry, Fisheries and the Environment</td><td rowspan="2">Project start date</td><td rowspan="2">FY2028</td></tr>
<tr><td colspan="5">Industrial Development Corporation</td></tr>
<tr><td colspan="5">Wine farms, link to existing recyclers</td><td>Project End Date</td><td>FY2029</td></tr>
<tr><td colspan="5">NKLM</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td>Project Incorporated into which IDP</td><td colspan="3">2024 – 2029 IDP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">NKLM Community</td></tr>
<tr><td>IDP Reference Number of Project</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="7">Geographical Location of Project</td><td rowspan="7">NKLM</td></tr>
<tr><td rowspan="6">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>12</td><td>8</td><td>16</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">The contractor will be required to appoint 20 community members for the construction phase of the project.</td><td>6</td><td>2</td><td>4</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>20</td><td>20</td><td colspan="2">24</td></tr>
<tr><td>Exit and Handover Strategy</td><td colspan="7">Final Evaluation: Assess waste reduction, recycling efficiency, and community engagement outcomes.
Skill Transfer: Train local teams in operations, maintenance, and management of waste systems.
Handover: Transition operations to a community-based enterprise or local authority.</td></tr>
</table>

PROJECT:	NKLM Waste Recycling Project	CLASSIFICATION	Infrastructure Development & Job Creation	FY of Project Sheet 2028/29	R4 000 000
	Documentation: Provide operational manuals and process guidelines. Partnerships: Ensure ongoing collaboration with recycling organizations and NGOs. Post-Exit Support: Offer short-term technical assistance to ensure a smooth transition. Sustainability Plan: Establish revenue streams through recycling sales to fund operations. Handover Ceremony: Mark the transition with an event to celebrate community ownership.				

Table 71: Infrastructure Project: KMLM Support: Prepaid Water Meters, Agriculture Pumps Maintenance, Sports Facilities, Community Hall Upgrades

PROJECT:	KMLM INFRASTRUCTURAL SUPPORT	CLASSIFICATION	Infrastructure Development	FY of Project Sheet	R13 534 848
Project Background:	The KMLM Infrastructure Upgrade Project is a comprehensive initiative aimed at improving the quality of life for community members by upgrading essential infrastructure across various sectors. This multifaceted project includes several sub-projects: Project 1: Council Chamber Upgrades To create a modern, functional, and accessible council chamber that can accommodate council meetings, community events, and other public gatherings. This project also includes the fencing of the municipal facilities. Project 2: Town Hall Upgrades To revitalize the town hall and provide upgraded multifunction facilities for community use, aligned to each community's unique needs and requirements. Project 3: Tourism Centre Upgrades To enhance the visitor experience by upgrading tourism centres, inclusive of toilet facilities. Project 4: Research Centre at the Pofadder Library Upgrading of the library with the required equipment to convert it into a Research Library. Project 5: Water Meter Installation To improve water management and increase revenue for the municipality. Project 6: Borehole Maintenance To ensure a reliable water supply for the community. Project 7: Sports Field Maintenance and Upgrades To provide well-maintained sports facilities for community use. Project 8: Public toilets across from Pofadder Police Station Provides centralized facilities for people travelling from Onseepkans, Witbank and Pella to use when they travel to Pofadder to collect grants and do shopping. The KMLM Infrastructure Upgrade initiative aims to create a positive impact on the community by improving public facilities, stimulating economic growth, and enhancing the overall quality of life - community and tourist experiences.				
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**				
1. Council Chamber Upgrades, inclusive of fencing – R2 000 000,	Upgraded council chambers foster effective decision-making and inclusive public participation. Provide a professional space for local governance activities, enhancing transparency and accessibility.				
2. Upgrade to town halls and libraries – R3 100 000	Renovated town halls serve as multifunctional venues for community events, cultural activities, and public meetings. Promote social cohesion by creating shared spaces for diverse community interactions				
3. Tourism Centre Upgrades - R 700 000	An improved tourism centre becomes a hub for attracting visitors, showcasing local heritage, and driving economic opportunities. Increases local businesses' visibility and revenue streams, strengthening the regional economy.				
4.Research Centre at Pofadder library -R822 569	Provides a central resource for all KMLM community members to access information and have an improved research experience.				
5. Water Meter Installation – R4 612 279	Accurate water meter systems ensure efficient water usage, minimize wastage, and improve billing transparency. Supports sustainable water resource management for households and businesses.				

<table>
<tr><th>PROJECT:</th><th>KMLM INFRASTRUCTURAL SUPPORT</th><th colspan="2">CLASSIFICATION</th><th colspan="2">Infrastructure Development</th><th>FY of Project Sheet</th><th>R13 534 848</th></tr>
<tr><td>6. Borehole Maintenance - R500 000</td><td colspan="7">Regular borehole maintenance ensures a steady and reliable water supply, vital for sanitation and hygiene.
Reduces water scarcity risks, enhancing overall community well-being.</td></tr>
<tr><td>7. Sports Field Maintenance and Upgrade - R500 000</td><td colspan="7">Upgraded sports fields encourage physical activity and provide safe environments for recreation and talent development.
Promote youth engagement, reducing idleness and fostering community pride through sports.</td></tr>
<tr><td>9.Public Toilets in Pofadder – R800 000</td><td colspan="7">Addresses a serious community need as well as current public health risks. People travelling from distant communities of Onseepkans, Pella and Witbank to collect monthly grants are using public spaces to defecate.</td></tr>
<tr><td></td><td colspan="7">The project plan for implementation of the KMLM Infrastructural Support can be found in Table 110 of Appendix B</td></tr>
<tr><td rowspan="4">Project Partners / Role Players</td><td colspan="5">KMLM Municipality</td><td rowspan="2">Project start date</td><td rowspan="2">FY2024</td></tr>
<tr><td colspan="5">Department of Tourism</td></tr>
<tr><td colspan="5">Department of Sports, Arts, and Culture</td><td>Project End Date</td><td>FY2029</td></tr>
<tr><td colspan="5">Water and Sanitation Department of Public Works</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td>Project Incorporated into which IDP</td><td colspan="3">2025 – 2029 IDP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">KMLM Community</td></tr>
<tr><td>IDP Reference Number of Project</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="6">Geographical Location of Project</td><td rowspan="6">Onseepkans, Pofadder, Pella and Witbank</td></tr>
<tr><td rowspan="5">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>10</td><td>8</td><td>12</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="3">The contractor will be required to appoint 18 community members for the construction phase of the project as a whole</td><td>2</td><td>2</td><td>2</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term
18</td><td>Medium Term
4</td><td colspan="2">Long Term
4</td></tr>
<tr><td>Exit and Handover Strategy:</td><td colspan="7">To ensure a smooth transition of project responsibilities to local stakeholders and secure long-term sustainability of the upgraded infrastructure.
Stakeholder Engagement and Ownership
Collaborate with local authorities and community leaders to identify custodians for each project component.
Formalize roles and responsibilities through agreements to ensure accountability.
Capacity Building and Training
Provide technical and administrative training for maintaining and operating the facilities.
Equip community members with skills to manage operations sustainably.
Maintenance and Sustainability Plan
Develop detailed maintenance schedules for all infrastructure.
Secure funding and resources for ongoing upkeep through municipal budgets or local revenue.
Handover Process
Conduct joint inspections to confirm project completion and quality.
Provide operational manuals and hold an official handover ceremony.
Handover agreement signed by all parties.</td></tr>
</table>

Table 72: Solar Street Lights for N14

<table>
<tr><td>PROJECT:</td><td>Solar street lights on N14</td><td colspan="2">CLASSIFICATION:</td><td colspan="2">Infrastructure</td><td>FY of Project Sheet</td><td>R2 000 000</td></tr>
<tr><td>Project Background:</td><td colspan="7">The Solar Street Lights on N14 project focuses on enhancing safety, visibility, and sustainability along this critical route. By harnessing renewable solar energy, the initiative aims to reduce environmental impact while providing reliable illumination for motorists and pedestrians. These energy-efficient installations represent a commitment to modern infrastructure that prioritizes community safety and long-term cost-effectiveness.</td></tr>
<tr><td rowspan="8">Objectives:</td><td colspan="7">The objective of this project is to provide the community with the following long-term impacts:</td></tr>
<tr><td colspan="7">Improved Safety: Enhanced lighting reduces accidents and crime along the N14.</td></tr>
<tr><td colspan="7">Energy Efficiency: Reduced energy consumption through solar-powered lighting.</td></tr>
<tr><td colspan="7">Cost Savings: Lower maintenance and energy costs for local municipalities.</td></tr>
<tr><td colspan="7">Environmental Sustainability: Reduced carbon footprint through renewable energy usage.</td></tr>
<tr><td colspan="7">Economic Benefits: Increased night-time activity, supporting local businesses.</td></tr>
<tr><td colspan="7">Community Well-being: Improved public space usage and overall quality of life for residents.</td></tr>
<tr><td colspan="7">The project plan for implementation of the Solar streetlights on N14 can be found in Table 111 of Appendix B</td></tr>
<tr><td rowspan="4">Project Partners / Role Players</td><td colspan="5">Khâi-Ma Local Municipality (KMLM)</td><td rowspan="2">Project start date</td><td rowspan="2">FY2027</td></tr>
<tr><td colspan="5">Department of Transport</td></tr>
<tr><td colspan="5">South African National Roads Agency (SANRAL)</td><td>Project End Date</td><td>FY2029</td></tr>
<tr><td colspan="5">Department of Public Works and Infrastructure</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td>Project Incorporated into which IDP</td><td colspan="3">2027 – 2029 SLP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">KMLM Community</td></tr>
<tr><td>IDP Reference Number of Project</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="7">Geographical Location of Project</td><td rowspan="7">Pofadder & Gamsberg</td></tr>
<tr><td rowspan="6">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>4</td><td>2</td><td>2</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">The contractor will be required to appoint 6 community members and pay them a small stipend, with the larger focus being skills transfer.</td><td>2</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>6</td><td>0</td><td colspan="2">2</td></tr>
<tr><td>Exit and Handover Strategy</td><td colspan="7">The Exit and Handover Strategy for the Solar Street Lights on the N14 ensures a smooth transition of the completed installation to the relevant local authorities. A final inspection will confirm that all installation and operational standards are met, and all necessary documentation, including as-built drawings and maintenance plans, will be provided.

Discussions with SANRAL to confirm whether SANRAL will accept handover of maintenance. Should SANRAL not accept handover KMLM has indicated that the streetlights can be handed over to the municipality. Safety in the areas where these streetlights are to be placed is a concern for the municipality. Training will be conducted for municipal staff on the operation and maintenance of the solar streetlights, with post-handover technical support available for a specified period. The project will be formally accepted by stakeholders, and a maintenance plan will be developed for</td></tr>
</table>

<table>
<tr><td>PROJECT:</td><td>Solar street lights on N14</td><td>CLASSIFICATION:</td><td>Infrastructure</td><td>FY of Project Sheet</td><td>R2 000 000</td></tr>
<tr><td></td><td colspan="5">long-term upkeep. All contracts will be closed, financial obligations settled, and a final project review conducted to capture lessons learnt.</td></tr>
</table>

Table 73: Pella Water Extension Support to KMLM

<table>
<tr><td>PROJECT:</td><td>PELLA WATER INFRASTRUCTURE EXTENSION SUPPORT</td><td colspan="2">CLASSIFICATION</td><td colspan="2">Infrastructure</td><td>FY of Project Sheet: 2026-2029</td><td>R2 000 000</td></tr>
<tr><td>Project Background:</td><td colspan="7">The Support Water Infrastructure Extensions project focuses on enhancing the capacity and reach of water systems to meet growing community demands. This initiative aims to improve access to reliable water resources, address infrastructure gaps, and promote sustainable water management practices. By upgrading and extending existing networks, the project seeks to bolster resilience, support local development, and ensure long-term water security.

BMM's participation in the project will be in support of the current Project Plan, which the KMLM has commenced. The mine will support the municipality within the ambit of the municipal project plan, and to the value allocated in committed in this LED project.</td></tr>
<tr><td rowspan="7">Objectives:</td><td colspan="7">The objective of this project is to provide the community with the following long-term impacts:</td></tr>
<tr><td colspan="7">Improved Water Access: Enhanced availability of clean water to underserved areas.</td></tr>
<tr><td colspan="7">Health Benefits: Reduced risk of waterborne diseases through reliable water supply.</td></tr>
<tr><td colspan="7">Economic Growth: Boosted local economies with improved water access for businesses and agriculture.</td></tr>
<tr><td colspan="7">Environmental Sustainability: Better water management practices supporting long-term resource conservation.</td></tr>
<tr><td colspan="7">Community Empowerment: Strengthened community resilience with secure and sustainable water sources.</td></tr>
<tr><td colspan="7">Infrastructure Development: Long-lasting water infrastructure improvements supporting future growth.</td></tr>
<tr><td></td><td colspan="7">The project plan for implementation of the Pella Water Infrastructure Extension can be found in Table 112 of Appendix B</td></tr>
<tr><td rowspan="4">Project Partners / Role Players</td><td colspan="5">Khâi-Ma Local Municipality (KMLM)</td><td rowspan="2">Project start date</td><td rowspan="2">FY2026</td></tr>
<tr><td colspan="5">Department of Water and Sanitation (DWS)</td></tr>
<tr><td colspan="5">Department of Cooperative Governance and Traditional Affairs (COGTA)</td><td>Project End Date</td><td>FY2029</td></tr>
<tr><td colspan="5">Department of Public Works and Infrastructure</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td>Project Incorporated into which IDP</td><td colspan="3">2027 – 2029 SLP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">Pella Community</td></tr>
<tr><td>IDP Reference Number of Project</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="7">Geographical Location of Project</td><td rowspan="7">Pella</td></tr>
<tr><td rowspan="6">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>4</td><td>0</td><td>4</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">The contractor will be required to appoint 4 community members and pay them a stipend, with the</td><td>2</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>4</td><td>2</td><td colspan="2">2</td></tr>
</table>

PROJECT:	PELLA WATER INFRASTRUCTURE EXTENSION SUPPORT	CLASSIFICATION	Infrastructure	FY of Project Sheet: 2026-2029	R2 000 000
	larger focus being skills transfer.				
Exit and Handover Strategy:	BMM will participate in the allocated area of the water project to the value allocated in this LED project. The mine will however review the progress of the project and report on this in the annual SLP Reports. Areas, where the mine participated will be signed off by the KMLM and all contracts will be closed, financial obligations settled, and a final project review conducted to capture key lessons. Handover letter to be signed by the municipality.				

Table 74: Pofadder Business Hub

PROJECT:	Pofadder Business Hub	CLASSIFICATION:	Infrastructure Development & Job Creation	FY of Project Sheet 2025-2028	R11 700 000
Project Background:	The Pofadder Business Hub is a transformative initiative designed to stimulate economic growth, create sustainable livelihoods, and uplift the community of Pofadder. By providing a platform for local entrepreneurs, this project aims to foster a vibrant business environment and empower individuals to achieve their full potential. The Pofadder Hub entails a number of business stalls to be built at the Pofadder taxi rank, across from the Pofadder town hall and in the proximity of the ECD Centre – ensuring sufficient foot traffic to the stalls. The stalls will also serve as a tourism attraction to the traffic frequenting the town enroute to the flowers and the rest of Namakwa. The project also envisions cross pollination with other projects such as selling of products from the agriculture-, Prosopis- and recycling projects. The Pofadder Business Hub offers a pathway to prosperity for the community, investing in the future of Pofadder and growth of various small businesses, inclusive of contributing to being a driver to tourism in the area. The project also invests in: **Community Empowerment:** Enhanced skills and knowledge for local entrepreneurs. **Improved Livelihoods:** Increased income and financial stability for participating individuals and families. **Tourism:** The Pofadder Business Hub can provide as a driver to tourism as it provides a colourful, inviting shopping destination next to the road, inclusive of toilet facilities.				
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**				
	Economic Growth: Stimulates local economic activity through the development of businesses and entrepreneurial ventures. Increased economic activity and job creation in the Pofadder community.				
	Job Creation: Generates sustainable employment opportunities for residents across various sectors.				
	Business Development: Provides resources, mentorship, and training to support local businesses and startups.				
	Market Access: Enhances access to regional and national markets for local products and services.				
	Increased Revenue Streams: Boosts municipal and community revenue through increased business activities and tax contributions.				
	Skills Development: Empowers community members with business and technical skills through targeted training programmes.				
	Community Empowerment: Encourages local ownership, innovation, and participation in economic development initiatives.				
	Infrastructure Development: Improves the physical and digital infrastructure needed to support a thriving business ecosystem.				
	Attraction of Investment: Draws external investors by showcasing the hub as a business-friendly environment.				
	Sustainable Development: Promotes environmentally conscious and socially inclusive economic growth.				
	The project plan for implementation of the *Pofadder Business Hub* can be found in Table 113 of Appendix B				
Project Partners / Role Players	Industrial Development Corporation			**Project start date**	**FY2025**
	CBP's				
	SEDA			**Project End Date**	**FY2029**
	Department of Social Development			**Information Valid as at:**	**2024/12/02**

PROJECT:	Pofadder Business Hub	CLASSIFICATION:		Infrastructure Development & Job Creation		FY of Project Sheet 2025-2028	R11 700 000
Project Incorporated into which IDP	2024 – 2029 IDP			Beneficiaries (Community Specific)	KMLM		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)	Geographical Location of Project	Pofadder
Job Creation:	Number and classification of jobs for the duration of the project:	7	10	12	0		
	Spin off employment opportunities	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)		
	The contractor will be required to appoint 17 community members.	3	3	4	0		
		Total Employment Opportunities Created:					
		Short Term	Medium Term	Long Term			
		10	17	20	0		
Exit and Handover Strategy	**Capacity Building** Train local leaders and staff in operations, governance, and business management. Transfer knowledge through workshops and mentorship programmes. **Handover of Responsibilities** Establish a local management committee to oversee operations. Provide all necessary documentation, including operational manuals and financial records. Handover letter to be signed by all parties. **Stakeholder Engagement** Strengthen local partnerships and involve the community in decision-making. Host a formal handover event to transition control. **Financial Sustainability** Implement revenue-generating activities and secure funding options. Train local teams in budget management and transparent reporting. **Monitoring and Support** Offer post-handover support for up to a year to address challenges. Set performance metrics and establish feedback channels. **Risk Mitigation** Develop contingency plans and secure maintenance agreements. Conduct periodic audits to ensure operational success. **Final Close-Out** Deliver a project summary with lessons learnt and recommendations. Transfer full responsibilities to the local governing body and celebrate the milestone with the community.							

Table 75: Prosopis Project

<table>
<tr><th>PROJECT:</th><th>Prosopis Project</th><th colspan="2">CLASSIFICATION:</th><th colspan="2">Infrastructure Development & Job Creation</th><th>FY of Project Sheet 2025-2028</th><th>R8 492 000</th></tr>
<tr><td rowspan="2">Project Background:</td><td colspan="7">To transform the invasive Prosopis species into valuable resources, reducing its negative impact and creating sustainable economic opportunities.
Harvesting: Efficient harvesting of Prosopis wood and other biomass.
Processing: Processing the harvested material into various products, such as:
Fuelwood: For household and industrial use.
Charcoal: A high-quality, clean-burning fuel.
Biofuel: For energy production.
Building Materials: For construction and furniture.
Paper Pulp: For paper production.</td></tr>
<tr><td colspan="7">By adopting a value-added approach to Prosopis utilization, we can transform this invasive species into a valuable resource, contributing to sustainable development and economic growth.</td></tr>
<tr><td rowspan="8">Objectives:</td><td colspan="7">The objective of this project is to provide the community with the following long-term impacts:</td></tr>
<tr><td colspan="7">Environmental Recovery: Restore ecosystems and conserve water resources.</td></tr>
<tr><td colspan="7">Job Creation: Provide employment in clearing, processing, and utilizing Prosopis.</td></tr>
<tr><td colspan="7">Skill Development: Train the community in invasive species management and sustainable practices.</td></tr>
<tr><td colspan="7">Economic Growth: Use Prosopis for products like charcoal, biochar, and furniture.</td></tr>
<tr><td colspan="7">Improved Land Use: Enhance agricultural productivity by clearing infested areas.</td></tr>
<tr><td colspan="7">Climate Action: Reduce carbon footprint through biomass use and biochar production.</td></tr>
<tr><td colspan="7">Biodiversity Protection: Safeguard habitats for native plants and animals.</td></tr>
<tr><td></td><td colspan="7">The project plan for implementation of the Prosopis Project can be found in Table 114 of Appendix B</td></tr>
<tr><td rowspan="4">Project Partners / Role Players</td><td colspan="5">MannaBrew</td><td rowspan="2">Project start date</td><td rowspan="2">FY2025</td></tr>
<tr><td colspan="5">Department of Forestry, Fisheries and the Environment</td></tr>
<tr><td colspan="5">Industrial Development Corporation of SA</td><td>Project End Date</td><td>FY2028</td></tr>
<tr><td colspan="5">Khâi Ma Local Municipality
Working for Water</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td>Project Incorporated into which IDP</td><td colspan="3">2025-2029 IDP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">KMLM Community</td></tr>
<tr><td>IDP Reference Number of Project</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="7">Geographical Location of Project</td><td rowspan="7">Onseepkans, Pella and Witbank</td></tr>
<tr><td rowspan="6">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>20</td><td>15</td><td>14</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">The contractor will be required to appoint 45 community members for the building of the hub.</td><td>5</td><td>5</td><td>8</td><td>0</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>12</td><td>25</td><td colspan="2">50</td></tr>
<tr><td>Exit and Handover Strategy:</td><td colspan="7">Capacity Building: Train community members and local authorities in Prosopis management and resource utilization.
Handover to Local Entities: Transfer tools, equipment, and operational responsibilities to designated stakeholders.
Monitoring Framework: Provide a simple system for tracking environmental recovery and project outcomes.</td></tr>
</table>

PROJECT:	Prosopis Project	CLASSIFICATION:	Infrastructure Development & Job Creation	FY of Project Sheet 2025-2028	R8 492 000
	Business Support: Establish market linkages for Prosopis-based products to ensure economic viability. Financial Guidance: Support stakeholders in securing funding for future activities. Final Handover: Conduct a formal transition event with reports and recommendations. Follow-Up: Offer limited advisory support during the initial transition phase.				

Table 76: Agriculture Project

PROJECT:	Agricultural Project	CLASSIFICATION		Job Creation		FY of Project Sheet 2025-2029	R15 200 000
Project Background:	Through agricultural skills development, sustainable farming practices, and market access, leading to improved livelihoods and economic growth. **Soil Testing**: Train beneficiaries on soil testing techniques to determine nutrient deficiencies and optimize fertilizer use. **Crop Rotation:** Teach crop rotation principles to improve soil health, reduce pest and disease pressure, and increase yields. **Business Management**: Provide training on financial management, record-keeping, and business planning. **Sales Generation**: Equip beneficiaries with marketing and sales skills to access profitable markets.						
	By implementing this project, we can improve food security and contribute to sustainable agricultural development.						
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**						
	To improve food security in the community by increasing agricultural output.						
	To create employment opportunities through agricultural activities and related industries.						
	To enhance local economic development by integrating agriculture into value chains.						
	To promote sustainable farming practices and resource management.						
	To foster skills development and knowledge transfer in modern agricultural techniques.						
	Enhanced Food Security: Increased access to affordable, locally produced food reduces reliance on external sources.						
	Economic Growth: A sustainable agricultural economy drives community income and supports local businesses.						
	Job Creation: Employment opportunities across farming, processing, and distribution empower residents.						
	Skill Development: Continuous training builds a skilled workforce with expertise in agriculture.						
	Environmental Sustainability: Adoption of eco-friendly farming techniques ensures soil health, water conservation, and biodiversity preservation.						
	Resilience to Climate Change: Strengthened agricultural practices mitigate risks from climate variability and ensure consistent yields.						
	Community Empowerment: Self-sufficiency and collaboration in agriculture instil confidence and ownership among community members.						
	The project plan for implementation of the *Agricultural Project* can be found in Table 115 of Appendix B						
Project Partners / Role Players	Department of Agriculture and Rural Development Lima Rural Development Foundation					Project start date	FY2025
	Local commercial farmers					Project End Date	FY2029
	Khâi-Ma Local Municipality					Information Valid as at:	2024/12/02
Project Incorporated into which IDP	2025 – 2029 IDP			Beneficiaries (Community Specific)	KMLM Community		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)	Geographical Location of Project	Onseepkans, Aggeneys, Pella and Witbank
Job Creation:	Number and classification of jobs for the duration of the project:	20	10	15	0		

PROJECT:	Agricultural Project	CLASSIFICATION		Job Creation		FY of Project Sheet 2025-2029	R15 200 000
	Spin off employment opportunities	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**		
	The contractor will be required to appoint 30 community members for the duration of any infrastructural requirements.	12	12	10	0		
		Total Employment Opportunities Created:					
		Short Term	**Medium Term**	**Long Term**			
		30	35	55	0		
Exit and Handover Strategy:	**Capacity Building:** Train community members in farming, resource management, and business skills to enable independent operations. **Local Management Setup:** Establish community-led cooperatives with clear governance structures for project oversight. **Financial Sustainability:** Develop revenue streams through produce sales and value-added products, and secure additional funding. **Resource Handover:** Transfer project assets, such as equipment and facilities, to the cooperative with maintenance plans. Handover letter/ agreement to be signed by all parties. **Monitoring and Support:** Provide limited advisory support and track progress to ensure a smooth transition. **Final Handover:** Evaluate outcomes and formally hand over operations to the community cooperative.						

Table 77: KMLM Waste Management & Recycling Project

PROJECT:	Waste Management & Recycling Project	CLASSIFICATION	Infrastructure Development & Job Creation	FY of Project Sheet 2025-2029	R13 600 000
Project Background:	Community-based enterprise that provides employment opportunities, promotes skills development, and contributes to effective waste management. **Environmental Impact:** Efficient waste management systems minimize landfill waste and conserve natural resources. A cleaner community improves public health and enhances the overall quality of life. **Social Impact:** We provide sustainable employment opportunities for community members. Actively involving the community, we foster a sense of ownership and pride.				
	Investing in waste management; is investing in a brighter future for the community. By working together to build a cleaner, greener, and more prosperous tomorrow.				
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**				
	Environmental Sustainability: Reduced landfill waste and environmental pollution through efficient recycling.				
	Economic Empowerment: Job creation and income generation from waste collection and recycling activities.				
	Community Awareness and Education: Enhanced community understanding of proper waste management and recycling practices.				
	Resource Conservation: Conservation of natural resources by reusing materials and reducing the demand for raw resources.				
	Health and Hygiene Improvement: Improved public health and cleaner living environments through better waste disposal methods.				
	Sustainable Development: Establishment of a self-sustaining waste management system integrated into local development.				
	The project plan for implementation of the KMLM Waste Management and Recycling Project can be found in Table 116 of Appendix B				
Project Partners / Role Players	Department of Forestry, Fisheries and the Environment			**Project start date**	**FY2025**
	Industrial Development Corporation				

<table>
<tr><td>PROJECT:</td><td>Waste Management & Recycling Project</td><td colspan="2">CLASSIFICATION</td><td colspan="2">Infrastructure Development & Job Creation</td><td>FY of Project Sheet 2025-2029</td><td>R13 600 000</td></tr>
<tr><td rowspan="2"></td><td colspan="5">Wine farms, link to existing recyclers</td><td>Project End Date</td><td>FY2029</td></tr>
<tr><td colspan="5">Khâi - Ma Local Municipality</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td>Project Incorporated into which IDP</td><td colspan="3">2024 – 2029 IDP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">Khâi-Ma Local Municipality</td></tr>
<tr><td>IDP Reference Number of Project</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="8">Geographical Location of Project</td><td rowspan="8">Onseepkans, Pofadder, Aggeneys, Pella and Witbank</td></tr>
<tr><td rowspan="6">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>20</td><td>15</td><td>15</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">The contractor will be required to appoint 35 community members for the project implementation phase.</td><td>10</td><td>10</td><td>10</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>35</td><td>35</td><td>55</td><td>0</td></tr>
<tr><td>Handover and Exit Strategy:</td><td colspan="5">Capacity Building:
Train community members and local organizations in waste recycling operations, maintenance, and business management to ensure project sustainability.
Formation of Local Committees:
Establish a community-based committee or cooperative to oversee the recycling project's daily operations and long-term goals.
Partnerships with Stakeholders:
Build partnerships with local municipalities, private recyclers, and NGOs to provide technical and financial support post-handover.
Resource Handover:
Transfer ownership of infrastructure, equipment, and operational processes to the community or designated local authority.
Handover letter/ agreement to be signed by all parties.
Monitoring and Evaluation Framework:
Develop a simple, community-led system to track project outcomes and address challenges effectively.
Knowledge Sharing:
Compile a guidebook of lessons learnt, best practices, and recommendations for future improvements in recycling initiatives.
Final Handover Ceremony:
Conduct a formal event to celebrate the transition of the project to the community, ensuring accountability and ownership.</td></tr>
</table>

Table 78: Witbank ICT Tower

PROJECT:	ICT Tower Witbank	CLASSIFICATION	Infrastructure Development	FY of Project Sheet 2027-2029	R3 000 000

Project Background:	To construct and deploy an ICT tower in Witbank, significantly enhancing telecommunications infrastructure and digital services for residents and businesses. **Tower Construction:** Design and build a robust tower capable of supporting multiple wireless technologies. **Equipment Installation:** Install cutting-edge telecommunications equipment, including antennas, routers, and switches. **Power Supply**: Implement a reliable power supply system, incorporating backup power solutions. **Network Integration:** Seamlessly integrate the tower into existing telecommunications networks. **Site Preparation and Security:** Prepare the site, ensuring optimal performance and security.
	By successfully executing this project, we will not only improve connectivity in Witbank but also stimulate economic growth, enhance public safety, and elevate the overall quality of life for its residents.
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**
	To improve connectivity by giving people in rural areas access to mobile networks, internet services, and digital communication tools. This helps to reduce the digital divide between urban and rural areas.
	To support education by enabling learners and teachers to access online resources, e-learning platforms, and digital libraries. Schools in remote areas can connect with the broader education system.
	Promote local development by helping small businesses, farmers, and entrepreneurs gain access to markets, mobile banking services, and digital payment systems.
	Improve emergency and public services by making it easier to report incidents, coordinate disaster response, and contact authorities quickly.
	The project plan for implementation of the Witbank ICT Tower can be found in Table 117 of Appendix B

Project Partners / Role Players	Rural Development	**Project start date**	**FY2027**
	Network Provider		
	Industrial Development Corporation of South Africa	**Project End Date**	**FY2029**
	Khâi-Ma Local Municipality	**Information Valid as at:**	**2024/12/02**

Project Incorporated into which IDP	2025 – 2029 IDP	**Beneficiaries (Community Specific)**	KMLM

IDP Reference Number of Project	**Total Expected Number of Jobs to be created**	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**	**Geographical Location of Project**	Witbank
Job Creation:	Number and classification of jobs for the duration of the project:	12	4	4	0		
	Spin off employment opportunities	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**		
	The contractor will be required to appoint 6 community members and pay them a small stipend, with the larger focus being skills transfer.	2	1	0	0		
		Total Employment Opportunities Created:					
		Short Term	**Medium Term**	**Long Term**			
		16	4	4			

Exit and Handover Strategy	**Capacity Building** Train local technicians and stakeholders in tower operations and management.

<table>
<tr><th>PROJECT:</th><th>ICT Tower Witbank</th><th>CLASSIFICATION</th><th>Infrastructure Development</th><th>FY of Project Sheet 2027-2029</th><th>R3 000 000</th></tr>
<tr><td></td><td colspan="5">Partner with ICT institutions for ongoing skill development.
Local Ownership
Transition operations to a locally managed body, such as a cooperative or local government.
Establish a governance framework and revenue-sharing model.
Maintenance and Revenue
Set up a maintenance fund from leasing agreements with telecom operators.
Explore additional revenue from services like advertising or hosting.
Monitoring and Handover
Form a community committee for performance monitoring and governance.
Provide an operational manual and finalize a formal handover.
Handover letter/ agreement to be signed by all parties.
Partnerships and Policy Support
Build partnerships with national ICT stakeholders for continued investment.
Advocate for policies supporting rural ICT development.</td></tr>
</table>

Table 79: Onseepkans ECD Centre

<table>
<tr><th colspan="2">Onseepkans ECD Centre
(Early Childhood Development) Project</th><th>CLASSIFICATION</th><th colspan="2">Infrastructure Development</th><th>FY of Project Sheet 2026-2029</th><th>R2 000 000</th></tr>
<tr><td rowspan="4">Project Background:</td><td colspan="6">To provide high-quality ECD services to young children and their families in Onseepkans fostering their cognitive, social, and emotional development.</td></tr>
<tr><td colspan="6">Early childhood is a critical period for brain development, and the experiences children have during this stage lay the foundation for their future success. Our project aims to implement a comprehensive Early Childhood Development (ECD) programme within the community, focusing on providing young children with access to enriching, age-appropriate learning activities and essential services that will foster holistic growth. By investing in early childhood education, healthcare, and parental support, we seek to create long-lasting positive outcomes for children, their families, and the broader community.</td></tr>
<tr><td colspan="6">Through carefully curated activities such as storytelling, puzzles, art projects, and interactive play, children will have daily opportunities to engage in hands-on learning. Such cognitive engagement not only fosters intellectual growth but also strengthens social and emotional skills. Ensuring that children have regular access to nutritious meals and basic healthcare is another critical aspect of our programme. Good nutrition is essential for proper physical and cognitive development, while timely healthcare interventions can prevent illnesses and malnutrition that may hinder a child's growth. When children are provided with the tools they need to succeed academically, they are more likely to perform well in school and pursue higher education.</td></tr>
<tr><td colspan="6">This project also serves as a source of economic empowerment for local residents. The initiative will create job opportunities for teachers, caregivers, healthcare workers, and support staff within the community.</td></tr>
<tr><td rowspan="7">Objectives:</td><td colspan="6">The objective of this project is to provide the community with the following long-term impacts:</td></tr>
<tr><td colspan="6">1) Establish a well-equipped ECD Centre in the community.</td></tr>
<tr><td colspan="6">2) Develop age-appropriate curriculum and teaching materials.</td></tr>
<tr><td colspan="6">3) Provide nutrition and health services to children.</td></tr>
<tr><td colspan="6">4) Support parents and caregivers in child development.</td></tr>
<tr><td colspan="6">By providing these ECD services, the project aims to empower young children and their families, contributing to the overall development and prosperity of the community.</td></tr>
<tr><td colspan="6">The project plan for implementation of the Onseepkans ECD Centre can be found in Table 118 of Appendix B</td></tr>
<tr><td rowspan="6">Project Partners / Role Players</td><td colspan="4">Khâi-Ma Local Municipality,</td><td rowspan="4">Project start date</td><td rowspan="4">FY2026</td></tr>
<tr><td colspan="4">Department of Education</td></tr>
<tr><td colspan="4">Department of Health</td></tr>
<tr><td colspan="4">Department of Social Development</td></tr>
<tr><td colspan="4">Department of Women, Children and People with Disabilities</td><td>Project End Date</td><td>FY2028</td></tr>
<tr><td colspan="4">Department of Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI)</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td>Project Incorporated into which IDP</td><td colspan="2">2025 – 2029 IDP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">Onseepkans community</td></tr>
</table>

<table>
<tr><td colspan="2">Onseepkans ECD Centre
(Early Childhood Development) Project</td><td colspan="2">CLASSIFICATION</td><td colspan="2">Infrastructure Development</td><td>FY of Project Sheet
2026-2029</td><td>R2 000 000</td></tr>
<tr><td>IDP Reference Number of Project</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="7">Geographical Location of Project</td><td rowspan="7">Onseepkans Community</td></tr>
<tr><td rowspan="6">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>5</td><td>2</td><td>6</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">The contractor will be required to appoint 7 community members for the construction phase.</td><td>1</td><td>3</td><td>1</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>7</td><td>4</td><td colspan="2">5</td></tr>
<tr><td>Exit and Handover Strategy:</td><td colspan="7">A Close-Out Report will be compiled by the ECD contractor(s) and submitted to BMM. This report will contain all the relevant project and equipment details. During this Phase the close-out of the project will commence for the SLP ECDC Project, including provision of the necessary documentation to facilitate effective conclusion and exit from the project.
At the completion of construction, the project will be officially handed over to the Khâi-Ma Local Municipality. This will involve final inspections, submission of all legal and operational documentation (including the requisite handover document), and a formal handover ceremony.
KMLM is required to fund the running of the Centre and all operational costs and will seek the involvement of the Department of Education and NGO/ NPOs with extensive experience in ECD Centres to support the funding of the running of the project</td></tr>
</table>

Table 80: Pella Green Brick Factory & Wet Trade Centre

<table>
<tr><td>PROJECT:</td><td>Green Brick Factory & Wet Trade Centre</td><td>CLASSIFICATION:</td><td>Infrastructure Development & Job Creation</td><td>FY of Project Sheet
2027-2029</td><td>R15 500 000</td></tr>
<tr><td rowspan="2">Project Background:</td><td colspan="5">The Green Brick Factory & Wet Trade Centre in the Pella Community is a strategic project focused on sustainable economic growth and local infrastructure development. The project involves the establishment of a production facility that manufactures eco-friendly bricks using sustainable, low-carbon materials, responding to the region's increasing demand for green building solutions.</td></tr>
<tr><td colspan="5">Alongside the factory, the Wet Trade Centre will function as a training hub, equipping community members with valuable skills in trades such as bricklaying, plastering, and tiling. This approach not only creates local employment but also strengthens the community's skill base, supporting long-term economic resilience</td></tr>
<tr><td rowspan="7">Objectives:</td><td colspan="5">The objective of this project is to provide the community with the following long-term impacts:</td></tr>
<tr><td colspan="5">Economic Empowerment: Increase income opportunities through local production and sales of green bricks.</td></tr>
<tr><td colspan="5">Job Creation: Provide direct and indirect employment in manufacturing and construction trades.</td></tr>
<tr><td colspan="5">Skills Development: Train community members in brick production and sustainable building practices.</td></tr>
<tr><td colspan="5">Environmental Sustainability: Reduce carbon emissions by promoting eco-friendly materials.</td></tr>
<tr><td colspan="5">Infrastructure Development: Improve access to affordable and quality construction materials.</td></tr>
<tr><td colspan="5">Community Growth: Stimulate local economic activity and foster community pride.</td></tr>
</table>

<table>
<tr><th>PROJECT:</th><th>Green Brick Factory & Wet Trade Centre</th><th colspan="2">CLASSIFICATION:</th><th colspan="2">Infrastructure Development & Job Creation</th><th>FY of Project Sheet 2027-2029</th><th>R15 500 000</th></tr>
<tr><td></td><td colspan="7">The detailed project plan for the Green Brick Factory & Wet Trade Centre can be found in Table 119 in Appendix B</td></tr>
<tr><td rowspan="4">Project Partners / Role Players</td><td colspan="5">DFFE – Department of Forestry, Fisheries and the Environment:</td><td rowspan="2">Project start date</td><td rowspan="2">FY2027</td></tr>
<tr><td colspan="5">IDC – Industrial Development Corporation</td></tr>
<tr><td colspan="5">EPWP – Expanded Public Works Programme:</td><td>Project End Date</td><td>FY2029</td></tr>
<tr><td colspan="5">DoPB – Department of Planning and Budgeting,
Khâi- Ma Local Municipality</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td>Project Incorporated into which IDP</td><td colspan="3">2024 – 2029 IDP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">KMLM Community</td></tr>
<tr><td>IDP Reference Number of Project</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="7">Geographical Location of Project</td><td rowspan="7">Pella</td></tr>
<tr><td rowspan="6">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>15</td><td>10</td><td>8</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">The contractor will be required to appoint 25 community members for the construction phase</td><td>2</td><td>2</td><td>2</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>25</td><td>30</td><td>34</td><td>0</td></tr>
<tr><td>Exit and Handover Strategy:</td><td colspan="7">Asset Transfer:
Officially hand over ownership of equipment, facilities, and operational documents to the designated management entity or local government.
Provide a comprehensive inventory of assets and their current condition.
Documentation and Reporting:
Compile and share operational manuals, training materials, and financial reports.
Submit a final project report summarizing achievements, challenges, and recommendations for future improvements.
Handover letter/ agreement to be signed by all parties.
Community Engagement:
Host a formal handover ceremony to celebrate the project's completion and acknowledge stakeholders' contributions.
Educate the community about the centre's services, benefits, and how to access them.
Monitoring and Evaluation Plan:
Outline key performance indicators for tracking the factory's success post-handover.
Recommend periodic reviews by the oversight committee to ensure adherence to quality and sustainability standards.</td></tr>
</table>

Table 81: Pella Rondavel Tourism Stalls

<table>
<tr><th>PROJECT:</th><th>Tourism Stalls Pella</th><th>CLASSIFICATION</th><th>Infrastructure</th><th>FY of Project Sheet: 2027-2029</th><th>R2 000 000</th></tr>
<tr><td>Project Background:</td><td colspan="5">The Tourism Stalls in Pella project aims to create a dynamic space that promotes local heritage, arts, crafts, and culinary experiences. Designed to empower the community, this initiative focuses on providing a platform for local entrepreneurs to showcase their talents, attract visitors, and stimulate economic activity. Strategically located, these stalls will integrate sustainable design</td></tr>
</table>

PROJECT:	Tourism Stalls Pella	CLASSIFICATION		Infrastructure		FY of Project Sheet: 2027-2029	R2 000 000
	elements, fostering a welcoming environment for tourists while aligning with the region's development goals						
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**						
	Economic Growth: Boosted local economy through tourism and increased sales for vendors.						
	Job Creation: Employment opportunities in stall operations and tourism-related services.						
	Cultural Promotion: Showcase of local crafts, foods, and traditions to tourists						
	Community Development: Strengthened community pride and involvement in tourism.						
	Infrastructure Growth: Development of supporting infrastructure, benefiting local businesses.						
	Sustainability: Long-term support for local businesses and tourism, promoting economic resilience.						
	The detailed project plan for the Pella Tourism Stalls can be found in Table 120 in Appendix B						
Project Partners / Role Players	Local Municipality (Khâi-Ma Local Municipality)					Project start date	FY2027
	Department of Tourism						
	Department of Small Business Development					Project End Date	FY2029
	Department of Arts and Culture					Information Valid as at:	2024/12/02
Project Incorporated into which IDP	2027 – 2029 SLP			Beneficiaries (Community Specific)	KMLM Community		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)	Geographical Location of Project	Pella
Job Creation:	Number and classification of jobs for the duration of the project:	12	6	6	0		
	Spin off employment opportunities	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)		
	The contractor will be required to appoint 18 community members for the construction phase of the project.	12	4	6	0		
		Total Employment Opportunities Created:					
		Short Term	Medium Term	Long Term			
		18	12	16			
Exit and Handover Strategy:	The Exit and Handover Strategy for the Tourism Stalls in Pella ensures a smooth transition of the completed stalls to the relevant local authorities. A final inspection will confirm that all construction and operational standards are met, and all necessary documentation, including as-built drawings and maintenance plans, will be provided. Training will be offered to local staff on the operation and maintenance of the stalls, with post-handover technical support available for a specified period. The project will be formally accepted by stakeholders, and a maintenance plan will be established for long-term upkeep. All contracts will be closed, financial obligations settled, and a final project review conducted to capture lessons learnt. Handover letter/ agreement to be signed by all parties.						

Table 82: Community Play Parks & Outdoor Gymnasium

<table>
<tr><th colspan="2" rowspan="2">Play Parks and outdoor gymnasiums</th><th colspan="2" rowspan="2">CLASSIFICATION</th><th colspan="2" rowspan="2">Social Infrastructure</th><th>FY of Project Sheet:</th><th rowspan="2">R2 500 000</th></tr>
<tr><th>2027-2029</th></tr>
<tr><td>Project Background:</td><td colspan="7">The Play Parks and Outdoor Gymnasiums project, including a skatepark in Pofadder, is designed to promote active lifestyles and community well-being. This initiative focuses on creating inclusive recreational spaces that cater to all age groups, fostering physical activity, social interaction, and outdoor enjoyment. By integrating modern designs and diverse facilities, the project aims to enhance the quality of life while supporting the community's health and cohesion.</td></tr>
<tr><td rowspan="8">Objectives:</td><td colspan="7">The objective of this project is to provide the community with the following long-term impacts:</td></tr>
<tr><td colspan="7">Improved Physical Health: Enhanced opportunities for exercise and active recreation for all age groups.</td></tr>
<tr><td colspan="7">Community Engagement: Increased social interaction and cohesion through shared public spaces.</td></tr>
<tr><td colspan="7">Youth Development: A dedicated space for skateboarding and outdoor activities, fostering youth engagement.</td></tr>
<tr><td colspan="7">Mental Well-being: Access to outdoor recreational spaces, promoting relaxation and stress relief.</td></tr>
<tr><td colspan="7">Economic Growth: Potential for local businesses to benefit from increased foot traffic and community events.</td></tr>
<tr><td colspan="7">Environmental Benefits: Green spaces contributing to local biodiversity and environmental awareness.</td></tr>
<tr><td colspan="7">Sustainability: Long-term recreational facilities supporting community health and well-being.</td></tr>
<tr><td></td><td colspan="7">Detailed Project Plan for Community parks and outdoor gymnasiums (Pofadder to include a skatepark) can be found in Table 121</td></tr>
<tr><td rowspan="4">Partners:</td><td colspan="5">Khâi-Ma Local Municipality (KMLM)</td><td rowspan="2">Project start date</td><td rowspan="2">FY2027</td></tr>
<tr><td colspan="5">Department of Sports, Arts, and Culture</td></tr>
<tr><td colspan="5">Department of Public Works and Infrastructure</td><td>Project End Date</td><td>FY2029</td></tr>
<tr><td colspan="5">Department of Cooperative Governance and Traditional Affairs (COGTA)</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td></td><td colspan="3">2025 – 2029 IDP</td><td>Beneficiaries (Community Specific)</td><td colspan="3">KMLM Community</td></tr>
<tr><td rowspan="8">Job Creation:</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="8">Geographical Location of Project</td><td rowspan="8">Pofadder, Pella, Witbank and Onseepkans</td></tr>
<tr><td>Number and classification of jobs for the duration of the project:</td><td>10</td><td>4</td><td>2</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="5">The contractor will be required to appoint 14 community members for the construction phase</td><td>2</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>14</td><td>4</td><td colspan="2">1</td></tr>
</table>

Play Parks and outdoor gymnasiums	CLASSIFICATION	Social Infrastructure	FY of Project Sheet: 2027-2029	R2 500 000
Exit and handover strategy:	The Exit and Handover Strategy for the Play Parks and Outdoor Gymnasiums project ensures a smooth transition of the completed facilities to the local municipality. A final inspection will confirm that all construction and safety standards are met, and all necessary documentation, including as-built drawings and maintenance plans, will be provided. Training will be offered to municipal staff on the maintenance and operation of the parks and gymnasiums, including the skatepark, with post-handover technical support available for a defined period. The project will be formally accepted by stakeholders, and a maintenance plan will be established for long-term upkeep. All contracts will be closed, financial obligations settled, and a final project review conducted to capture lessons learnt. Handover letter/ agreement to be signed by all parties.			

Table 83: Pofadder Clinic Extension and Upgrades

Pofadder Clinic Extension and Upgrades		CLASSIFICATION:		Infrastructure	FY of Project Sheet 2027-2029		R1 400 000
Project Background:	The Clinic Extension and upgrades project focuses on expanding healthcare capacity and enhancing the quality of services available to the Pofadder community. This initiative aims to extend and enhance the existing facilities, incorporate additional treatment spaces, and improve operational efficiency and safety. The current facility has become too small to meet the community needs and this also creates a safety risk. The extension of the facilities will create more seating for people waiting to be served, increase clinic internal infrastructure and incorporate and Exit, for the safety of patients and clinic employees. By addressing current limitations, the project seeks to support better health outcomes and ensure accessible, reliable healthcare for all.						
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**						
	Improved Healthcare Access: Expanded facilities for better patient care and service delivery.						
	Enhanced Health Outcomes: Increased capacity for treatment, reducing wait times and improving care quality.						
	Community Well-being: Improved access to essential health services, leading to better overall health.						
	Job Creation: Employment opportunities in healthcare and facility management.						
	Health Education: Expanded space for health awareness programmes and community outreach.						
	Economic Benefits: Reduced healthcare costs through improved efficiency and access.						
	Sustainability: Long-term infrastructure improvements to meet growing healthcare needs.						
	The detailed project plan for the Pofadder Clinic extension and upgrades can be found in Table 122 in Appendix B						
Project Partners:	Khâi-Ma Local Municipality (KMLM) Department of Health					Project start date	FY2027
	Department of Public Works and Infrastructure, Department of Health					Project End Date	FY2029
	South African Local Government Association (SALGA					Information Valid as at:	2024/12/02
Community:	2025 – 2029 IDP			Beneficiaries (Community Specific)	KMLM Pofadder, servicing all other KMLM communities		
Job creation:	Total Expected Number of	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and	Geographical Location of Project	Pofadder

Pofadder Clinic Extension and Upgrades		CLASSIFICATION:		Infrastructure		FY of Project Sheet 2027-2029	R1 400 000
	Jobs to be created				Female and Youth)		
	Number and classification of jobs for the duration of the project:	10	4	4	0		
	Spin off employment opportunities	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)		
	The contractor will be required to appoint 14 community members and pay them during the construction phase of the project	0	2	0	0		
		Total Employment Opportunities Created:					
		Short Term	Medium Term	Long Term			
		14	2	2			
Exit and handover strategy:	The Exit and Handover Strategy for the Clinic Extension and Upgrades ensures a smooth transition of the completed facility to the Department of Health. A final inspection will confirm that all construction and operational standards are met, and all necessary documentation, including as-built drawings and maintenance plans, will be provided. Training will be conducted for clinic staff and maintenance teams to ensure proper use and maintenance of the upgraded facility, with post-handover technical support available for a defined period. The project will be formally accepted by stakeholders, and a maintenance plan will be established for long-term care. All contracts will be closed, financial obligations settled, and a final project review. Handover letter/ agreement to be signed by all parties.						

Table 84: Aggeneys Primary School Infrastructure Upgrades

Primary school infrastructure upgrades (Aggeneys)	CLASSIFICATION:	Social Infrastructure	FY of Project Sheet 2028-2029	R1 200 000
Project Background:	The Primary School Infrastructure Upgrades project in Aggeneys aims to create a conducive learning environment by modernizing facilities and addressing key infrastructure needs. This initiative focuses on enhancing classroom spaces, improving utilities, and integrating resources that support effective education delivery. By investing in the foundation of learning, the project seeks to empower students and strengthen the community's educational framework.			
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**			
	Improved Learning Environment: Enhanced classrooms and facilities for better educational outcomes.			
	Increased Enrolment: Upgraded infrastructure attracting more students and supporting community growth.			
	Health and Safety: Improved sanitation, ventilation, and safety measures for students and staff.			
	Community Empowerment: Stronger educational foundation, benefiting the wider community long-term.			
	Economic Development: Increased opportunities for local employment and business through school improvements			
	Sustainability: Long-lasting infrastructure upgrades that meet the needs of future generations.			

<table>
<tr><th colspan="2" rowspan="2">Primary school infrastructure upgrades (Aggeneys)</th><th colspan="2" rowspan="2">CLASSIFICATION:</th><th colspan="2" rowspan="2">Social Infrastructure</th><th>FY of Project Sheet</th><th rowspan="2">R1 200 000</th></tr>
<tr><th>2028-2029</th></tr>
<tr><td></td><td colspan="7">Cultural and Social Growth: Enhanced space for school and community events, promoting social cohesion.</td></tr>
<tr><td></td><td colspan="7">The detailed project plan for the Primary School Upgrades can be found in Table 123 in Appendix B</td></tr>
<tr><td rowspan="5">Partners:</td><td colspan="5">Khâi-Ma Local Municipality (KMLM)
Department of Basic Education (DBE</td><td>Project start date</td><td>FY2028</td></tr>
<tr><td colspan="5">Department of Public Works and Infrastructure</td><td>Project End Date</td><td>FY2029</td></tr>
<tr><td colspan="5">Department of Public Works</td><td>Information Valid as at:</td><td>2024/12/02</td></tr>
<tr><td colspan="3">2028 – 2029 SLP</td><td colspan="2">Beneficiaries (Community Specific)</td><td colspan="2">KMLM Community Aggeneys</td></tr>
<tr><td colspan="7"></td></tr>
<tr><td rowspan="7">Job Creation</td><td>Total Expected Number of Jobs to be created</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td><td rowspan="7">Geographical Location of Project</td><td rowspan="7">Aggeneys</td></tr>
<tr><td>Number and classification of jobs for the duration of the project:</td><td>10</td><td>4</td><td>4</td><td>0</td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">The contractor will be required to appoint 14 community members for the construction phase of the project</td><td>2</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>14</td><td>2</td><td colspan="2">2</td></tr>
<tr><td>Project Exit and Handover:</td><td colspan="7">The Exit and Handover Strategy for the Primary School Infrastructure Upgrades in Aggeneys ensures a smooth transition of the completed upgrades to the local education department. A final inspection will confirm that all construction and operational standards are met, with all necessary documentation, including as-built drawings and maintenance plans, provided. Training will be offered to school staff and maintenance teams to ensure proper use and upkeep of the upgraded infrastructure, with post-handover technical support available for a defined period. The project will be formally accepted by stakeholders, and a maintenance plan will be developed for long-term sustainability. All contracts will be closed, financial obligations settled, and a final project review conducted to capture key lessons.

Handover letter/ agreement to be signed by all parties:</td></tr>
</table>

Table 85: Francois Visser School Hall

Francois Visser School Hall		CLASSIFICATION		Social Infrastructure		FY of Project Sheet 2027-2029	R1 500 000
Project Background:	The Francois Visser School Hall project focuses on creating a versatile space for educational, cultural, and community activities. This initiative aims to support the school's academic and extracurricular programmes while providing a venue for broader community engagement. The school currently does not have a school hall and uses the Pofadder Towns Hall for all school related events. The hall will provide a much-needed addition to the school's existing infrastructure. Designed to foster collaboration and inclusivity, the hall will serve as a cornerstone for dynamic learning and communal events.						
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**						
	Enhanced Education: Improved facilities for learning, extracurricular activities, and community events.						
	Community Engagement: Space for community gatherings, strengthening social ties and cohesion.						
	Economic Opportunity: Support for local events, potentially boosting local businesses.						
	Youth Development: Increased opportunities for students' personal and professional growth through extracurricular activities.						
	Improved Health and Well-being: Better environment for physical activities and events promoting health.						
	Cultural Preservation: Venue for cultural and educational events, fostering local traditions and values.						
	Community Resilience: A flexible space that adapts to the changing needs of the community						
	The detailed project plan for the Building of a School Hall at Francois Visser can be found in Table 124 in Appendix B						
Partners	Khâi-Ma Local Municipality (KMLM) Department of Basic Education/ Department of Education					**Project start date**	**FY2027**
	Department of Public Works and Infrastructure					**Project End Date**	**FY2029**
	Department of Cooperative Governance and Traditional Affairs (COGTA)					**Information Valid as at:**	**2024/12/02**
	2025 – 2029 SLP			**Beneficiaries (Community Specific)**	KMLM Pofadder Community		
Job creation:	**Total Expected Number of Jobs to be created**	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**	**Geographical Location of Project**	Pofadder
	Number and classification of jobs for the duration of the project:	8	4	0	0		
	Spin off employment opportunities	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**		
	The contractor will be required to	0	0	0	0		
		Total Employment Opportunities Created:					

Francois Visser School Hall		CLASSIFICATION		Social Infrastructure	FY of Project Sheet 2027-2029	R1 500 000
	appoint 12 community members.	Short Term	Medium Term	Long Term		
		12	0	0		
Project Exit and Handover:	The Exit and Handover Strategy for the Francois Visser School Hall ensures a smooth transition of the completed facility to the relevant authorities, such as the local Department of Education and the Department of Public Works. A final inspection will verify that all construction and operational standards are met, and all necessary documentation, including as-built drawings and maintenance instructions, will be provided. Training will be conducted for school staff and maintenance teams to ensure proper use and upkeep of the hall, with post-handover technical support available for a specified period. The project will be formally accepted by stakeholders, and a maintenance plan will be established for long-term care. All contracts will be closed, financial obligations completed, and a final project review will capture lessons learnt Handover agreement to be signed by all parties.					

Table 86: Witbank Waste Sanitation Unit (plant)

PROJECT:	Witbank Sanitation Unit	CLASSIFICATION		Waste Management Infrastructure		FY of Project Sheet 2027-2028	R1 000 000
Project Background:	The Sanitation Plant Unit project focuses on enhancing wastewater management and environmental sustainability by developing a reliable and efficient treatment facility. This initiative aims to address sanitation needs, reduce ecological impact, and support the community's long-term health and development goals. By prioritizing modern technology and sustainable practices, the project seeks to ensure effective resource management and improved living conditions. BMM will purchase and install a Sanitation Waste Management (Plant) Unit and install in the Witbank community in an area which is agreed upon. The unit will convert community waste into two waste streams from toilets: a) Recycle water to be used for irrigation b) Convert solid waste to be used as manure.						
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**						
	Improved Sanitation: Enhanced sewage treatment, reducing pollution and improving hygiene.						
	Public Health: Decreased risk of waterborne diseases through better waste management.						
	Environmental Protection: Reduced environmental contamination and improved water quality.						
	Economic Growth: Job creation in plant operations, maintenance, and related industries.						
	Resource Conservation: Reuse of treated water for irrigation and non-potable uses.						
	Infrastructure Resilience: Stronger sewage infrastructure to handle growing urban needs.						
	Sustainability: Long-term waste management solutions supporting community growth.						
	Social Well-being: Improved living conditions, leading to higher quality of life.						
	The detailed project plan for the Witbank Waste Sanitation unit can be found in Table 125 in Appendix B						
Project Partners / Role Players	Khâi-Ma Local Municipality (KMLM)					Project start date	**FY2028**
	Department of Water and Sanitation (DWS)						
	Department of Environmental Affairs (DEA)					Project End Date	**FY2029**
	Department of Cooperative Governance and Traditional Affairs (COGTA)					Information Valid as at:	**2024/12/02**
Project Incorporated into which IDP	2025 – 2029 IDP			Beneficiaries (Community Specific)	KMLM Witbank Community		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)	Geographical Location of Project	Witbank
Job Creation:	Number and classification of jobs	3	0	0	0		

PROJECT:	Witbank Sanitation Unit	CLASSIFICATION		Waste Management Infrastructure		FY of Project Sheet 2027-2028	R1 000 000
	for the duration of the project:						
	Spin off employment opportunities	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**		
	The contractor will be required to appoint 1 community member and pay them a stipend, with the larger focus being skills transfer.	4	0	0	0		
		Total Employment Opportunities Created:					
		Short Term	**Medium Term**	**Long Term**			
		3	4	4			
Exit and Handover Strategy:	The Exit and Handover Strategy for the Sewage Plant Unit ensures a seamless transition of the completed project to the relevant authorities, such as Khâi-Ma Local Municipality (KMLM). Before handover, a final inspection will confirm that all construction and operational standards are met, with all necessary documentation, including as-built drawings, operation manuals, and compliance certificates, provided. Training will be given to local authorities and maintenance teams to ensure they can operate and maintain the plant effectively, with post-handover technical support available for a specified period. The project will be formally accepted by stakeholders, and a maintenance plan will be developed for long-term sustainability. All contracts will be closed, financial obligations settled, and a final project review conducted to capture key insights for future projects. Handover letter/ agreement to be signed by all parties.						

Table 87: KMLM Municipal Fleet Support

PROJECT:	KMLM Municipal Fleet		CLASSIFICATION:	Service Delivery Support		FY of Project Sheet	R1 500 000
Project Background:	KMLM requires various vehicles to services the communities, especially communities which can only be accessed with a 4X4. The allocation of budget for the purchase of vehicles such as a TLB and other fleet for the KMLM area will improve services delivery to all communities within the local municipality						
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**						
	1) Enable KMLM to increase the current fleet for servicing communities						
	2) Improved service delivery to KMLM communities, especially those in areas requiring 4x4 to access.						
	The detailed project plan for the KMLM Municipal Fleet additional purchased can be found in Table 126 in Appendix B						
Project Partners / Role Players	KMLM					**Project start date**	**FY2027**
						Project End Date	**FY2029**
	Khâi-Ma Local Municipality					**Information Valid as at:**	**2024/12/02**
Project Incorporated into which IDP	2025 – 2029 IDP			**Beneficiaries (Community Specific)**	KMLM: All communities		
IDP Reference Number of Project	**Total Expected Number of Jobs to be created**	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**	**Geographical Location of Project**	KMLM

PROJECT:	KMLM Municipal Fleet	CLASSIFICATION:		Service Delivery Support		FY of Project Sheet	R1 500 000
Job Creation:	Number and classification of jobs for the duration of the project:	0	0	0	0		
	Spin off employment opportunities	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**		
	KMLM will train relevant municipal employees in the use of the vehicles and ensure they retrieve the necessary permits.	2	2	0	0		
		Total Employment Opportunities Created:					
		Short Term	**Medium Term**	**Long Term**			
		0	2	4			
Handover and Exit:	The mine will purchase the agreed upon vehicles/ equipment and hand it over to the municipality. A formal handover letter/ agreement will be signed by all parties. The mine will not be liable for maintenance of the vehicles or equipment.						

Table 88: Pela Business Hub Extension

PROJECT:	Pella Business Hub Extension	CLASSIFICATION		Infrastructure & Job Creation		FY of Project Sheet	R1 500 000
Project Background:	The current business hub in Pella provides a number of stores/ offices to Pella businesses, including a clothes boutique, hair salon, carwash, etc. There have been several requests to extend the business hub from its current L-shape to a U-shape to enable access for additional business owners to sell their goods and services. The project will entail building additional infrastructure at the existing business hub in order to accommodate additional businesses.						
	The detailed project plan for the Pella Business Hub Extension can be found in Table 127 in Appendix B						
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**						
	Economic Growth: Increased economic activity and job creation in the Pella community. **Community Empowerment:** Enhanced skills and knowledge for local entrepreneurs. **Improved Livelihoods:** Increased income and financial stability for participating individuals and families. **Tourism Driver:** Extending the Pella business hub can provide as a driver for additional tourism to this popular tourist destination.						
Project Partners / Role Players	KMLM Building contractors ESD support through Phakamani					Project start date	**FY2027**
						Project End Date	**FY2029**
	Khâi-Ma Local Municipality					Information Valid as at:	**2024/12/02**
Project Incorporated into which IDP	2025 – 2029 IDP			Beneficiaries (Community Specific)	KMLM: Pella		
IDP Reference Number of Project	**Total Expected Number of Jobs to be created**	**Male**	**Female**	**Youth (out of Male and Female)**	**Disabled (out of Male and Female and Youth)**	Geographical Location of Project	KMLM
Job Creation:	Number and classification of jobs for the duration of the project:	6	0	4	0		

PROJECT:	Pella Business Hub Extension	CLASSIFICATION		Infrastructure & Job Creation		FY of Project Sheet	R1 500 000
	Spin off employment opportunities	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)		
	Building contractors to be from the Pella community or make use of Pella community members for the duration of the building project.	2	2	2	0		
		Total Employment Opportunities Created:					
		Short Term	Medium Term	Long Term			
		6	4	4			
Handover and Exit:	The handover ensures a smooth transition of the completed facility to the relevant authorities, such as the Municipality and the associated business beneficiaries. A final inspection will verify that all construction and operational standards are met, and all necessary documentation, including as-built drawings and maintenance instructions, will be provided. Training will be conducted for school staff and maintenance teams to ensure proper use and upkeep of the hall, with post-handover technical support available for a specified period. The project will be formally accepted by stakeholders, and a maintenance plan will be established for long-term care. All contracts will be closed, financial obligations completed, and a final project review will capture lessons learnt. Handover agreement to be signed by all parties.						

Table 89: Namakwa FM Support to Expand to KMLM

PROJECT:	RADIOSTATION EXPANSION	CLASSIFICATION		Infrastructure & Job Creation		FY of Project Sheet	R600 000
Project Background:	The NFM main studio is in the Nama Khoi district, and for many years NFM could only provide a community radio service to the communities in the Nama Khoi district. Responding to requests from listeners in the three other districts, NFM obtained sponsorship from SASOL and from the Vedanta Zinc International Mine and expanded its FM radio coverage to include the Kamiesberg, Richtersveld and Khâi-Ma districts. Always sensitive to the needs of its listeners, NFM has now started an initiative to establish satellite studios in the other three districts. This will allow the communities in each of these districts to broadcast on the NFM FM transmitter network, on a time share basis. It will also lead to greater cohesion amongst the four districts. The Vedanta Zinc International Mine has graciously sponsored the first satellite studio, to be known as the NFM Vedanta Khâi-Ma studio, which will be located at the Africa Skills Training Centre in the Community Development Centre in the town of Pofadder. NFM will also seek sponsors for the establishment of satellite studios in the remaining two districts.						
	The detailed project plan for the Namakwa FM expansion to KMLM can be found in Table 128 in Appendix B						
Objectives:	**The objective of this project is to provide the community with the following long-term impacts:**						
	Community Empowerment and Awareness: Enhanced skills and knowledge through communication platform **Improved Livelihoods:** advertising could support local businesses **Tourism Driver:** Advertising could drive tourists to the KMLM and create awareness of attractions						
Project Partners / Role Players	KMLM Building contractors Namakwa FM specialists					Project start date	FY2029
						Project End Date	FY2029
	Khâi-Ma Local Municipality					Information Valid as at:	2024/12/02
Project Incorporated into which IDP	2025 – 2029 IDP			Beneficiaries (Community Specific)	KMLM: Pofadder		
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth (out of Male and Female)	Disabled (out of Male and Female and Youth)	Geographical Location of Project	KMLM

<table>
<tr><th>PROJECT:</th><th>RADIOSTATION EXPANSION</th><th colspan="2">CLASSIFICATION</th><th colspan="2">Infrastructure & Job Creation</th><th>FY of Project Sheet</th><th>R600 000</th></tr>
<tr><td rowspan="6">Job Creation:</td><td>Number and classification of jobs for the duration of the project:</td><td>4</td><td>0</td><td>4</td><td>0</td><td rowspan="6"></td><td rowspan="6"></td></tr>
<tr><td>Spin off employment opportunities</td><td>Male</td><td>Female</td><td>Youth (out of Male and Female)</td><td>Disabled (out of Male and Female and Youth)</td></tr>
<tr><td rowspan="4">Building contractors to be from the Pofadder community or make use of Pofadder community members for the duration of the building project.</td><td>2</td><td>2</td><td>2</td><td>0</td></tr>
<tr><td colspan="4">Total Employment Opportunities Created:</td></tr>
<tr><td>Short Term</td><td>Medium Term</td><td colspan="2">Long Term</td></tr>
<tr><td>4</td><td>2</td><td colspan="2">3</td></tr>
<tr><td>Handover and Exit:</td><td colspan="7">The handover ensures a smooth transition of the completed facility to the relevant authorities, such as the Municipality and the associated business beneficiaries. A final inspection will verify that all construction and operational standards are met, and all necessary documentation, including as-built drawings and maintenance instructions, will be provided. Training will be conducted for school staff and maintenance teams to ensure proper use and upkeep of the hall, with post-handover technical support available for a specified period. The project will be formally accepted by stakeholders, and a maintenance plan will be established for long-term care. All contracts will be closed, financial obligations completed, and a final project review will capture lessons learnt.

Handover agreement to be signed by all parties.</td></tr>
</table>

3.8. Procurement, Enterprise, and Supplier Development

Mining Companies' procurement spend has the greatest potential to make an impact in the lives of the local communities and this often, aside from employment opportunities, creates contention and disgruntlement, when local communities feel they are excluded from sharing in the wealth and opportunities which mining companies brings to the area.

Black Mountain Mining (Pty) Ltd is dedicated to promoting the socio-economic development of communities in the host and labour-sending areas. The overall objective of preferential procurement (PP) is to promote and enhance the constructive participation of local black owned vendors in the operation's supply chain.

The Enterprise and Supplier element of the SLP looks towards mentoring of small to medium business with the aim to empower these business owners with enhanced management skills and capabilities, fostering increased productivity, profitability, and long-term growth. To achieve this, BMM will actively support SMME development through mentoring programmes and skills training, leveraging local service providers as necessary.

During the SLP period, the Procurement Department will identify specific SMMEs for development. BMM will annually report the names of mentored SMMEs, including the interventions implemented.

3.9. Procurement

At BMM, the main goal is to procure the right goods and services to support the overall business plan. The procurement policy is designed to comply with all regulations that promote transformation in the mining sector. Evaluation criteria has been put in place which favour local suppliers from the hosting community. BMM strives to prioritize sourcing from the host communities. This approach helps support local businesses but also uplift communities and alleviate poverty, in line with the Enterprise and Supplier Development initiative.

Furthermore, BMM place a significant emphasis on supporting the local community through the procurement policy and practices. To ensure an inclusive supply chain, BMM has allocated preferential points to local suppliers who are registered within the Khâi-Ma and Nama Khoi Municipalities. The goal is to prioritise the sourcing of local suppliers before considering alternatives, provided they meet the policy requirements. This approach not only supports local businesses but also serves to uplift communities and help alleviate poverty, in line with the Enterprise and Supplier Development initiative.

When evaluating potential vendors, it is important to consider both commercial and competence factors. Commercial factors involve assessing competitive prices amongst bidders, while competence factors involve determining fit for purpose in terms of quality and favourable lead times. It is crucial to thoroughly evaluate each vendor in both areas to ensure the best possible outcome on procurement spend.

Table 90: Preferential Procurement Strategic Implementation Plan

Preferential Procurement Strategic Action Plan	Responsible Department	Timeframe
1. Review progress against targets as well as PP and ESD strategy	Strategic Sourcing Department	By March for the following Financial Year
2. Conduct Procurement Analysis, identify goods and services that are aligned with suppliers from the local communities.	Strategic Sourcing Department	Quarterly
3. Consider areas/ categories where subcontracting, split scoping and earmarking of opportunities for local black owned companies are implemented.	Strategic Sourcing Department	Quarterly
4. Identify barriers to entry for SMMEs, especially local SMMEs and find solutions to address this, whilst still ensuring safety and productivity.	Strategic Sourcing Department	Continuously
5. Monitor and report on progress	Strategic Sourcing Department	Quarterly
6. Review progress of suppliers	Strategic Sourcing Department	Bi-annually

The preferential procurement targets for 2024 to 2029 period are aligned with the MCIII targets, in terms of the preferential procurement categories for Mining Goods and Services. BMM is currently not measuring local content and will align with the updated Mining Charter targets in terms of local content, once promulgated.

Table 91 provides the percentage targets BMM, and its core contractors will aim to achieve in the 5-year period.

Table 91: Preferential Procurement Performance Targets (2024 to 2029)

ELEMENT	MEASURE	MC III TARGET	Weighting Target
Procure 70% locally manufactured mining goods (excluding measurement of the 60% local content)	**TOTAL TARGET %**	**70%**	**15,0%**
	21%: Goods from Historically Disadvantaged Persons owned and controlled companies with min. 51% black ownership.	21,00%	5,00%

	5%: Goods from by min. 51% women owned and controlled company or youth owned and controlled companies.	5,00%	5,00%
	44%: Goods from BEE compliant companies (only level 1 - 4)	44,00%	5,00%
	TOTAL TARGET %	**70%**	**15%**
80% Services	50%: supplied by Historically Disadvantaged Persons with min. 51% black ownership	50,00%	5,00%
	15%: supplied by min. 51% black women owned and controlled companies	15,00%	5,00%
	5%: supplied by min. 51% youth owned and controlled companies	5,00%	5,00%
	10%: services supplied by a BEE compliant company (only level 1-4)	10,00%	5,00%
	TOTAL TARGET %	**80%**	**20%**
Research & Development	A minimum of **70%** of total research and development budget to be on South African based research development entities.	70,00%	2,50%
Sample Analysis	Utilise South African based facilities or companies for the analysis of **100%** of all mineral samples across the mining value chain.	100,00%	2,50%
TOTAL			**40,00%**

3.10. Enterprise and Supplier Development

The importance of Enterprise and Supplier Development cannot be overstated. Strong small businesses support the country to build a strong economy from the ground up. BMM's Enterprise and Supplier Development initiative, dovetails with the National Development Plan, as well as legislative requirements to uplift local businesses and alleviate poverty. The goal of these programmes is to create opportunities within communities and sustain or grow existing businesses.

BMM takes great care to ensure the quality and fairness of the selection process, consulting with all internal and external stakeholders during the intake of ESD beneficiaries.

Assistance is provided on request and ranges between the following:

- Funding applications
- Business registrations
- BEE Affidavits
- Shareholder certificates
- Tax certificate renewal process
- Business plan development and input
- Business ideas and research
- Motivation; and
- Ad-hoc advice and counselling
- Follow-up and feedback meetings with each SMME on a Tuesday and Thursday; and

Business Accelerator Program: NQF Level 2

- The Skills programme (Business Accelerator Programme) is a 5-day skills programme, which facilitates the growth of SMME's.
- The Business Accelerator Programme has been developed by Phakamani Impact Capital and SMME's training is further identified during business registration engagement.
- Target group: New Enterprises and Small to Medium size Enterprises

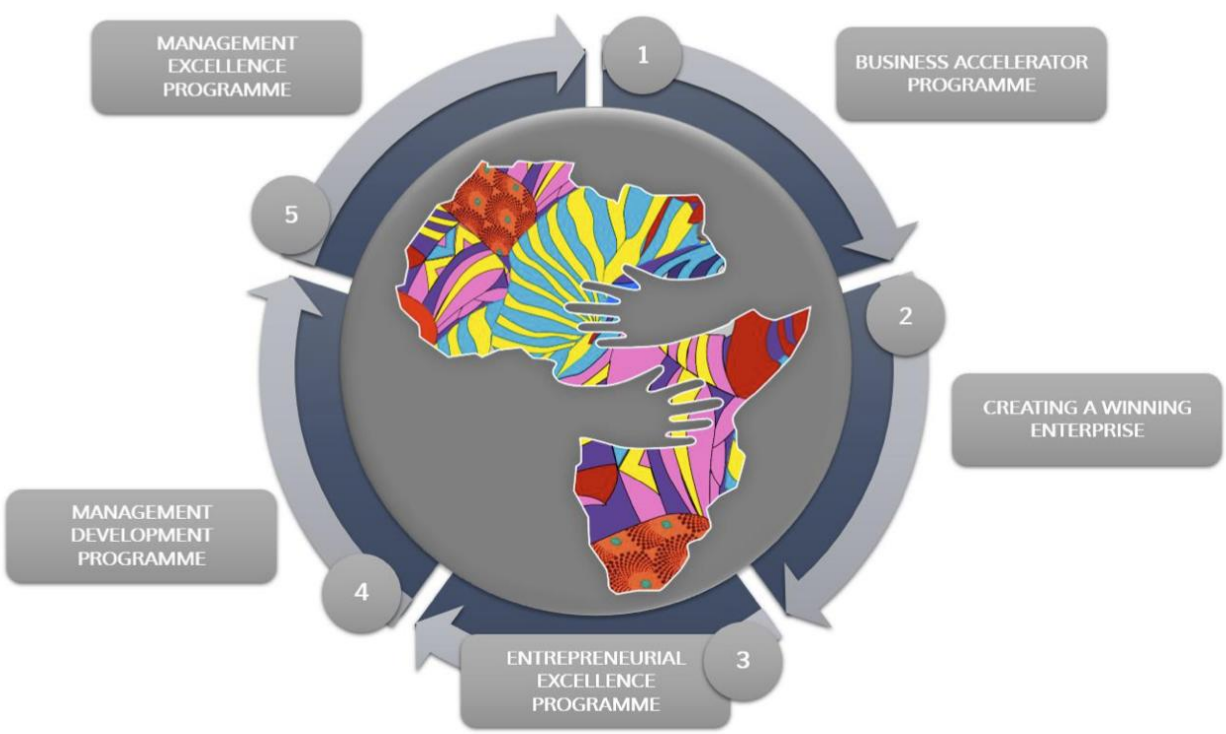


Figure 24: Business Accelerator Training Programme Overview

- New Venture Creation Programme: NQF Level 4
  - The Skills programme (New Venture Creation) is a 12-month learnership at an NQF Level 2.
  - This training is designed for the more mature business entrepreneur.
  - To perform more efficiently and effectively during the training, part of the Supplier Business SMME training programme is the free data and router, which enables the SMME to attend classes online and to conduct research for their portfolio of evidence, which is then moderated prior to submission to SETA for audit purposes.

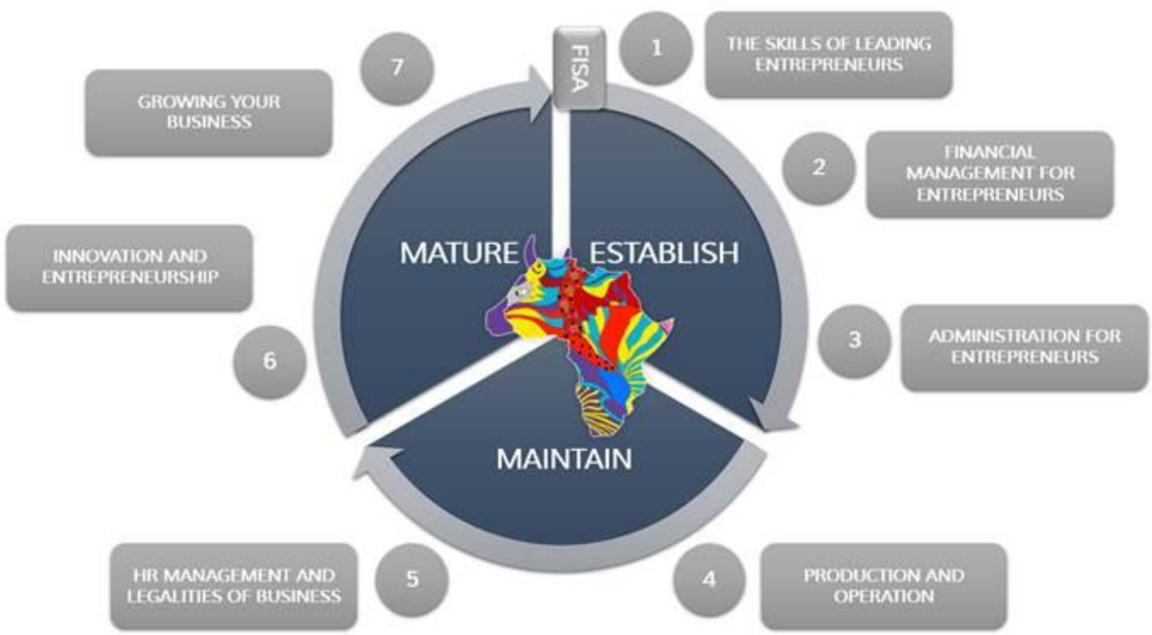


Figure 25: New Venture Creation Training Programme Overview

Table 92 provides the accreditation status of Phakamani Impact Capital (Pty) Ltd who is the appointed ESD training provider.

Table 92: ESD Training Provider: Phakamani Capital Accreditation Targets

ENTERPRISE & SUPPLIER DEVELOPMENT: Training provider Accreditation overview	
1.	**Accredited Training Provider:** Phakamani Learning Academy
	Accreditation number Services Seta: 14218
	Accreditation number QCTO: 07-SERVICES/SDP160822-7221
	Entity Registration No: 2013/089491/07
	Provider Name: Phakamani Impact Capital (Pty) Ltd
	Accreditation Start Date: 2022-08-15
	Accreditation End Date: 2025-08-14
	DL Number: L060785229

Table 93: Strategic Implementation Plan for Enterprise and Supplier Development

ESD Strategic Action Plan	Responsible Department	Timeframe
1. Use results from Procurement Analysis to create alignment with ESD strategies.	Strategic Sourcing Department	Quarterly
2. Consider areas where subcontracting, split scoping and earmarking of opportunities for local black owned companies are implemented and review availability of black owned SMMEs in local areas.	Strategic Sourcing Department	Quarterly
3. Advertise SMME development opportunities in local communities.	Strategic Sourcing Department in conjunction with Phakamani	Continuous
4. Identify barriers to entry for SMMEs, especially local SMMEs through consultative process and find solutions to address this, whilst still ensuring safety and productivity. Business in Development (ESD beneficiaries)	Strategic Sourcing Department in conjunction with Phakamani	Continuously and as reported by SMMEs
5. Business partners (core and non-core contractors) are encouraged to use the Phakamani Database to source SMMEs for consideration in procurement opportunities.	Business partners to access Phakamani Database	Continuous
6. Review progress of ED and SD beneficiaries based on implemented initiatives. Monitor and report on progress.	Strategic Sourcing Department	Quarterly

Table 94: Summary Targets for Enterprise and Supplier Development 2024-2029

Development Type	Apr 2024- Mar 2025	Apr 2024- Mar 2025	Apr 2024- Mar 2025	Apr 2024- Mar 2025	Apr 2024- Mar 2025	TOTAL TARGET & BUDGET 2024-2029
Enterprise Development	5	5	5	5	5	**25**
Supplier Development	5	5	5	5	5	**25**
SMMEs Supported	**10**	**10**	**10**	**10**	**10**	**50**
***Budget:**	**R2 500 000**	**R2 500 000**	**R2 500 000**	**R2 500 000**	**R2 500 000**	**R12 500 000**

*This excludes loan- and grant funding costs and is only the portion allocated to SMME developmental costs.

3.11. Housing and Living Conditions (HLC)

The establishment of an SEZ at Aggeneys is a crucial step towards addressing the severe housing shortage experienced by employees of BMM. By providing housing, infrastructure, and services, BMM can ensure the well-being of its employees and the success of its mining operations. It is important for BMM to carefully evaluate potential vendors in terms of both commercial and competence factors to ensure that the best possible outcome is achieved for their procurement spend. This will ultimately contribute to the success of the SEZ and the expansion of Aggeneys.

Mining Charter III (2018) outlined the following takeaways from the Housing and Living Conditions Standard:

- If feasible, a mining right holder who intends developing accommodation for its mine employees shall acquire land within proximity of the mine operations.
- A mining right holder must promote housing delivery for a range of income groups. The provision for a state subsidy for low-income earners has been removed.
- A mining right holder must offer a range of housing options which includes rental accommodation, private home ownership, government subsidised home ownership and living out allowances.
- Housing options should include single and family accommodation.

A mining right holder must put measures in place to educate, train and inform employees of the housing options available. Principles of housing conditions:

- Decent and affordable housing
- Provision for home ownership
- Provision for social, physical, and economic integration of human settlements; and
- Secure tenure for mine employees in housing institutions Principles of living conditions:
- Proper healthcare services
- Affordable, equitable and sustainable health system, and balanced nutrition
- A mining right holder must offer mine employees a range of housing options which includes, amongst others rental accommodation, private home ownership, government subsidised home ownership and living out allowance.

BMM's Housing & Living Conditions Plan aims to:

- Promote homeownership with goal of employees living in sustainable human settlements.
- Establish measures to improve the standards of housing and the promotion of homeowner options to employees.
- Encourage employees to live in housing with a standard at least equivalent to that of the Reconstruction and Development Programme.
- Provide education and awareness of where to access suitable houses, benefits of ownership, access to bonds, rates and taxes etc.
- Establish measures to improve access to basic services, specifically health care, sanitation and water supply.
- Continue to contribute to a healthy and productive workforce.
- To meet the objectives and principles as set out in the H&LC standards of the mining industry.

The current housing status of the direct and indirect employees are detailed in Table 95 to follow.

Table 95: Employee Housing Status: Direct & Indirect Combined

Housing Status	Female					Male					Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	
Home Owner	3	12	1	5	21	2	73	1	11	87	108
Informal Settlement	0	0	0	0	0	0	0	0	0	0	0

Housing Status	Female					Male					Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	
Mine Rental - Family Quarters	1	27	0	2	**30**	15	34	0	5	**54**	84
Mine Rental - Mine House	9	87	2	8	**106**	84	353	15	74	**526**	632
Mine Rental - Single Quarters	23	16	0	5	**44**	71	166	4	23	**264**	308
Non-Disclosure	8	30	0	1	**39**	59	199	0	2	**260**	299
RDP House	0	2	0	0	**2**	1	30	1	0	**32**	34
Rental (Own Initiative)	9	85	1	1	**96**	44	413	0	11	**468**	564
Stay with Parents	2	50	0	2	**54**	8	129	0	7	**144**	198
Total	56	309	4	23	392	284	1397	21	133	1835	2227

BMM's Home Ownership Process aims to facilitate home ownership for all employees and move away from Aggeneys as a Mine village. The aim is to create sustainable housing development in Khâi-Ma, through a multipronged phased approach, which includes precinct planning to provide the type of facilities which will attract a diverse workforce.

Phase 1: Selling of stands outside of Aggeneys to employees at an affordable price.

Phase 2: Selling of stands at an affordable price, inside of Aggeneys; however, to do so, the old water infrastructure needs to be updated.

Phases 1 and 2 will also be supported with the mine providing qualifying employees with R140K deposit to cover the loan deposit and transfer costs. This will be paid to the Financial Institution which provides the employee with a home loan.

There are also plans to shorten the distance into Aggeneys town, to make it more accessible.

Home Ownership Process and progress plan:

- Interventions with Standard Bank were arranged to ensure that the Mine Worker Union Representatives have the knowledge and skill to assist and to inform their members, according to the financial legal requirements.
- Standard Bank placed a mobile unit in Aggeneys which enabled workers to do a credit score check, several employees used the opportunity to understand their credit score and employees found not creditworthy will have to undergo financial rehabilitation.
- The improvements of the Aggeneys Clinic and Medical Centre are in their final phase and the finalisation will continue to contribute to conducive access to healthcare.
- The workforce is continuously supported through daily mine-provided balanced meals for employees residing in single quarters at a greatly subsidized cost, to ensure healthy and productive employees.
- The closure of Hostel 2 has been finalised and the core business partners found suitable accommodation for their employees as per the Mining Charter.
- The Mine is currently exploring the financing options offered under the Minerals Council, this scheme could guide the Home Ownership Process.
- Finalising the Home Ownership Process and procedure in line with the Minerals Council guidelines.
- Giving employees options and guidance on housing purchasing.
- BMM is in the process of implementing the Living Out remuneration in line with the Home Ownership initiative.

- Continued discussions with the major Banks within South Africa to provide a reduced interest rate for employees.
- The Mine will continue to track compliance with the Housing & Living Conditions portion of the SLP for employees and contractors.

3.12. Measures to Address Nutrition

As an employer, BMM is dedicated to the health and well-being of its workforce. One way that BMM strives to achieve this is by providing healthy nutritional options for its employees. This commitment to nourishing its workforce is not only beneficial for employee productivity, but also for their overall well-being. The high risk and potentially negative impacts of poor nutrition and hydration during underground shifts, together with the associated increase in metabolic rates, has been researched and well communicated by the Mine Health and Safety Council. It is therefore critical for BMM to ensure that especially underground workers understand the risks associated with poor nutrition and hydration.

BMM understands that a healthy and motivated workforce is key to the success of its mining operations at Aggeneys.

The figure below outlines some of the associated risks of poor nutrition.

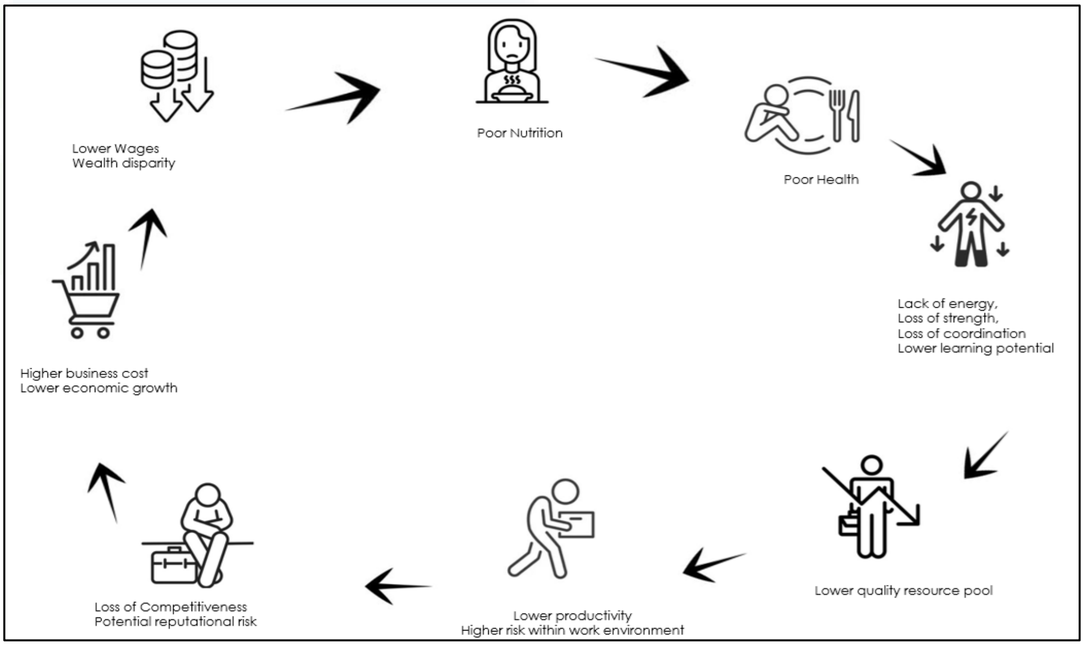


Figure 26: Potential Risks of Poor Nutrition

To achieve a healthier and well-nourished workforce, BMM offers various nutritional options that are subsidized.

- BMM contracts a professional catering company to provide balanced meals to employees residing in single unit accommodation.
- While employees residing with their families must take care of their own food and nutrition, BMM provides supplements to the entire workforce and regularly communicates the potential risks of poor nutrition and hydration.
- Regular awareness programmes are conducted to inform workers about the benefits of nutrition and how it can help manage lifestyle-related illnesses such as hypertension, diabetes, TB and HIV/AIDS. BMM also offers medical aid to its direct employees. This is supported with access to the BMM Clinic in Aggeneys, providing related services, tests and health checks.
- In addition, BMM employees and business partners have access to state-provided free primary healthcare clinic services, which are serviced by a municipal nurse daily and a doctor once a month.
- Paramedics are available on site at both BMM and Gamsberg to serve the community and workforce in case of an emergency.
- Moreover, BMM has a psychologist and a full-time social worker to serve the workforce.
- Finally, with regards to HIV/AIDS awareness, BMM is dedicated to strengthening the local community health systems, ensuring care and support is offered to all employees and upholding the rights of those employees living with HIV/AIDS and TB.

DOWNSCALING AND RETRENCHMENT

4. DOWNSCALING AND RETRENCHMENT

4.1. Introduction

As a responsible and ethical business, BMM understands that sometimes difficult decisions need to be made to remain competitive and ensure the long-term sustainability of the operations.

BMM is committed to ethical conduct and strict adherence to all relevant laws and regulations pertaining to retrenchments and downscaling in compliance with Section 52(1) of the MPRD Act.

BMMs priority is always to protect the jobs of employees and to do everything to avoid retrenchments. However, if retrenchments do become necessary, BMM will comply with all relevant legislation and ensure that the process is fair and transparent for all involved. In so doing, the following section outlines the process and key commitments by BMM in respect of:

- Maintenance of the Future Forum,
- Implementation of mechanisms to save jobs and avoid job losses and a decline in employment,
- Implementation of mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided, and
- Implementation of mechanisms to ameliorate the social and economic impact on individuals, regions, and economies where retrenchment or closure of the mine is certain.

4.2. Establishment of a Future Forum

The establishment of a Future Forum is a requirement under Regulation 46(d)(i) of the MPRDA. The purpose is to provide a formal vehicle, where all affected parties can discuss challenges and possible solutions to problems facing the mine that may have the potential of leading to possible retrenchments in the future.

BMM values open communication and collaboration with all stakeholders, including employees and the communities the mine operates in. BMM has therefore established a Future Forum, which brings together representatives from BMM management, workers' representatives, trade unions, and community representatives. This forum meets quarterly to discuss important issues related to production, SLP implementation, downsizing, and/or retrenchment.

BMM believes that involving all stakeholders in these discussions is essential to making informed decisions that benefit everyone involved.

The main functions of the Future Forum include, but are not limited to:

- Participating in identifying problems and challenges facing productivity and sustainability matters from the mining operations, and the solutions thereto.
- Generate awareness of SLP and associated activities; and
- Act as a communication mechanism on company-related issues.

The standard agenda items for these meetings include updates, input, and feedback on the following:

- **Purpose of the Future Forum:**
  - Needs to speak to the future of the operation in view of supporting socio-economic sustainability of the communities, should closure become imminent.
  - The Future Forum will also review employment, transformation, socio-economic development, mitigation of possible retrenchments through joint problem solving and turnaround strategies.
- **State of business:**
  - Markets / Business Performance / Going Concern.
  - Life of Mine / Production rates / Negative or positive.
  - Mitigation measures / Improvement initiatives / Costs savings.
- **Future Forum Reports**
  - Progress against plan and catch-up plans.
  - Critical policy issues.
  - HRD Report outlining how the skills will contribute to the future of the communities, should closure become imminent.
  - Mine Community Development Projects to improve the socio-economic future and well-being of the communities affected by the operations.
  - Procurement, ESD and SD contribution to the sustainability of the communities where the mine operates.
  - Mine Housing and Living Conditions standard in relation to the protection of the mine employees' basic constitutional right to human dignity through provision of adequate access to housing, better living conditions, and related amenities.

Table 96: Future Forum Composition

Position
BMM Mine Management
General Manager: Mine
Head Corporate Affairs and Communications
BMM/GB Finance/Commercial Manager
Safety Health and Environment Manager
Human Resources Managers
Human Resource Development Manager
Stakeholder Relations Manager
Organised Labour Representatives
NUM Secretary
NUM Chairperson
NUM Member
NUM Advisor

Table 97: Future Forum Diary

FORUM DIARY		
Date of Meeting Attendance	**Frequency**	**Status**
March	Quarterly	As per scheduled meeting date.
June		
October		
December		

The Future Forum constitution and all meeting minutes and agendas are available on request.

4.3. Mechanisms to save jobs and avoid job losses and a decline in employment

"Organisations have to retrench workers from time to time for economic reasons and to remain globally competitive. It is therefore important that employers should first make sure that no other viable options to achieve operational requirements are available before considering downscaling and retrenchment" – *SLP guidelines for the mining and production industries*.

- Documented, communicated, and tracked turnaround strategies.
- Ongoing consultation and advisory roles facilitated through the Future Forum structure, Department of Employment and Labour, DMRE, and Productivity South Africa to identify other economic sectors or ventures where employees could be absorbed.
- Conducting the consultation process in terms of section 52 (1) of the Act.
- Implementing Section 189 of the Labour Relations Act, 1995.
- Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of section 52 (1) (a) of the Act; and
- Complying with the ministerial directive – compliance with the Minister's directive and confirming how corrective measures will be taken.

4.4. Consultation Process

The consultation process regarding saving jobs, avoiding job losses, and a decline in employment will be managed by BMM in accordance with the provisions of Section 189 and 189A of the Labour Relations Act as amended.

4.5 Implementation Section 189 of the Labour Relations Act, 1995 (as amended)

Downscaling or retrenchment will be done in accordance with Sections 189 and 189(A) of the Labour Relations Act. In this regard, the following will apply:

- The Labour Relations Act prescribes a sixty-day consultation process.
- Regarding the Section 189 and 189(A) requirements, BMM needs to enter into an agreement with unions representing the workforce that specifically addresses the following:
    - Prevention of forced retrenchments.
    - Voluntary separations (early retirement and voluntary retrenchment packages).
    - Redeployment of employees.

Company assistance to alleviate the negative effects of retrenchment includes:

- Pursuing alternative employment opportunities.
- Financial advice.
- Counselling services.
- Provision of entrepreneurial skills.
- Training opportunities including re-skilling.
- Recall retrenched employees, if required.

4.6 Notification to Government Authorities

In planning for the Social and Labour Plan and associated job losses and retrenchment management programmes commences, the Department of Employment and Labour and the DMRE (specifically the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the Act) will be notified.

The government authorities will be given notice of the timeframe for the closure process, as well as the ongoing consultation and Social Plan through the Future Forum structure. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance with the Board's directive will be adhered to meet the corrective measures as stipulated by the Board.

4.7 Strategic Plans for Providing Job Security

The following strategic plans will be implemented by BMM to provide job security to its workforce:

a) Ensuring that the business remains viable by keeping the cost structure as low and competitive as possible.
b) Ensuring a productive workforce through training and motivation.
c) Making continued adjustments to production methods to remain competitive; and
d) To seek ways of growing and extending the business to ensure enhanced future sustainability.

4.8 Mechanisms to provide alternative solutions and procedures for Creating Job Security where Job Losses cannot be avoided.

When operational adjustments are required to maintain BMM's productivity, and after exhausting all other options to extend the mine's lifespan, downscaling and retrenchment may become necessary. A detailed retrenchment plan will be formulated in consultation with affected parties, ensuring a sixty-day notice period is allowed before implementation.

This phase will be executed in conjunction with the Department of Employment and Labour, as well as representative organised labour. Affected employees will receive comprehensive support to enhance their re-employment prospects. Regular communication with the Future Forum will guide the retrenchment process, and access to job-seeking services will be provided.

Employees affected by redundancy will be included in a dedicated Human Resource database for twelve months. The primary objective of this database is to facilitate the consideration of internal candidates for permanent positions before external recruitment take place.

In addition to the alternatives offered by the different operations, BMM will consider additional mechanisms that may include:

- Voluntary or compulsory retirement.
- Voluntary retrenchment.
- Abolition or reduction of overtime work.
- Termination of the services of temporary employees and contractors (subject to contractual terms).
- Moratorium on new recruitment.
- Redeployment.
- Job-sharing.
- Any other suggestions identified during consultations.
- Assistance in securing employment opportunities with other local mines or companies, including neighbouring operations.
- Assistance with financial planning, pension/provident fund payouts, UIF, claims and other state benefits.
- Psychological support for individuals and groups coping with job loss.

Table 98: Downscaling and Retrenchment Implementation Plan for 2024 to 2029

Downscaling and Retrenchment Strategic Action Plan	Responsible Department	Timeframe
1. Ongoing discussion with Future Forum members.	Operations and HR Department	Quarterly or as needed in response to the situation
2. Consultations with the NUM, worker representatives and employees likely to be affected by the retrenchment.	HR Department	As per Legislation
3. Identify turn-around strategies and alternatives to avoid or minimize retrenchments.	HR Department	As needed prior to retrenchments

4.9 Regulation 46(d) Mechanisms to Ameliorate the Social and Economic Impact of the Downscaling and Closure

In the event of unavoidable retrenchments, BMM will strictly adhere to the downscaling and retrenchment procedures outlined by the Department of Employment and Labour and the Labour Relations Act. To effectively manage such processes, the mine will implement the following plan should it become necessary:

- Retrenchments will be handled with utmost sensitivity and in accordance with legal requirements. A comprehensive retrenchment proposal will be developed through collaborative discussions with all affected parties.
- Open and transparent communication will be maintained with all affected employees and stakeholders. Regular updates will be provided to ensure everyone is informed about the retrenchment or downscaling process.
- Affected employees will receive standardized information regarding severance packages, retirement funds and other support resources.
- Managing employee morale to prevent adverse spin-off effects within the operation.
- Employees will be provided with support in obtaining retrenchment packages and other benefits, including Unemployment Insurance Fund (UIF) claims.

4.10 Mechanisms to Ameliorate the Social and Economic Impact on Individual Regions and Economies where Retrenchment or Closure is certain.

BMM will actively assist affected employees in securing new employment or alternative livelihoods. This will occur when employees cannot be reintegrated within the company or redeployed to other locations and are not eligible for retirement. The primary focus of this phase will be to reskill the workforce through the Human Resource Development (HRD) Program, equipping them for future employment opportunities after the mine closure.

BMM has developed a comprehensive HRD Programme to be implemented throughout the mine's remaining operational period. This programme aims to empower employees with the skills and knowledge necessary to pursue alternative livelihood options following closure. These programmes will be tailored to individual development needs.

The following action plan will be implemented during this phase:

a) Retrenched Employee Database:

A comprehensive database will be created to record the skills, experience, and expertise of retrenched employees. This database will be used to identify potential employment opportunities both within and outside the company.

b) **SMME Opportunities:**
Suitable candidates from the retrenched pool will be considered for Small, Medium, and Micro Enterprise (SMME) opportunities within the company and the Department of Trade and Industry (DTI).

c) **Training and Reskilling:**
Retrenched employees will receive appropriate training and reskilling to enhance their employability within the company or the broader job market.

d) **Financial Education:**
Affected employees will be educated on sustainable investment options for their retrenchment packages.

e) **Job Seeker Support:**
Access to job seeker support services will be provided to assist retrenched employees in finding alternative employment or income-generating opportunities.

f) **Job-Help Facility:**
A dedicated facility will be established to support employees in seeking new employment, including assistance with CV writing, interviewing, and connecting with potential employers.

g) **Portable Skills Training:**
Portable skills training, such as entrepreneurship and skills aligned with local economic drivers, will be offered to both retrenched employees and unemployed community members to mitigate the socioeconomic impact of retrenchments.

h) **Skills Development Alignment:**
Skills development programmes will be aligned with the company's broader mining plans in the region. This will ensure that employees are reskilled to transition from opencast to underground mining as resources are depleted and new mining operations commence.

i) **Retrenchment Package Payouts:**
Retrenchment packages will be paid out in accordance with the Labour Relations Act (LRA) to address the immediate socioeconomic impact of retrenchments.

BMM's Local Economic Development (LED) projects have been designed to support sustainable socio-economic development in the directly impacted communities.

4.11 Post Closure Planning

Among other closure legislation, the Minerals Act No. 38 of 1991 states that the holder of a mining right is responsible for the rehabilitation of the surface of the land concerned in accordance with the requirements of the Environmental Management Programme (EMP) as well as an integral part of the mining operation in question during the Life of Mine until closure. When a mine closes, the associated mine services are also lost which can leave the affected communities with significant challenges once the mine has withdrawn. A mine must determine a realistic post-mining closure plan of how the closed mine could be best integrated with the rest of the environment and the directly impacted communities.

4.12 Commitment to Communicate the SLP

In compliance with the requirements of the MPRDA (specifically regulation 46(f)), BMM will continue to ensure that each employee is informed about the provisions laid out in the BMM's SLP as well as progress in achieving these objectives on a quarterly and annual basis. The process to communicate the SLP is outlined below:

- The mine will publish the approved SLP in Afrikaans, with copies made publicly available through the company website.
- The mine will communicate the availability of the SLP through local radio stations and local newspapers.
- During the implementation of the SLP, BMM will convene at least three (3) meetings per annum with mine communities and interested and affected persons to update the stakeholders with regards to the progress made with the implementation of the SLP. A comprehensive issues and response register will be kept of these meetings and submitted with the Annual SLP Reports.
- The mine will communicate the content of the SLP to all its employees through established communication structures.
- The feedback with regards to the implementation of the SLP will be presented in an appropriate format to be understood by all employees and may be communicated verbally, face to face and with the help of interpreters.
- The Future Forum will discuss and communicate SLP issues throughout the life of the operations, as well as issues pertaining to downscaling and retrenchment, should these arise.

FINANCIAL PROVISION

5. FINANCIAL PROVISION

In terms of Section 23(1) (e) of the MPRDA "The Minister grants a mining right if the applicant has provided financially and otherwise for the prescribed Social and Labour Plan". This section outlines the planned spend for 2024 to 2029 period. Table 99 to 105 below, provides summary of the financial provision against the key elements of the SLP.

TABLE 99 TOTAL SUMMARY FINANCIAL PROVISION PER SLP ELEMENT

Expected Financial Contribution						Total Financial Provision
Category	YEAR 1: 2024/25	YEAR 2: 2025/26	YEAR 3: 2026/27	YEAR 4: 2027/28	YEAR 5: 2028/29	(Year 1 - Year 5) 2024-2029
Human Resources Development	R54 985 750	R61 916 319	R64 853 780	R65 549 909	R68 498 700	R315 804 458
Local Economic Development	R6 877 484	R21 920 780	R23 122 569	R36 000 000	R45 000 000	R132 920 833
Enterprise and Supplier Development	R2 500 000	R2 500 000	R2 500 000	R2 500 000	R2 500 000	R12 500 000
TOTAL FINANCIAL PROVISION FOR 2024/2029 PERIOD:	R64 363 234	R86 337 099	R90 476 349	R104 049 909	R115 998 700	R461 225 291

Table 100: Financial Provision Commitment HRD (Direct)

BMM HRD	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	HRD Financial Provision (Year 1 - Year 5) 2024-2029
FINANCIAL PROVISION FOR AET & BRIDGING	R80 850	R117 600	R137 900	R130 680	R124 310	R591 340
FINANCIAL PROVISION CORE BUSINESS SKILLS	R6 900 000	R6 000 000	R6 420 000	R6 869 400	R7 350 258	R33 539 658
FINANCIAL PROVISION LEARNERSHIPS 18.1	R5 825 850	R10 707 200	R11 456 704	R12 258 673	R13 116 780	R53 365 208
FINANCIAL PROVISION LEARNERSHIPS 18.2	R5 172 000	R2 200 000	R2 354 000	R2 518 780	R2 695 095	R14 939 875
FINANCIAL PROVISION FOR PORTABLE SKILLS TRAINING	R6 500 000	R4 941 000	R4 787 000	R4 622 220	R4 445 905	R25 296 125
FINANCIAL PROVISION BURSARIES	R4 125 000	R4 413 750	R4 722 713	R4 958 848	R5 206 791	R23 427 101
FINANCIAL PROVISION STUDY ASSISTANCE	R0	R500 000	R500 000	R500 000	R500 000	R2 000 000
FINANCIAL PROVISION SCHOOL SUPPORT	R18 919 150	R21 827 565	R22 904 523	R24 063 864	R25 279 962	R112 995 064
BMM Financial Provision for Human Resource Development Programme	R47 522 850	R50 707 115	R53 282 840	R55 922 465	R58 719 101	R266 154 371

Table 101: Financial Provision Commitment HRD (Indirect)

CBP HRD	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	HRD Financial Provision (Year 1 - Year 5) 2024-2029
FINANCIAL PROVISION FOR AET & BRIDGING	R38 500	R39 200	R59 100	R39 600	R20 050	R196 450
FINANCIAL PROVISION CORE BUSINESS SKILLS	R3 958 900	R5 073 315	R5 572 432	R6 255 689	R6 894 831	R27 755 167
FINANCIAL PROVISION LEARNERSHIPS 18.1	R2 090 000	R2 194 500	R2 304 225	R1 900 000	R1 995 000	R10 483 725
FINANCIAL PROVISION LEARNERSHIPS 18.2	R0	R2 440 914	R2 286 914	R47 420	R0	R4 775 248

CBP HRD	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	HRD Financial Provision (Year 1 - Year 5) 2024-2029
FINANCIAL PROVISION FOR PORTABLE SKILLS TRAINING	R87 500	R591 875	R594 500	R596 250	R98 000	**R1 968 125**
FINANCIAL PROVISION STUDY ASSISTANCE	R700 000	R202 000	R52 000	R52 000	R0	**R1 006 000**
FINANCIAL PROVISION FOR INTERNSHIP PROGRAMMES	R588 000	R617 400	R648 270	R680 684	R714 718	**R3 249 072**
FINANCIAL PROVISION SCHOOL SUPPORT	R0	R50 000	R53 500	R55 800	R57 000	**R216 300**
Contractors Financial Provision for Human Resource Development Programme	**R7 462 900**	**R11 209 204**	**R11 570 941**	**R9 627 443**	**R9 779 599**	**R46 401 015**

Table 102: Financial Provision Commitment HRD (Direct and Indirect combined)

HRD	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total Financial Provision (Year 1 - Year 5) 2024-2029
FINANCIAL PROVISION FOR AET & BRIDGING	R119 350	R156 800	R197 000	R170 280	R144 360	**R787 790**
FINANCIAL PROVISION CORE BUSINESS SKILLS	R10 858 900	R11 073 315	R11 992 432	R13 125 089	R14 245 089	**R61 294 825**
FINANCIAL PROVISION LEARNERSHIPS 18.1	R7 915 850	R12 901 700	R13 760 929	R14 158 673	R15 111 780	**R63 848 933**
FINANCIAL PROVISION LEARNERSHIPS 18.2	R5 172 000	R4 640 914	R4 640 914	R2 566 200	R2 695 095	**R19 715 123**
FINANCIAL PROVISION FOR PORTABLE SKILLS TRAINING	R6 587 500	R5 532 875	R5 381 500	R5 218 470	R4 543 905	**R27 264 250**
FINANCIAL PROVISION BURSARIES	R4 125 000	R4 413 750	R4 722 713	R4 958 848	R5 206 791	**R23 427 101**
FINANCIAL PROVISION STUDY ASSISTANCE	R700 000	R702 000	R552 000	R552 000	R500 000	**R3 006 000**
FINANCIAL PROVISION FOR INTERNSHIP PROGRAMME	R588 000	R617 400	R648 270	R680 684	R714 718	**R3 249 072**
FINANCIAL PROVISION SCHOOL SUPPORT	R18 919 150	R21 877 565	R22 958 023	R24 119 664	R25 336 962	**R113 211 364**
Total Financial Provision for Human Resource Development Programme	**R54 985 750**	**R61 916 319**	**R64 853 780**	**R65 549 909**	**R68 498 700**	**R315 804 457**

Table 103: Financial Provision Commitment LED

Category	2024/25	2025/2026	2026/2027	2027/2028	2028/2029	Total Financial Provision 2024-2029
Springbok Oncology Clinic	R2 965 205	R18 520 780	R1 208 000	R0	R0	**R22 693 985**
NKLM Solar Buy Back	R0	R0	R0	R1 000 000	R1 000 000	**R2 000 000**
NKLM Water Augmentation	R0	R1 000 000	R1 000 000	R1 000 000	R1 000 000	**R4 000 000**
NKLM Waste Recycling and Upcycling	R0	R0	R0	R0	R4 000 000	**R4 000 000**
KMLM Infrastructure Support to Municipality:	R3 912 279	R0	R2 922 569	R3 700 000	R3 000 000	**R13 534 848**
Solar streetlights on N14	R0	R0	R0	R1 000 000	R1 000 000	**R2 000 000**
Pella Support Water infrastructure extensions	R0	R500 000	R500 000	R500 000	R500 000	**R2 000 000**
Pofadder Business Centre/ Hub (incl. precinct cost)	R0	R700 000	R5 000 000	R3 600 000	R2 400 000	**R11 700 000**

Category	2024/25	2025/2026	2026/2027	2027/2028	2028/2029	Total Financial Provision 2024-2029
Prosopis Removal	R0	R500 000	R3 492 000	R4 500 000	R0	R8 492 000
Agriculture Projects	R0	R200 000	R4 000 000	R6 000 000	R5 000 000	R15 200 000
Waste Management & Recycling (KMLM)	R0	R0	R4 500 000	R4 500 000	R4 600 000	R13 600 000
ICT Tower	R0	R0	R0	R1 500 000	R1 500 000	R3 000 000
ECD Centre Onseepkans	R0	R0	R500 000	R700 000	R800 000	R2 000 000
Pella Green Brick Factory & Wet Trade Centre	R0	R0	R0	R2 000 000	R13 500 000	R15 500 000
Pella Tourism Stalls (rondawels)	R0	R0	R0	R1 000 000	R1 000 000	R2 000 000
Play parks and outdoor gymnasiums (Pofadder to incl. skatepark)	R0	R0	R0	R2 000 000	R500 000	R2 500 000
Pofadder Clinic extension and upgrades	R0	R0	R0	R500 000	R900 000	R1 400 000
Primary school infrastructure upgrades (Aggeneys)	R0	R0	R0	R0	R1 200 000	R1 200 000
Francois Visser School Hall	R0	R0	R0	R750 000	R750 000	R1 500 000
Sanitation Unit	R0	R0	R0	R0	R1 000 000	R1 000 000
KMLM Municipal Fleet	R0	R500 000	R0	R1 000 000	R0	R1 500 000
Pella Business Hub Extension	R0	R0	R0	R750 000	R750 000	R1 500 000
KMLM Radio Equipment for radiobroadcasting expansion of Namakwa FM	R0	R0	R0	R0	R600 000	R600 000
TOTAL SPEND PER YEAR:	**R6 877 484**	**R21 920 780**	**R23 122 569**	**R36 000 000**	**R45 000 000**	**R132 920 833**

Table 104: Financial Provision Commitment Downscaling and Retrenchment (direct and indirect)

Downscaling & Retrenchment	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Downscaling & Retrenchment	*R10 500 000				

*The value allocated to Downscaling and Retrenchment for the SLP period is aligned with Section 52 of the MPRDA requirement to provide for- and implement the various measures in terms of downscaling and retrenchment. This value does not include the value of retrenchment packages. Should Downscaling and/ or Retrenchment become inevitable, retrenchment packages will be calculated and paid out, in accordance with the Department of Employment and Labour's legislated conditions, inclusive of Section 189 of Labour Relations Act.

In addition, the financial provision for Housing and Living Condition commitments are:

Table 105: Housing & Living Conditions Budget

Housing & Living Conditions	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total 2024-2029
Housing Infrastructure	R181 539 375	R162 000 000	R120 000 000	TBA	TBA	**R463 539 375**

STATEMENT OF UNDERTAKING

6. STATEMENT OF UNDERTAKING

I, Jacques Van Tonder, the undersigned and duly authorized thereto by Vedanta Resources Limited, Black Mountain Mining (Pty) Ltd undertakes to adhere to the information, requirements, commitments and conditions as set out in the SLP, and to communicate the SLP once it has been accepted by the DMRE to all relevant stakeholders and to further report on progress achieved on an annual basis to these stakeholders.

6.1. Submission

Mining Right:	Black Mountain Mining PTY Ltd
MR Number(s):	MR517 & MR 518 NC
Submission date:	31 January 2025
SLP Period:	2024
Designation of Signatory:	Chief Operating Officer and Executive Director
Name of Signatory:	Jacques Van Tonder
Signature:	
Contact e-mail:	Compliance@vedantaresources.co.za

6.2. DMRE Submission Receipt

Submission date:	31 January 2025
Designation of Signatory:	
Name of Signatory:	
Signature:	
Contact e-mail:	

SIGN-OFF ON SOCIAL AND LABOUR PLAN: Organised Labour (NUM)

I, ____, the undersigned and duly authorised thereto by NATIONAL UNION OF MINEWORKERS confirm that we were informed and consulted in the process of the compilation of the Social and Labour Plan for Black Mountain Mine (BMM) and have provided our input where it was required to do so.

Signed at _____________ on the ___ day of December 2024.

Signature of responsible person: ______________________________

Designation: ____

*Please refer to engagements with NUM listed in the list of stakeholder engagements on Table 65.

Registers and minutes are included in the Stakeholder Engagement Report.

SIGN-OFF ON SOCIAL AND LABOUR PLAN: Khâi-Ma Local Municipality

I, Samantha Tatas-Titus, the undersigned and duly authorised thereto by Khâi-Ma Local Municipality confirm that we were informed and consulted in the process of the compilation of the Social and Labour Plan for Black Mountain Mine (BMM) and have provided our input where it was required to do so.

Signed at Pofadder on the 15 day of January 2025.

Signature of responsible person: ____________________

Designation: Municipal Manager

SIGN-OFF ON SOCIAL AND LABOUR PLAN: Namakwa District Municipality

I, JUN I. SWARTZ, the undersigned and duly authorised thereto by Nama-Khoi Local Municipality confirm that we were informed and consulted in the process of the compilation of the Social and Labour Plan for Black Mountain Mine (BMM) and have provided our input where it was required to do so.

Signed at SPRINGBOK on the 17 day of January 2025.

Signature of responsible person: ____________

Designation: MUNICIPAL MANAGER

SIGN-OFF ON SOCIAL AND LABOUR PLAN: Nama-Khoi Local Municipality

I, Gareth Cloete, the undersigned and duly authorised thereto by Namakwa District Municipality confirm that we were informed and consulted in the process of the compilation of the Social and Labour Plan for Black Mountain Mine (BMM) and have provided our input where it was required to do so.

Signed at Springbok on the 17 day of January 2025.

Signature of responsible person: ________________

Designation: Acting Municipal Manager

APPENDIX A: CAREER PROGRESSION MATRIX

Career Progression Matrix		
Mining Route:	**Timeframes**	**Generic Courses Interventions**
GENERAL MANAGER	• Mine Managers Certificate and 10 years' Experience • Mine Manager's Certificate	• Executive Management Development Programmes
MINE MANAGER	• Mine Managers Certificate • Relevant degree • 7 years' experience	• MDP Finance for Non-Financial Managers
PRODUCTION MANAGER	• Relevant Degree • Mine Managers Certificate 5 years' experience	• MDP Finance for Non-Financial Managers
ROCK ENGINEER	• Strata Control Certificate	• Finance for Non-Financial Managers
	• Mining Diploma and Chamber of Mines Qualification	• Problem Solving Skills for Managers
GEOLOGISTS	• Diploma/Degree	• Finance for Non-Financial Managers Problem Solving Skills for Managers
MINE OVERSEER	• Mine Overseers Certificate	• MDP Finance for Non-Financial Managers • Problem Solving Skills for Managers
SHIFT SUPERVISOR	• Grade 12	• Advanced Supervisory Effectiveness
	• Blasting Certificate and 2years' Experience	
MINER	• Grade 12	• Introduction to Supervisory Effectiveness - Level 3
	• Blasting Certificate	
SHIFT LEADER	• Grade 12	• Introduction to Supervisory Effectiveness - Level 2
TEAM LEADER		
IMM OPERATIONS	• Grade 12	
MINING CLERK		
HEAVY DUTY MINING VEHICLE DRIVERS	• Grade 12	
DRILL RIG OPERATORS		
CRUSHER	• Grade 12	
GENERAL MINING ATTENDANTS		
HR Route:	**Timeframes**	**Generic Courses Interventions**

Career Progression Matrix		
HR MANAGER	• Relevant Degree and Experience	• Management Development Programmes (MDP) • Intervention / Negotiation Skills • Problem Solving Skills for Managers
HR SUPERINTENDENT	• Grade 12	• Intervention/ Negotiation Skills
HRD SUPERINTENDENT	• Diploma & 2 years' Experience • Relevant Degree	• Problem Solving Skills for Managers
SENIOR HR PRACTITIONER	• Grade 12	• Intervention/ Negotiation Skills
SENIOR HRD PRACTITIONER	• Diploma	• Problem Solving Skills
HR/ HRD PRACTITIONER	• Grade 12 • National Certificate	• Conflict Management
HR ASSISTANT **TIME & ATTENDANCE CLERK**	• Grade 12	
Engineering Route:	**Timeframes**	**Generic Courses Interventions**
ENGINEERING MANAGER	• Government Certificate of Competence and 5-10 years' Experience	• MDP
ENGINEER	• Government Certificate of Competence	• Finance for Non- Financial Managers • Problem Solving Skills for Managers Project Management
ENGINEERING FOREMAN	• Supervisory Skills Programmes Level 3	• Introduction to Supervisory Effectivenss
CHARGE HAND	• Trade Test and 2 years' Experience	• Supervisory Skills Programmes Level 2
ARTISAN	• Grade 12 and Trade Test	• Leadership Skills
ARTISAN **(QUALIFIED BUT REQUIRING EXPERIENCE)**	• Grade 12 and Full N2/N3 Qualification Trade Test	
Plant Route:	**Timeframes**	**Generic Courses Interventions**
METALLURGICAL MANAGER	• Degree MDP	• MDP
PLANT SUPERINTENDENT	• Degree	• MDP
PLANT METALLURGIST **PLANT FOREMAN**	• Diploma	• Supervisory Skills Programmes Level 4
SHIFT SUPERVISOR	• Grade12 and 4 years' Experience	• Supervisory Skills Programmes Level 3

Career Progression Matrix		
TEAM LEADER TAILINGS PLANT **WEIGH BRIDGE OPERATOR**	• Grade12 and 3 years' Experience	• Rotation within the Plant Discipline to obtain knowledge, skills and experience
LAB ATTENDANT	• Grade12 and 2 years' Experience	• Rotation within the Plant Discipline to obtain knowledge, skills and experience
PLANT ATTENDANT	• Grade 12	• Rotation within the Plant • Discipline to obtain knowledge, skills and experience
Health & Safety Route:	**Timeframes**	**Generic Courses Interventions**
SHE MANAGER **SNR SHE PRACTITIONER**		• Rotation within the Occupational Health and Safety Discipline to obtain knowledge, skills and experience
OCCUPATIONAL HYGIENE PRACTITIONER	• Relevant National Certificate Diploma (NQF Level 5&6) e.g.,	• Rotation within the Occupational Health and Safety
CHIEF SAFETY OFFICER	• National Diploma in Safety Management / BSc Mining – Occupational Health and Safety Qualification • SAMTRAC/SHEMTRAC / COMSOC; Blasting Certificate Knowledge of - Incident / Accident Investigation Risk Assessment and Internal Audits. • 3 year's Relevant Experience in the Health & Safety Discipline	• Discipline to obtain knowledge, skills and experience
SENIOR OFFICER: SHE HYGIENE **SENIOR SHE OFFICER** **SENIOR SAFETY OFFICER** **ENVIRONMENTAL PRACTITIONER**		• Rotation within the Occupational Health and Safety Discipline to obtain knowledge, skills and experience
ENVIRONMENTAL OFFICER	• Grade 12	• Rotation within the Occupational Health and Safety
SAFETY OFFICER	• NATED 3 / NCV Level 3 • Must have passed a Trade Test in a Recognized Trade at a Recognized Accredited Institution, preferably MQA or MIETTB (Mining Industry Engineering Trade Board)	• Discipline to obtain knowledge, skills and experience
ENVIRONMENTAL MONITOR		• Rotation within the Occupational Health and

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Career Progression Matrix		
		Safety Discipline to obtain knowledge, skills and experience
MINER / ARTISAN	• Grade 12 • NATED 3 / NCV Level 3 • Must have passed a Trade Test in a Recognized Trade at a Recognized Accredited Institution, preferably MQA or MIETTB (Mining Industry Engineering Trade Board)	• Rotation within the Occupational Health and Safety Discipline to obtain knowledge, skills and experience
Security Route:	**Timeframes**	**Generic Courses Interventions**
SECURITY MANAGER	• Grade 12 • PSIRA: Grade A	• Rotation within the Security Discipline to obtain knowledge, skills and experience
SENIOR SECURITY OFFICER	• Grade 12 • PSIRA: Grade A	• Rotation within the Security Discipline to obtain knowledge, skills and experience
SHIFT LEADER	• Grade 12 • PSIRA: Grade B	• Rotation within the Security Discipline to obtain knowledge, skills and experience
SECURITY CLERK	• Grade 12 • PSIRA: Grade C	• Rotation within the Security • Discipline to obtain knowledge, skills and experience
ASSISTANT SECURITY OFFICER	• Grade 12 • PSIRA: Grade C	• Rotation within the Security Discipline to obtain knowledge, skills and experience
SECURITY GUARD	• Grade 12 • PSIRA: Grade C	• Rotation within the Security Discipline to obtain knowledge, skills and experience

APPENDIX B: LED PROJECT PLANS PER PROJECT

Table 106: Springbok Oncology Centre Project Plan

TASK	ACTIVITIES	SPRINGBOK ONCOLOGY CENTRE ACTION ITEM	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								**R22 693 985**
1	Advertisement of scope of work, adjudication, and appointment of contractors.	Advertisement of scope of work, adjudication, and appointment of contractors. Develop and advertise the Scope of Work (SOW) for the Prosopis Project. Evaluate bids and appoint a contractor.	Initial advertisement, adjudication, and appointment of contractors.	Mine Procurement Department	01-Apr-25	30-Apr-25	Not Commenced	R25 000
2	Onboarding of contractor(s)	Once scope of work has been adjudicated, commence with required paperwork to onboard selected Oncology Centre contractor. On average the onboarding of new vendors onto the vendor system can take up to three months, due to the required due diligence and governance checks.	Contractor onboarding, training, and legal formalities Oncology Centre Contractor(s) onboarded onto the Mine's Vendor system.	Mine Procurement Department	01-May-25	31-Jul-25	Not Commenced	
3	Identify positioning of the Oncology Centre and draw up plans indicating positioning.	Determine optimal location for the Oncology Centre. Site identification, planning, and feasibility studies.	Site identification, planning, and feasibility studies. Optimal placement and design of the Oncology Centre.	Oncology Centre Contractor(s), Namakwa District Municipality, Nama- Khoi Local Municipality, Department of Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI), Department of Education, Provincial Department of Health	01-Aug-25	31-Oct-25	Not Commenced	
4	The Oncology Centre contractor to design the Back-to-Back Centre	Design and develop the Oncology Centre. Detailed architectural and technical plans for the Oncology Centre. Site selection, accessibility, and sustainable practices. Efficient design for patient care, accessibility, utilities planning.	The Oncology Centre designed and approved.	Oncology Centre Contractor(s), Namakwa District Municipality Nama-Khoi Local Municipality, Department of	01-Nov-25	31-Jan-26	Not Commenced	R55 000

TASK	ACTIVITIES	SPRINGBOK ONCOLOGY CENTRE ACTION ITEM	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
				Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI), Department of Health				
5	Purchase of Equipment for the Oncology Centre.	Purchase of Equipment for the Oncology Centre: **Civil Engineers & Structural Engineers** Concrete Mixers & Testing Equipment: Cement mixers, slump cones for testing concrete quality, and curing tanks. **MEP (Mechanical, Electrical, Plumbing) Contractors** Medical Gas Systems: Oxygen supply tanks, piping for oxygen and anaesthetic gases, flowmeters, and vacuum systems for suction. Power Backup Systems: Generators, UPS (Uninterruptible Power Supply) systems, and solar panels (if applicable). Water Filtration Systems: Reverse osmosis filters, UV purification units, and water softeners to ensure the clinic has clean water. Medical Waste Disposal Systems: Special plumbing systems for handling biohazardous liquids and waste. Plumbing Fixtures: Hands-free faucets, medical-grade sinks, and sterilizable plumbing components. **General Contractors** Heavy Machinery: Excavators, bulldozers, and backhoes for site clearing and foundation work. Concrete Mixers and Pumps: For pouring foundations and structural elements. Scaffolding and Ladders: For access to higher parts of the building during construction. Cranes and Forklifts: To lift and position heavy equipment and building materials. Hand Tools: Hammers, drills, saws, levels, and wrenches for carpentry, masonry, and general construction tasks. Safety Equipment: Hard hats, safety harnesses, high-visibility vests, and fire extinguishers to ensure worker safety. **Medical Equipment Specialists** Radiation Therapy Equipment Imaging Equipment Chemotherapy Equipment **Renewable Energy Contractors** Solar Panels and Inverters	Procurement of medical equipment and infrastructure for the centre. Purchase equipment by relevant contractors and ready for installation.	Appointed Oncology Centre contractor(s).	01-Feb-26	30-Apr-26	Not Commenced	R11 578 985

TASK	ACTIVITIES	SPRINGBOK ONCOLOGY CENTRE ACTION ITEM	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		Energy Monitoring Systems Backup Generators: **Hazardous Waste Management Contractors** Biohazard Waste Disposal Systems: Waste Transportation Vehicles:						
6	Installation of Oncology Centre	**Civil and Structural Engineering** Site Survey and Soil Testing: Conduct a survey of the land to ensure it can support the structure. Test soil for stability and identify any need for foundation adjustments. Structural Design: Work closely with the architects to develop the structural integrity of the building, ensuring it can safely support equipment, such as radiation machines, and comply with earthquake or wind codes (if applicable). Foundation Planning: Plan and oversee the laying of the foundation to ensure it is durable enough for long-term use in a rural environment, particularly in areas with weather or soil challenges. Water and Drainage Planning: Design water supply and drainage systems, considering the need for clean water access and proper waste disposal (especially of medical and chemical waste). **Mechanical, Electrical, and Plumbing (MEP) Design** HVAC Design: Install hospital-grade HVAC systems, which include HEPA filters and controlled airflow systems to maintain sterile environments, especially in treatment areas. Plumbing Systems: Set up the clinic's plumbing, ensuring that clean water is available for medical procedures, and that hazardous materials and waste are properly disposed of. Electrical Systems: Design and install reliable electrical systems, ensuring backup power (generators or solar panels) is available for critical equipment. **General Construction and Building** Site Preparation: Clear and prepare the construction site, ensuring proper grading and drainage systems to avoid future water issues. Building Structure: Construct the foundation, walls, and roofing according to the architectural and engineering plans. This includes the installation of doors, windows, and partition walls for different treatment zones. Safety and Accessibility Compliance: Ensure all building aspects meet safety codes, including fire exits, emergency lighting, accessibility for disabled patients,	Construction and installation of the centre.	Oncology Centre Contractor(s), Namakwa District Municipality, Nama- Khoi Local Municipality, Department of Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI), Department of Health	01-May-26	30-Nov-26	Not Commenced	R11 000 000

TASK	ACTIVITIES	SPRINGBOK ONCOLOGY CENTRE ACTION ITEM	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		and structural safety for medical equipment. Exterior Finishing: Complete the exterior finishing, which may include painting, installation of exterior lighting, and landscaping for patient and staff comfort.						
		Medical Equipment Installation Procurement of Oncology Equipment: Source and deliver specialized equipment, including: Radiation therapy machines. Chemotherapy infusion pumps. Imaging systems like MRI and CT scanners. Installation and Calibration: Install the machines in specially designed rooms (e.g., radiation-shielded rooms) and ensure they are calibrated for proper use. Staff Training: Provide training for local healthcare workers on how to operate the oncology machines safely and effectively. Maintenance Agreements: Establish ongoing maintenance contracts to ensure equipment remains in optimal condition and compliant with safety standards.						
		IT and Telecommunications Contractors Network Infrastructure: Install internet and telecommunications systems to ensure the clinic can: Support electronic medical records (EMR). Enable telemedicine services for remote consultations with specialists. Provide internal communication systems (e.g., intercoms, paging systems). Server Installation: Set up secure servers to store sensitive patient data and medical records, with backups for data security. Telemedicine Setup: Install video conferencing systems that allow the Community clinic to connect with larger hospitals and oncology experts for remote consultations. Cybersecurity Measures: Ensure data protection and compliance with healthcare privacy laws.						
		Renewable Energy and Sustainability Solar Energy Installation: Set up solar panels to provide a consistent energy source, especially if the rural location has unreliable grid power. Include battery storage to ensure continuous power. Water Management Systems: Install water recycling systems and rainwater harvesting to provide sustainable water supply solutions. Waste-to-Energy Systems: If applicable, install waste-to-energy systems that convert medical or general waste into usable energy.						
		Hazardous Waste Management Medical Waste Disposal: Set up waste management systems for the safe disposal of hazardous medical						

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TASK	ACTIVITIES	SPRINGBOK ONCOLOGY CENTRE ACTION ITEM	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		waste, such as chemotherapy drugs, radiation byproducts, and used medical supplies (syringes, bandages). Radioactive Waste Disposal: Ensure compliance with regulations for handling radioactive materials used in certain cancer treatments. Waste Incinerators: Install small-scale medical waste incinerators or contract with regional medical waste disposal facilities if onsite handling is not feasible.						
		Training on Facility Management and Maintenance Train relevant Provincial Employees to provide ongoing maintenance for the clinic's infrastructure, including: HVAC systems. Electrical systems and backup power. Water and sanitation systems. Equipment Maintenance						
7	Community Engagement and Education on the Oncology Centre.	**Community Engagement and Education on the Oncology Centre:** Community Education: The Contractors will engage with the community to provide information about the Oncology Centre, their benefits and proper usage. The contractors will encourage the community to get involve with the maintenances and care of the centre including the building of the Oncology Centre.	Community outreach, education, and training on cancer care. Engagements with the community successfully completed with training provided to relevant community members and municipal it representative.	Oncology Centre Contractor(s), Namakwa District Municipality, Nama- Khoi Local Municipality, Department of Education, Department of Health	01-Dec-26	29 Feb 2027	Not Commenced	R8 000
8	Handover / Close-out / Executive Summary on Oncology Centre	Officially transfer responsibility for the Springbok Oncology Centre from the construction team to the management team. This will be handed over after five years of mine, back to the community. It is a symbol of the mine's commitment to the community. During this Phase the close-out of the Project will be fulfilled for the first 5-year period, including provision of the necessary documentation to facilitate effective completion and exiting of the Project. A Close-out Report will be compiled by the Oncology Centre and submitted to the Mine. This report will contain all the relevant project and equipment details.	The Handover is completed with all documentations provided to the Nama-Khoi Local Municipality Final handover, audits, and project closure reports.	Namakwa District Municipality, Provincial and Local Department of Health, Nama Khoi Local Municipality and the entire district and regions, Department of Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI) Social Development	01-Mar-27	30-Mar-27	Not Commenced	R22 000

Table 107: NKLM Solar Buy-Back Project Plan

TASK	ACTIVITIES	NKLM SOLAR BUY-BACK DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
				INFRASTRUCTURE: ESTABLISHMENT				**R2 000 000**
1	Develop and advertise Scope of Work (SOW)	Create and publicize SOW for project requirements Draft a detailed Scope of Work (SOW) outlining project objectives, solar system specifications, installation scope, and energy output goals. Advertise SOW on appropriate platforms (e.g., tender portals, local newspapers, Municipality websites and billboards) to attract qualified contractors.	Clear SOW document accessible to potential contractors.	Project Manager and Procurement team from BMM - Draft and oversee SOW.	01-Apr-28	20-Apr-28	Not Commenced	R50 000
2	Evaluate bids and appoint contractor	Assess bids and appoint contractor Evaluate contractor submissions based on criteria such as relevant experience, quality standards, delivery timelines, and pricing. Conduct interviews or site visits as needed to ensure contractor credibility.	Contractor appointed for solar system installation.	Procurement Team from BMM - Review and select.	21-Apr-28	30-May-28	Not Commenced	
3	Onboarding of contractor	Conduct contractor onboarding Organize onboarding sessions to introduce the contractor to the project scope, expectations, timelines, reporting mechanisms, and safety protocols. Provide key documents and access to project stakeholders.	Conduct onboarding sessions to align the contractor with project goals, expectations, and safety protocols. Contractor aligned with project goals and requirements.	Project Manager, Procurement Team from BMM - Conduct onboarding.	01-Jun-28	31-Jul-28	Not Commenced	
4	Site Assessment and System Design	Assess site and design PV system Perform detailed assessments at two schools and one old age home, evaluating solar irradiance, shading, and structural conditions. Develop system designs tailored to each site's needs.	Finalized, site-specific solar PV designs ready for installation.	Engineering Team - Complete site assessment. Department of Energy NKLM (Municipality) Solar Engineers and Technicians	01-Aug-28	30-Sep-28	Not Commenced	R950 000
5	Procurement of Solar Equipment	Purchase solar PV equipment Source and procure high-quality solar panels, inverters, batteries (if required), and other related components from accredited suppliers. Ensure timely delivery to installation sites.	Solar equipment delivered and ready for installation.	Procurement Officer - Handle equipment orders. (Contractor) Department of Energy NKLM (Municipality) Solar Engineers and Technicians	01-Oct-28	20-Jan-29	Not Commenced	
6	Installation and System Commissioning	Install and test solar PV systems Install the solar PV systems at designated sites and conduct testing to ensure optimal performance and safety compliance. Supervise installation of solar panels, inverters, and wiring at all three sites. Test	Fully operational solar PV systems at each site Installed	Site Manager - Oversee installation. Department of Energy NKLM (Municipality) Solar Engineers and Technicians BENEFICIARIES: ➢ Dr Isak van Niekerk Primary School in	21-Jan-29	28-Feb-29	Not Commenced	R965 000

TASK	ACTIVITIES	NKLM SOLAR BUY-BACK DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		systems to ensure operational efficiency and compliance with safety standards.		Springbok, with 1104 learners, ➢ Namakwaland High School in Springbok, with 641 learners, ➢ St. Anna Girls High School in Matjieskloof, with 103 learners, ➢ Wielie Walie Early Childhood Development Centre in Bergsig, with 85 learners, and ➢ Harmony Home for the Elderly in Bergsig, with 32 residents.				
7	Community Engagement and Education	Educate the community on renewable energy Organize workshops to educate residents on the benefits of solar energy, system operations, and opportunities for community-driven renewable energy projects. Highlight cost savings and environmental impact.	Increased community awareness and involvement in renewable energy.	Community Outreach Team - Facilitate events Site Manager - Oversee installation. Department of Energy NKLM (Municipality) Solar Engineers and Technicians Springbok Community	01-Mar-29	15-Mar-29	Not Commenced	R20 000
8	System Handover and Project Close-Out	Complete project handover Formally hand over the solar PV systems to the schools and old age home. Provide operational guides, maintenance training, and a comprehensive close-out report documenting the project outcomes.	Solar PV systems successfully handed over, with all documentation provided.	Project Manager - Prepare report and handover. NKLM Beneficiaries listed above	16-Mar-29	30-Mar-29	Not Commenced	R15 000

Table 108: NKLM Water Augmentation Project Plan

TASK	ACTIVITIES	NKLM WATER AUGMENTATION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								R4 000 000
1	Advertisement of scope of work, adjudication, and appointment of contractors.	Create and advertise SOW for project requirements Develop a comprehensive SOW outlining water augmentation objectives, resources, and timeline for potential contractors.	Clear and detailed SOW document accessible to potential contractors.	Project Manager of BMM to oversee process. Procurement team of BMM to handle bid evaluations	01-Apr-26	30-Apr-26	Not Commenced	R50 000

TASK	ACTIVITIES	NKLM WATER AUGMENTATION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
2	Evaluate bids and appoint contractor	Assess bids and appoint a qualified contractor Review and assess contractor bids based on qualifications, experience, and project requirements to select the most suitable contractor.	Contract signed with selected contractor.	Procurement Team - Review and appoint.	01-May-26	31-May-26	Not Commenced	
3	Onboarding of contractor	Familiarize contractor with project scope Conduct onboarding sessions with the selected contractor, detailing project objectives, timelines, and expected outcomes.	Contractor prepared and aligned with project expectations.	Project Manager - Conduct onboarding.	01-Jun-26	30-Jun-26	Not Commenced	
4	Site Assessment and Preparation	Assess and prepare project site Conduct rigorous site assessments to identify optimal locations for water infrastructure, including assessments of environmental and community impact.	Selected and prepared site locations for infrastructure.	Environmental Specialist - Oversee assessments Water NGO's Environmental NGOs Department of Water and Sanitation (DWS)	01-Jul-26	15-Dec-26	Not Commenced	R50 000
5	Purchase of Materials and Infrastructure Installation	Purchase and install water infrastructure Install casing, pumps, filtration, and safety systems at designated sites, ensuring sustainable water access and infrastructure durability.	Operational water infrastructure at specified sites.	Site Manager - Coordinate installation. Water NGO's Environmental NGOs Department of Water and Sanitation (DWS)	01-Jan-27	01-Jun-27	Not Commenced	R3 300 000
6	Community Engagement and Education	Educate the community on water management Conduct workshops and campaigns to inform the community about sustainable water practices and the benefits of water augmentation efforts.	Increased community involvement and awareness in water conservation.	Community Outreach Team - Engage community. Environmental Specialist - Oversee assessments Water NGO's Environmental NGOs Department of Water and Sanitation (DWS)	01-Jul-27	31-Jul-27	Not Commenced	R100 000
7	Skill-Building and Training	Train local community and project staff Implement comprehensive training programmes for community members and staff to manage, monitor, and maintain water systems effectively.	Competent staff and community members with water management skills.	Training Coordinator - Organize sessions. Environmental Specialist - Oversee assessments Water NGO's Environmental NGOs Department of Water and Sanitation (DWS) NKLM Community	01-Jan-28	30-Jun-28	Not Commenced	R100 000
8	Water Collection and Monitoring	Establish water monitoring systems Set up monitoring systems for water quality, availability, and usage, including real-time data tracking for optimal water resource management.	Effective monitoring of water resources to ensure quality and supply.	Data Analyst - Install and monitor systems. (Contractor and BMM) Environmental Specialist - Oversee assessments Water NGO's Environmental NGOs Department of Water and Sanitation (DWS) NKLM Community	01-Jul-28	15-Dec-28	Not Commenced	R100 000

TASK	ACTIVITIES	NKLM WATER AUGMENTATION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
9	Economic and Environmental Impact Assessment	Conduct ongoing impact evaluations Perform regular assessments to evaluate the economic, environmental, and social impacts of the project and adjust strategies accordingly.	Insightful data on project's economic, environmental, and social impact.	Project Manager - Manage assessments. Environmental Specialist - Oversee assessments Water NGO's Environmental NGOs Department of Water and Sanitation (DWS) NKLM Community	01-Jan-29	01-Mar-29	Not Commenced	R250 000
10	Handover and Project Close-Out	Complete final project wrap-up Prepare a project summary, compile findings and recommendations, and hand over water systems management to local authorities and trained community members.	Final project close-out and handover with full documentation.	Project Manager - Oversee handover. NKLM	02-Mar-29	30-Mar-29	Not Commenced	R50 000

Table 109: NKLM Waste Recycling and Upcycling

TASK	ACTIVITIES	NKLM WASTE RECYCLING AND UPCYCLING DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								**R4 000 000**
1	Develop and advertise Scope of Work (SOW)	Create and publicize a detailed Scope of Work (SOW Develop a comprehensive SOW that outlines the project requirements, objectives, and expectations for potential contractors.	Clear SOW document accessible to potential contractors.	Project Manager - Draft SOW and oversee advertisement	01-Apr-28	15-Apr-28	Not Commenced	R50 000
q	Evaluate bids and appoint contractor	Assess bids and select contractor Review submissions from contractors, evaluate based on criteria, and appoint a qualified provider for project implementation.	Contractor appointed and ready for project initiation.	Procurement Team - Review and select contractor.	16-Apr-28	30-Apr-28	Not Commenced	
3	Onboarding of contractor	Conduct onboarding with contractor Familiarize selected contractor with project details, timeline, and deliverables to ensure alignment with goals.	Contractor prepared for project execution.	Project Manager - Conduct onboarding session.	01-May-28	15-May-28	Not Commenced	
4	Infrastructure: Site Preparation and Equipment Setup	Prepare site and install necessary infrastructure Conduct site readiness activities, including clearing, initial groundwork, and equipment positioning.	Site prepared with initial infrastructure established.	Site Manager - Oversee preparation and setup activities. Department of Forestry, Fisheries and the Environment Industrial Development Corporation NKLM	16-May-28	30-Jun-28	Not Commenced	R100 000

TASK	ACTIVITIES	NKLM WASTE RECYCLING AND UPCYCLING DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
5	Purchase and set up necessary equipment	Acquire and set up required equipment Purchase essential equipment for waste collection, sorting, and processing, and complete setup to ensure functionality.	All required equipment operational and on-site.	Procurement Officer - Manage purchase and setup. (Contractor)	01-Jul-28	31-Aug-28	Not Commenced	R2 800 000
6	Community Engagement and Education	Educate the community on waste practices Conduct workshops and awareness campaigns to educate residents on waste reduction, recycling, and community waste management practices.	Increased community awareness and participation in waste efforts.	Community Outreach Team - Facilitate workshops and events.	01-Sep-28	31-Oct-28	Not Commenced	R100 000
7	Training for Waste Management Operations	Train staff and volunteers Provide training sessions for local staff and volunteers on waste collection, sorting, and processing techniques to ensure efficiency	Competent waste management team ready for operations.	Training Coordinator - Conduct training sessions. Department of Forestry, Fisheries and the Environment Industrial Development Corporation NKLM	01-Nov-28	16-Dec-28	Not Commenced	R300 000
8	Waste Collection and Processing Operations	Begin waste collection and processing Launch ongoing waste collection routes and start processing waste materials, including sorting and recycling, at established facilities.	Active waste collection and recycling processes in place.	Operations Manager - Oversee collection and processing. Department of Forestry, Fisheries and the Environment Industrial Development Corporation NKLM Wine farms, link to existing recyclers	04-Jan-29	15-Mar-29	Not Commenced	R500 000
9	Monitoring and Reporting	Conduct regular project evaluations Perform quarterly evaluations on waste reduction and recycling rates; collect community feedback and adjust strategies as needed.	Regular reports on progress and project performance.	Project Manager - Manage monitoring and evaluation Department of Forestry, Fisheries and the Environment Industrial Development Corporation NKLM Wine farms, link to existing recyclers	16-Mar-29	28-Mar-29	Not Commenced	R100 000
10	Handover and Project Close-Out	Complete final project wrap-up Conclude project activities, compile a project report detailing outcomes, impacts, and recommendations, and hand over responsibilities to local authorities.	Final project close-out and comprehensive report.	Project Manager - Prepare final report and handover. NKLM	28-Mar-29	31-Mar-29	Not Commenced	R100 000

Table 110: KMLM Infrastructure Upgrade Support Project Plan

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT									**R13 534 848**
1	**Council Chamber Upgrades**	Planning: Multipurpose design accommodating council meetings and community functions. Align with safety codes and accessibility standards.	Develop a design plan that ensures accessibility and functionality. Include provisions for community use and future adaptability. Review compliance with relevant safety regulations and standards.	Approved design aligned with codes and standards.	Project Manager of BMM and Procurement team to confirm resource alignment.	01-Apr-25	30-Apr-25	Not Commenced	R15 000
2		Advertisement of Scope of Work (SOW): Preparation, advertisement, and appointment of contractors.	Develop and advertise the SOW focusing on upgrades. Identify media channels for advertisement. Evaluate bids on expertise in renovation and governance improvement. Appoint the most qualified contractor.	Qualified contractor appointed. Signed contract.	PM to oversee, procurement team to handle bid evaluations.	01-May-25	30-Jun-25	Not Commenced	
3		Onboarding of Contractor	Conduct assessment to understand current conditions, finalize layout for accessibility, and functionality. Inspect the current site and identify key upgrades. - Plan structural and technological improvements (audio-visual systems, internet connectivity, etc.).	Completed assessment and approved layout for renovations.	Contractor to lead the assessment with oversight from PM.	01-Jul-25	31-Jul-25	Not Commenced	R20 000
4		Construction and Renovation	Renovate the chamber with structural, technological, and aesthetic upgrades. Upgrade electrical, acoustic, and seating systems. Install conferencing systems, internet connectivity, and accessible entry points. Ensure high-quality materials and adherence to project timelines. Fencing of the municipal office area.	Modernized, user-friendly council chamber.	Contractor to execute construction; PM to monitor progress. NKLM Municiaplity Pofadder Community	01-Jul-28	31-Jan-29	Not Commenced	R1 800 000

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
5		Community Engagement	Educate community leaders and members on the new facility's functionality and benefits. Host workshops to familiarize stakeholders with the upgraded facilities. Promote the chamber's dual use for governance and community events.	Increased community awareness and usage of the facility.	PM and community liaison officer to coordinate engagement. NKLM Municiaplity Pofadder Community Department of Public Works	01-Feb-29	15-Mar-29	Not Commenced	R15 000
6		Handover	Conduct final inspections, resolve issues, and officially hand over the chamber to the municipal council. Perform a final walkthrough with key stakeholders. Document and address any remaining issues. Transfer operational responsibility to the council.	Completed facility officially handed over to the council.	PM to oversee inspection and ensure a smooth handover. NKLM Municiaplity	16-Mar-29	30-Mar-29	Not Commenced	R150 000
No	**Task**	**ACTIVITIES**	**DETAIL ON ACTIVITY**	**DELIVERABLE/ OUTCOME**	**LEADING ACTION / ROLE & RESPONSIBILITY**	**Start**	**End**	**Status**	**Budget**
1	**Town Hall Upgrades**	Contractor Appointment	Advertise for Contractors: Identify and select contractors with expertise in historical building renovation and public facility upgrades. Develop and advertise Scope of Work (SOW) specific to town hall upgrades. Target media channels for maximum outreach. Evaluate bids based on experience in preserving historical elements and enhancing community functionality.	Qualified contractor appointed with a signed contract.	Project Manager of BMM and Procurement team to confirm resource alignment.	01-Apr-25	30-Apr-25	Not Commenced	R15 000
2		Site Assessment and Planning	Assess structural integrity and design requirements for accessibility and community use. Conduct site inspections to identify structural needs and accessibility improvements. Develop designs that incorporate multi-use elements (e.g., seating, stage area) and ensure compliance with accessibility standards.	Approved site plan and designs aligned with community needs and standards.	PM and structural engineer to lead assessments; Design consultants to create final plans. NKLM Municiaplity Pofadder, Pella, Onseepkans and Witbank Community	01-May-25	30-Jun-25	Not Commenced	R50 000

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
3		Renovation and Upgrade	Structural and Aesthetic Enhancements: Conduct structural repairs, update finishes, and furnish for multi-purpose functionality. Perform necessary structural repairs and updates (flooring, lighting, restroom accessibility improvements). Install technology (e.g., sound systems, internet connectivity) for diverse event hosting. Set up new seating.	Fully renovated, functional town hall suitable for various community events.	Contractor to lead renovations; PM to ensure adherence to plans. NKLM Municiaplity Pofadder, Pella, Onseepkans and Witbank Community Department of Public Works	01-Jul-25	31-Jan-29	Not Commenced	R2 950 000
4		Community Education	Community Usage Workshops: Educate community on usage policies, booking procedures, and event hosting capabilities. Host workshops to inform the community about policies for using the town hall. Provide guidelines for booking, available facilities, and event hosting procedures. Encourage local engagement and feedback on facility use.	Increased community awareness and appropriate utilization of the town hall.	PM and community engagement officer to coordinate educational efforts. NKLM Municipality Department of Tourism Pofadder, Pella, Onseepkans and Witbank Community	01-Feb-29	15-Mar-29	Not Commenced	R15 000
5		Handover	Final Inspection and Transfer: Ensure the hall meets standards and is ready for community use, followed by official handover. Conduct a final inspection to verify that renovations meet quality standards. Address any remaining issues before handover. Complete documentation and officially transfer facility management to the local council.	Renovated town hall officially handed over for public use.	PM to oversee inspection; Council representative for acceptance and official handover. NKLM Municipality	16-Mar-29	30-Mar-29	Not Commenced	R70 000
No	**Task**	**ACTIVITIES**	**DETAIL ON ACTIVITY**	**DELIVERABLE/ OUTCOME**	**LEADING ACTION / ROLE & RESPONSIBILITY**	**Start**	**End**	**Status**	**Budget**
1	**Tourism Centre Upgrades**	Contractor Appointment	Hire a contractor skilled in tourism infrastructure upgrades, with expertise in enhancing visitor experience and comfort. Develop and advertise Scope of Work (SOW) highlighting tourism-specific upgrades. Seek contractors with proven experience in tourism or hospitality sector renovations. Conduct a thorough evaluation of bids to select the best fit.	Qualified contractor appointed, contract signed	Project Manager (PM) to lead contractor selection; Procurement team to manage bid evaluation.	01-Apr-28	30-Apr-28	Not Commenced	R15 000

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
2		Site Assessment and Planning	Facility Assessment and Design Planning: Evaluate current state and design a layout that incorporates visitor-friendly features. Inspect existing facilities, identifying areas for structural and aesthetic improvement. Design upgrades to include clear signage, comfortable seating, and engaging, interactive displays to enhance visitor experience.	Completed design plan with focus on visitor comfort and interaction.	PM and design consultants to conduct assessments and create layout.	01-May-28	30-Jun-28	Not Commenced	R15 000
3		Renovation and Upgrade	Tourism Centre Enhancements: Execute building renovations, install visitor amenities, and improve outdoor landscaping. Renovate interiors and exteriors, ensuring a welcoming and accessible environment. Add interactive features (e.g., displays on local history or attractions). Upgrade landscaping, install seating, and improve restroom facilities.	Fully renovated tourism centre with upgraded amenities and visitor-focused features.	Contractor to oversee renovations; PM to monitor quality and progress. Department of Tourism Onseepkans, Pella, Witbank and Pofadder Community NKLM Municiaplity Department of Public Works	01-Jul-28	31-Jan-29	Not Commenced	R635 000
4		Community Education	Training for Local Guides and Staff: Equip local tourism staff with skills to operate new features and promote attractions. Conduct workshops on managing and promoting tourism centre features. Educate staff on best practices for engaging visitors and managing new interactive displays. Encourage local pride and knowledge of attractions.	Trained tourism staff capable of managing upgraded facilities and interacting with visitors.	PM and tourism coordinator to organize training sessions for staff and local guides. Department in Tourism Onseepkans, Pella, Witbank and Pofadder Community NKLM Municiaplity	01-Feb-29	15-Mar-29	Not Commenced	R10 000
5		Handover	Final Inspection and Official Transfer: Conduct inspections to ensure standards are met, then hand over facility to the municipality or tourism board. Perform a thorough inspection with key stakeholders. Address any remaining concerns or improvements needed. Provide training on facility maintenance and visitor management. Formally transfer operational responsibilities.	Tourism centre officially handed over for community and visitor use, with trained staff.	PM to lead final inspection and handover process; Tourism board representative for acceptance. NKLM Municipality	16-Mar-29	30-Mar-29	Not Commenced	R25 000
No	**Task**	**ACTIVITIES**	**DETAIL ON ACTIVITY**	**DELIVERABLE/ OUTCOME**	**LEADING ACTION / ROLE & RESPONSIBILITY**	**Start**	**End**	**Status**	**Budget**

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
1	**Water Meter Installation**	Contractor Appointment	Hire a Utility Specialist: Select a contractor with expertise in utility installations and water management systems. Develop and advertise Scope of Work (SOW) focused on water meter installation. Evaluate contractor bids for expertise in water metering, utility efficiency, and sustainable practices. Select and onboard a qualified contractor.	Qualified contractor appointed; signed contract.	Project Manager (PM) to oversee contractor selection; Procurement team to handle bid evaluations	01-Apr-2444	30-Apr-24	Not Commenced	R12 279
2		Site Assessment and Planning	Coordinate and Plan Installation Sites: Conduct a municipality-wide survey to identify households and facilities requiring water meter installation. Assess infrastructure readiness and confirm installation feasibility at each site. Collaborate with local residents to coordinate site access. Finalize a detailed plan for phased installation across the municipality.	Approved installation plan with site list and schedule.	PM and technical consultant to lead assessments and planning.	01-May-24	30-Jun-24	Not Commenced	R760 000
3		Installation and Upgrade	Install and Test Water Meters: Perform installations with minimal disruption and verify that each unit functions correctly. Install meters with a focus on minimizing resident inconvenience. Calibrate and test meters to ensure accuracy and functionality. Address any technical issues during the installation process.	Fully operational water meters installed across the municipality.	Contractor to handle installations; PM to monitor progress and ensure quality. Water and Sanitation Department NKLM Municipality	01-Jul-24	31-Jan-29	Not Commenced	R3 790 000
4		Community Education	Educate Residents on Water Conservation and Meter Benefits: Conduct workshops and distribute informational materials to local residents Host workshops to explain how water meters work, their benefits, and tips for water conservation. Provide information on managing household water costs and reading meter data. Address community questions and concerns.	Informed residents with increased awareness of water conservation and meter benefits.	PM and community liaison officer to organize education campaigns. Water and Sanitation Department NKLM Municipality Department of Public Works	01-Feb-29	15-Mar-29	Not Commenced	R25 000

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TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
5		Handover	Transfer Maintenance Responsibilities: Ensure all meters meet standards, then hand over maintenance and monitoring to the municipality Conduct a final inspection to confirm functionality and address remaining issues. Provide the municipality with manuals, technical support contacts, and a maintenance handover package. Formalize handover through documentation	Official transfer of water meter system management to the municipality.	PM to lead handover process; Municipal representatives for acceptance and ongoing oversight. NKLM Municipality	16-Mar-29	30-Mar-29	Not Commenced	R25 000
No	**Task**	**ACTIVITIES**	**DETAIL ON ACTIVITY**	**DELIVERABLE/ OUTCOME**	**LEADING ACTION / ROLE & RESPONSIBILITY**	**Start**	**End**	**Status**	**Budget**
1	**Borehole Maintenance**	Contractor Appointment	Hire Groundwater Specialists: Engage contractors skilled in groundwater management and borehole maintenance. Hire Groundwater Specialists: Engage contractors skilled in groundwater management and borehole maintenance. Develop and advertise Scope of Work (SOW) emphasizing expertise in borehole maintenance and groundwater sustainability. Conduct a rigorous selection process to ensure quality and reliability of appointed contractors.	Qualified contractor appointed; signed contract.	Project Manager (PM) to oversee contractor selection; Procurement team to handle bid evaluations	01-Apr-24	30-Apr-24	Not Commenced	R25 000
2		Site Assessment and Planning	Inspect Boreholes and Develop Maintenance Plan: Evaluate the condition of existing boreholes and identify necessary repairs. Conduct field surveys to assess borehole performance and structural integrity. Identify blockages, pump inefficiencies, or pipeline wear. Develop a detailed maintenance plan with timelines and resource allocation.	Comprehensive borehole maintenance plan with identified tasks and priorities.	PM and technical consultant to lead assessments and planning.	01-May-24	30-Jun-24	Not Commenced	R15 000
3		Repairs and Maintenance	Perform Essential Repairs and Servicing: Address performance issues and ensure boreholes operate efficiently. Service borehole pumps and replace worn or damaged filters. Repair pipelines and address structural weaknesses. Test repaired boreholes to confirm functionality and efficiency.	Upgraded and fully functional boreholes ready for community use.	Contractor to handle installations; PM to monitor progress and ensure quality. Water and Sanitation Department NKLM Municipality	01-Jul-24	31-Jan-25	Not Commenced	R450 000

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
4		Community Education	Raise Awareness and Build Capacity for Borehole Conservation: Train local communities on proper borehole use and maintenance. Host workshops on borehole conservation, usage limits, and reporting issues. Distribute informational material on best practices for groundwater sustainability.	Improved community awareness and engagement in borehole maintenance and water conservation.	PM and community liaison officer to organize education campaigns. Water and Sanitation Department NKLM Municipality Department of Public Works	01-Feb-25	15-Mar-25	Not Commenced	R5 000
5		Handover	Transfer Responsibility for Maintenance: Ensure boreholes meet standards and provide the municipality or water committee with maintenance protocols. Conduct final inspections to verify borehole performance. Provide maintenance manuals and emergency contact lists. Formalize the handover through documentation and training sessions for local maintenance teams.	Operational boreholes with clear maintenance protocols handed over to the municipality or local committee.	PM to lead handover process; Municipal representatives for acceptance and ongoing oversight. NKLM Municipality	16-Mar-25	30-Mar-25	Not Commenced	R5 000
No	**Task**	**ACTIVITIES**	**DETAIL ON ACTIVITY**	**DELIVERABLE/ OUTCOME**	**LEADING ACTION / ROLE & RESPONSIBILITY**	**Start**	**End**	**Status**	**Budget**
1	**Sport Field Maintenance**	Contractor Appointment	Hire specialized contractors: Select a contractor skilled in sports field resurfacing, irrigation systems, and seating upgrades. Develop and advertise Scope of Work (SOW) targeting contractors with expertise in sports facility upgrades. Evaluate bids for experience and capability. Appoint the best-qualified contractor.	Qualified contractor appointed with a signed contract.	Project Manager (PM) to oversee process; Procurement team to manage bid evaluations.	01-Apr-24	30-Jun-24	Not Commenced	R5 000
2		Site Assessment and Planning	Assess Current Conditions and Finalize Plans: Evaluate fields and develop detailed improvement designs. Conduct on-site inspections to assess turf quality, drainage issues, and infrastructure needs. Develop improvement plans for turf, irrigation, lighting, seating, and fencing upgrades.	Comprehensive plan for sports field upgrades, aligned with community needs.	PM and technical consultants to lead assessment and planning phases.	01-Jul-24	31-Oct-24	Not Commenced	R5 000

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
3		Renovation and Upgrade	Perform Upgrades to Sports Fields: Execute the approved improvement plan. Resurface fields with appropriate turf. Improve drainage systems and install irrigation solutions. Add seating, bleachers, and safety fencing. Install or upgrade field lighting.	Enhanced, functional sports fields ready for community use.	Contractor to execute upgrades; PM to monitor progress and ensure adherence to the plan.	05-Jan-25	15-Dec-28	Not Commenced	R970 000
4		Community Education	Promote Responsible Use and Maintenance: Train community groups in managing and utilizing the fields. Organize workshops on field maintenance, responsible use, and hosting sports events. Encourage local sports teams and schools to engage with and maintain the facilities.	Improved community engagement and responsible usage of sports fields.	PM and community liaison officer to facilitate education sessions.	01-Jan-29	15-Mar-29	Not Commenced	R15 000
5		Handover	Transfer Facilities and Provide Maintenance Guidelines: Officially transfer responsibilities to the municipality. Conduct final inspections to confirm upgrades meet quality standards. Provide maintenance guidelines, booking policies, and contact information for ongoing support. Document and formalize the handover process.	Operational and improved sports fields officially handed over to the municipality or local sports committee.	PM to oversee the handover; Municipality to assume ownership and management.	16-Mar-29	30-Mar-29	Not Commenced	R5 000
No	**Task**	**ACTIVITIES**	**DETAIL ON ACTIVITY**	**DELIVERABLE/ OUTCOME**	**LEADING ACTION / ROLE & RESPONSIBILITY**	**Start**	**End**	**Status**	**Budget**
1	**Public toilets across from to the Pofadder Police Station**	Site Identification and assessment	Select Strategic Location: Identify and assess sites linked to key buildings. Collaborate with local stakeholders to determine optimal sites (e.g., near public libraries, parks, or municipal buildings). Conduct feasibility studies and gain necessary approvals.	Approved sites: Ready for design and construction.	Planners and Engineers: Assess locations. Local Authorities: Approve site plans.	01-Apr-28	30-Apr-28	Not Commenced	R15 000
2		Design and Planning	Create Functional and User-Friendly Designs: Prioritize accessibility, hygiene, and durability. Develop architectural designs incorporating modern, low-maintenance materials. Ensure compliance with universal access and local building codes.	Finalized designs: Aligning with community needs and regulatory standards.	Architectural Team: Lead design process. PM: Review and approve plans.			Not Commenced	

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
3		Contractor Appointment	Select Qualified Contractors: Engage builders with expertise in public infrastructure projects. Advertise scope of work, evaluate bids for technical and cost criteria, and appoint contractors.	Contractor(s) appointed: Prepared to implement construction phase.	Procurement Team: Ensure fair and transparent selection			Not Commenced	
4		Construction and Installation	Build Public Toilet Facilities: Execute construction of toilets at designated sites. Ensure adherence to approved designs and specifications. Install water, sanitation, and electrical systems. Conduct quality checks during construction.	Operational facilities: Ready for community use.	Contractors: Build infrastructure. PM: Oversee progress and quality. KMLM Community Department of Water and Sanitation Department of Public Works Department of Education	16-Mar-28	30-Dec-28	Not Commenced	R780 000
5		Community Awareness	Promote Proper Use and Maintenance: Educate the community on hygiene and facility usage. Organize workshops and distribute informational materials. Address community concerns and feedback.	Informed community: Encourages proper use and long-term care	Community Liaison Officer: Lead engagement efforts. KMLM Community Department of Water and Sanitation Department of Public Works Department of Education	01-Feb-29	15-Mar-29	Not Commenced	R5 000
6		Exit and Handover	Transition to Local Stakeholders: Transfer responsibility and ensure sustainability. Conduct inspections to confirm facility readiness. Provide training for facility management. Hold a formal handover ceremony.	Sustainable operations: Facilities integrated into municipal services.	PM: Manage handover process. KMLM: Accept and maintain facilities.	16-Mar-29	30-Mar-29	Not Commenced	
No	**Task**	**ACTIVITIES**	**DETAIL ON ACTIVITY**	**DELIVERABLE/ OUTCOME**	**LEADING ACTION / ROLE & RESPONSIBILITY**	**Start**	**End**	**Status**	**Budget**
1		Site assessment	Review current state of the library and create needs list	Approved sites: Ready for design and construction.	Planners and Engineers: Assess locations. Local Authorities: Approve site plans.			Not Commenced	
2	**Research Library**	Design and Planning	Create Functional and User-Friendly Designs: Develop architectural designs incorporating modern, low-maintenance materials and functional space use. Ensure compliance with universal access and local building codes.	Finalized designs: Aligning with community needs and regulatory standards.	Architectural Team: Lead design process. PM: Review and approve plans.		30-Apr-28	Not Commenced	R10 000
3		Contractor Appointment	Select Qualified Contractors: Advertise scope of work, evaluate bids for technical and cost criteria, and appoint contractors.	Contractor(s) appointed: Prepared to implement construction phase.	Procurement Team: Ensure fair and transparent selection	01-Apr-28		Not Commenced	

TASK		KMLM INFRASTRUCTURE UPGRADES ACTIVITIES	DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
4		Construction and Installation	Appointed contractor to create list of all materials and equipment required to create a functional research library. Purchase all materials and equipment	Operational facilities: Ready for community use.	Contractors: Build infrastructure. PM: Oversee progress and quality. KMLM Community Department of Public Works Department of Education	16-Mar-28	30-Dec-28	Not Commenced	R807 569
5		Community Awareness	Community awareness of upgrades and accessibility	Informed community: Encourages proper use and long-term care	Community Liaison Officer: Lead engagement efforts. KMLM Community Department of Public Works Department of Education	01-Feb-29	15-Mar-29	Not Commenced	R5 000
6		Exit and Handover	Transition to Local Stakeholders: Transfer responsibility and ensure sustainability. Conduct inspections to confirm facility readiness. Provide training for facility management. Hold a formal handover ceremony	Sustainable operations: Facilities integrated into municipal services.	PM: Manage handover process. KMLM: Accept and maintain facilities.	16-Mar-29	30-Mar-29	Not Commenced	
		HANDOVER OF ALL MUNICIPAL UPGRADES	Handover agreements per project at completion of each infrastructural upgrade.	Handover letters signed and on file		01-Apr-24	30-Mar-29	Not Commenced	R0

Table 111: N14 Solar Street Lights Project Plans

TASK	ACTIVITIES	N14 SOLAR STREET LIGHTS DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								**R2 000 000**
1	Contractor Appointment	Engage Solar Lighting Specialists: Select contractors with expertise in solar-powered lighting installations. Advertise project scope focusing on technical and sustainability criteria. Evaluate bids for compliance with cost-effectiveness and quality standards. Appoint qualified contractor(s).	Qualified contractor(s) onboarded: Ready to execute project tasks per specifications.	Project Manager (PM): Oversee procurement process. Procurement Team: Ensure compliance and fairness in selection.	01-Apr-27	31-May-27	Not Commenced	R50 000
2	Planning and Design	Develop Installation Plan: Identify optimal locations and technical specifications for solar lighting. Conduct surveys to determine high-priority	Comprehensive installation plan: Ready for implementation with stakeholder buy-in.	Engineers and Planners: Lead technical design. Regulatory Authorities: Approve plans	01-Jun-27	30-Sep-27	Not Commenced	

TASK	ACTIVITIES	N14 SOLAR STREET LIGHTS DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		areas along the N14. Design layout incorporating visibility, safety, and energy efficiency. Obtain necessary permits and approvals.						
3	Equipment Procurement	Source Solar Lighting Systems: Procure high-quality, durable solar streetlight components. Select solar panels, batteries, and lights from approved suppliers. Ensure equipment meets sustainability and operational standards.	Procured materials: Quality-checked and ready for installation.	Procurement Team: Ensure compliance with technical standards and project timeline. KMLM Department of Transport South African National Road Agency Department of Public works and Infrastructure	01-Oct-27	28-Feb-28	Not Commenced	
4	Installation and Commissioning	Install Solar Street Lights: Execute installation along the designated route. Install poles, solar panels, and lights at identified locations. Ensure proper wiring, alignment, and system calibration. Test functionality for optimal performance.	Operational solar streetlights: Delivering improved visibility and safety along the N14.	Contractors: Execute installations. PM: Ensure quality control and safety compliance. KMLM Department of Transport South African National Road Agency Department of Public works and Infrastructure	01-Mar-28	15-Dec-28	Not Commenced	R1 940 000
5	Community Awareness	Promote Benefits of Solar Lighting: Engage with the community about safety and sustainability benefits. Conduct informational sessions and distribute materials highlighting the impact of solar lighting.	Informed community: Increased awareness and support for the project.	Community Liaison Officer: Facilitate awareness initiatives. KMLM Department of Transport South African National Road Agency Department of Public Works and Infrastructure	10-Jan-29	10-Mar-29	Not Commenced	
6	Handover and Maintenance	Transition to Local Authorities: Ensure sustainable operation and long-term maintenance. Conduct a final inspection to verify installation standards. Provide as-built drawings, maintenance manuals, and warranties. Train local municipal staff on maintenance procedures.	Maintained lighting systems: Integrated into municipal management systems.	PM: Coordinate the handover process. KMLM - Local Authorities: Accept and maintain installations. KMLM has agreed that should SANRAL not be willing to take over the maintenance that they would be willing to do so.	11-Mar-29	30-Mar-29	Not Commenced	R10 000

Table 112: Support KMLM in Pella Water Extension Project Plan

TASK	ACTIVITIES	PELLA WATER INFRASTRUCTURE EXTENSION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								**R2 000 000**
1	Contractor Appointment	Engage Specialists in Water Infrastructure:	Qualified contractor(s) onboarded: Ready to	Project Manager (PM): Oversee procurement and selection.	01-Apr-27		Not Commenced	R15 000

TASK	ACTIVITIES	PELLA WATER INFRASTRUCTURE EXTENSION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		Agree on areas which KMLM will be supported/ requires support. Select contractors with expertise in water system upgrades and extensions. Advertise project scope detailing the technical requirements for water infrastructure projects. Evaluate bids for compliance with quality and cost criteria. Appoint qualified contractor(s) to execute extensions and upgrades.	execute project tasks per specifications.	Procurement Team: Ensure transparency in selection.		31-May-27		
2	Planning and Assessment	Conduct Feasibility and Needs Assessments: Identify key areas for infrastructure extensions. Perform detailed surveys and community consultations to assess current water system gaps. Develop an implementation plan prioritizing underserved areas and future growth needs.	Comprehensive extension plan: Addresses community demands and resource challenges.	PM and Engineers: Design and approve the extension plans. Stakeholders: Input on critical service areas.	01-Jun-27	31-Aug-27	Not Commenced	R15 000
3	Design and Approvals	Develop and Finalize Engineering Plans: Ensure sustainable and efficient designs. Create detailed engineering designs for pipelines, reservoirs, and connection points. Secure approvals from regulatory bodies, ensuring compliance with water and environmental standards.	Approved engineering designs: Ready for implementation.	Engineers: Lead design efforts. Regulatory Authorities: Approve plans for compliance. KMLM - Local Authorities: Support training activities. Department of water and sanitation Department of Cooperative Governance and Traditional Affairs Department of Public works and Infrastructure	01-Sep-27	15-Dec-27	Not Commenced	R15 000
4	Construction and Installation	Execute Infrastructure Upgrades and Extensions: Build and connect new water systems. Install pipelines, reservoirs, and pumping stations to expand water access. Upgrade existing infrastructure to improve efficiency and capacity. Conduct tests to ensure system reliability.	Expanded water infrastructure: Operational and delivering water to underserved areas.	Contractors: Execute construction activities. PM: Monitor progress and ensure quality control KMLM - Local Authorities: Support training activities. Department of water and sanitation Department of Cooperative Governance and Traditional Affairs Department of Public works and Infrastructure	10-Jan-28	15-Dec-28	Not Commenced	R1 945 000
5	Handover and Maintenance	Transition Infrastructure to Water Management Authorities: Establish long-term operational responsibilities. Conduct a final inspection to confirm standards are met.	Operational water systems: Integrated into long-term management frameworks.	PM: Coordinate handover process. KMLM. Local Authorities: Accept and maintain infrastructure.	01-Jan-29	30-Mar-29	Not Commenced	R10 000

TASK	ACTIVITIES	PELLA WATER INFRASTRUCTURE EXTENSION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		Provide as-built drawings, maintenance guides, and warranties. All maintenance to be handed over to KMLM						

Table 113: Pofadder Business Hub Project Plan

TASK	ACTIVITIES	POFADDER BUSINESS HUB PROJECT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
			INFRASTRUCTURE & JOB CREATION					R11 700 000
1	Advertisement of Scope of Work, Adjudication, and Appointment of Contractors	Develop and advertise the Scope of Work (SOW) Define SOW focusing on the hub's business support objectives and environmental sustainability. Advertise in platforms that reach contractors with community development and business infrastructure experience.	SOW developed and publicly advertised.	Project Manager and Procurement Team of BMM	01-Apr-25	30-Jul-25	Not Commenced	R15 000
2	Evaluate bids and appoint contractor	Assess bids based on contractor experience with economic and sustainable development projects. Select contractor with proven expertise in supporting entrepreneurial hubs.	Qualified contractor appointed; contract signed.	Project Manager and Procurement Team of BMM	01-Aug-25	30-Oct-25	Not Commenced	
3	Onboarding of Contractor	Conduct contractor induction and orientation Provide orientation, aligning contractor with project goals to uplift local businesses and promote sustainable practices. Outline specific project milestones and community engagement expectations.	Contractor fully onboarded and prepared for execution.	HR and Admi team from BMM and Project Manager	01-Nov-25	10-Jan-26	Not Commenced	
4	Infrastructure Setup	Site preparation and preliminary infrastructure Prepare the site for construction, ensuring utilities and foundational infrastructure are in place. Set up energy-efficient systems to support eco-friendly practices in the hub.	Site prepared and preliminary infrastructure established.	CBP's Operations Manager (contractor) Department of Social Development Industrial Development Corporation	20-Jan-26	30-Jun-26	Not Commenced	R250 000
5	Purchase of Materials and Construction of business facilities	Build retail spaces, co-working offices, training areas, and support facilities. Integrate sustainable energy and water-saving measures in construction.	Pofadder Business Hub with completed facilities for local businesses and community use.	Contractor and Technical Team CBP's Operations Manager (contractor) Department of Social Development Industrial Development Corporation SEDA	01-Jul-26	15-Dec-26	Not Commenced	R7 500 000

TASK	ACTIVITIES	POFADDER BUSINESS HUB PROJECT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
6	Community Engagement and Skills Development	Conduct training and workshops for entrepreneurs Host workshops on financial management, marketing, and sustainable business practices. Ensure knowledge transfer to local entrepreneurs and community members.	Local entrepreneurs equipped with business and sustainability skills.	Community Liaison and Training Coordinator SEDA Department of Social Development CBP's	01-Jan-27	15-Dec-27	Not Commenced	R1 500 000
7	Business Support Services Implementation	Establish business support services Set up business advisory and mentorship services, networking events, and resource sharing (e.g., access to office equipment, internet).	Comprehensive support for new and existing businesses in Pofadder.	Community Liaison and Training Coordinator SEDA Department of Social Development CBP's	01-Jan-28	15-Dec-28	Not Commenced	R1 675 000
8	Launch of Business Hub Operations	Officially open and manage the hub for public use Launch the business hub, granting local entrepreneurs access to resources. Continue providing training and encourage collaboration among businesses.	Fully operational business hub open to the Pofadder community.	Community Liaison and Training Coordinator SEDA Department of Social Development CBP's	01-Jan-29	31-Jan-29	Not Commenced	R500 000
9	Monitoring and Evaluation	Monitor hub's performance and impact on the community Track key indicators such as job creation, income growth, and resource use efficiency. Adjust services to better meet community and sustainability goals.	Ongoing insights to enhance hub's impact on economic and community development	Community Liaison and Training Coordinator SEDA Department of Social Development CBP's	01-Feb-29	15-Mar-29	Not Commenced	R250 000
10	Handover and Project Close-Out	Final project evaluation and transfer of management to a local team Conduct a comprehensive evaluation of outcomes. Formally hand over operations to a community-based team. Compile lessons learnt and project summary report. Handover agreement to be signed by all parties.	Self-sustained business hub operated by the community SMMEs with long-term economic benefits.	Industrial Development Corporation CBP's Contractor	Mar-29	Mar-29	Not Commenced	R10 000

Table 114: Prosopis Project Plan

TASK	ACTIVITIES	PROSOPIS PROJECT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE & JOB CREATION								R8 492 000

TASK	ACTIVITIES	PROSOPIS PROJECT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
1	Advertisement of scope of work, adjudication, and appointment of contractors.	Develop and advertise the Scope of Work (SOW) for the Prosopis Project. Evaluate bids and appoint a contractor. Create detailed SOW focusing on Prosopis harvesting, processing, and sustainable practices. Advertise in suitable media channels. Evaluate bids based on expertise in biomass and sustainable economic development. Select the most qualified contractor.	Qualified contractor appointed. Signed contract	Project Manager of BMM to oversee process. Procurement team of BMM to handle bid evaluations	01-Apr-25	30-Jul-25	Not Commenced	R32 000
2	Onboarding of contractor	Facilitate onboarding to ensure contractor is prepared to execute project activities efficiently. Conduct onboarding covering project goals, timelines, environmental guidelines, and safety.	Contractor ready for execution.	Project Manager to coordinate onboarding. HR/Admin to ensure compliance and documentation	01-Aug-25	15-Dec-25	Not Commenced	
3	Identify positioning of the Prosopis Project and draw up plans indicating positioning in Pella, Witbank and Onseepkans.	Conduct site surveys to determine suitable areas for Prosopis harvesting and processing facilities. Site survey conducted across Pella, Witbank, and Onseepkans. Positioning plans developed with logistical and environmental considerations.	Finalized positioning plan for all project sites.	Project Manager to coordinate. Input from local authorities as needed. Industrial Development Corporation of SA Khâi-Ma Local Municipality Department of Forestry, Fisheries and the Environment	10-Jan-26	15-Dec-26	Not Commenced	R50 000
4	Contractor to design processing facilities	Collaborate with contractor to design facilities for Prosopis harvesting, processing, and product storage. Design facilities for efficient harvesting and processing. Include layouts for fuelwood, charcoal, biofuel, building materials, and paper pulp production	Finalized facility design for processing Prosopis resources.	Project Manager to coordinate. Input from local authorities as needed. Industrial Development Corporation of SA Khâi-Ma Local Municipality Department of Forestry, Fisheries and the Environment	05-Jan-27	01-Jun-27	Not Commenced	R150 000
5	Purchase of Equipment for Prosopis processing	Procure essential equipment for harvesting, processing, and product transformation. Identify and purchase processing equipment for biofuel, charcoal, and other products. Ensure equipment meets quality and environmental standards	Equipment purchased and delivered to project sites.	Procurement team to source equipment. Financial Manager to approve	01-Jul-27	15-Dec-27	Not Commenced	R8 000 000
6	Testing prosopis processing equipment	Test all equipment at designated project sites to ensure operational readiness.	Operational processing facilities in all locations.	Project Manager to coordinate. Input from local authorities as needed. Industrial Development Corporation of SA Khâi-Ma Local Municipality Department of Forestry, Fisheries and the Environment	01-Jan-28	20-Mar-28	Not Commenced	R150 000

TASK	ACTIVITIES	PROSOPIS PROJECT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
7	Community Engagement and Education on sustainable Prosopis management	Conduct community outreach on the benefits and sustainable practices of the Prosopis Project. Hold workshops to inform the community about economic opportunities. Provide skills training in sustainable harvesting and processing.	Community engagement achieved; skills and economic awareness raised.	Industrial Development Corporation of SA Khâi-Ma Local Municipality Department of Forestry, Fisheries and the Environment	01-Jan-28	20-Mar-28	Not Commenced	R100 000
8	Handover / Close-out / Executive Summary	Final project handover and summary report completion. Conduct final assessment and handover of processing sites. Prepare executive summary and lessons learnt report.	Handover completed; final report submitted.	Project Manager to oversee close-out. (Contractor) Stakeholders to review.	21-Mar-28	30-Mar-28	Not Commenced	R10 000

Table 115: Agriculture Project Plan

TASK	ACTIVITIES	AGRICULTURE PROJECT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE DEVELOPMENT AND JOB CREATION								**R15 200 000**
1	Advertisement of scope of work, adjudication, and appointment of contractors	Develop and advertise the Scope of Work (SOW) for the Prosopis Project. Evaluate bids and appoint a contractor. Create detailed SOW focusing on Prosopis harvesting, processing, and sustainable practices. Advertise in suitable media channels. Evaluate bids based on expertise in biomass and sustainable economic development. Select the most qualified contractor.	Qualified contractor appointed. Signed contract	Project Manager of BMM to oversee process. Procurement team of BMM to handle bid evaluations	01-Apr-26	30-Jun-26	Not Commenced	R50 000
2	Onboarding of contractor	Facilitate onboarding to ensure contractor is prepared to carry out training and project activities. Conduct onboarding covering training objectives, project scope, and community engagement guidelines.	Contractor fully prepared for execution.	Project Manager to coordinate onboarding. HR/Admin to complete documentation	01-Jul-26	31-Aug-26	Not Commenced	
3	Soil Testing Training Programme	Provide training to beneficiaries on soil testing techniques to determine nutrient deficiencies and optimize fertilizer use. Develop and deliver hands-on soil testing workshops. Conduct on-site training to enhance soil management knowledge.	Trained beneficiaries with knowledge of soil health and nutrient management	Agricultural Specialist to lead training sessions. Department of Agriculture and Rural Development Lima Rural Development Foundation	01-Sep-26	15-Dec-26	Not Commenced	R1 200 000

TASK	ACTIVITIES	AGRICULTURE PROJECT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
4	Crop Rotation and Sustainable Farming Practices	Educate beneficiaries on crop rotation and other sustainable farming techniques. Teach crop rotation, intercropping, and other soil health practices. Implement pilot plots to demonstrate these techniques.	Improved soil health and increased crop yield potential.	Agricultural Specialist to lead training sessions. Department of Agriculture and Rural Development Lima Rural Development Foundation Local commercial farmers	05-Jan-27	30-Apr-27	Not Commenced	R1 500 000
5	Business Management and Financial Literacy Training	Provide training on business management skills, including financial management, record-keeping, and business planning. Conduct workshops on budgeting, profit analysis, and record-keeping. Provide templates for farm financial management.	Beneficiaries equipped with essential business skills for farming success.	Agricultural Specialist to lead training sessions. Department of Agriculture and Rural Development Lima Rural Development Foundation Local commercial farmers Khâi-Ma Local Municipality	01-May-27	30-Aug-27	Not Commenced	R1 000 000
6	Equipment and Input Procurement	Purchase farming equipment and seeds, fertilizers, and tools needed for crop rotation and other sustainable practices. Procure high-quality seeds, organic fertilizers, and other resources to support sustainable farming. Purchase equipment required for irrigation, such as pipes, water tanks, pumps, etc.	Supplies and equipment delivered to beneficiaries.	Agricultural Specialist to lead training sessions. Department of Agriculture and Rural Development Lima Rural Development Foundation Local commercial farmers Khâi-Ma Local Municipality	01-Sep-27	15-Dec-27	Not Commenced	R11 000 000
7	Sales and Marketing Skills Training	Equip beneficiaries with marketing and sales skills to access profitable markets. Conduct training on market analysis, customer engagement, and negotiation. Assist beneficiaries in creating marketing plans.	Beneficiaries prepared to access and succeed in profitable markets.	Agricultural Specialist to lead training sessions. Department of Agriculture and Rural Development Lima Rural Development Foundation Local commercial farmers Khâi-Ma Local Municipality	05-Jan-28	30-Jun-28	Not Commenced	R125 000
8	Market Access Program and Buyer Engagement	Connect beneficiaries with market opportunities and local buyers to generate sales and income Organize farmer-buyer networking events. Provide beneficiaries with buyer contact lists and sales negotiation support.	Established market channels and initial sales agreements.	Market Access Coordinator to lead engagements Local commercial farmers Khâi-Ma Local Municipality	01-Jul-28	10-Dec-28	Not Commenced	R125 000
9	Community Engagement and Sustainable Farming Awareness	Conduct community sessions to raise awareness about sustainable farming's economic and environmental benefits. Hold workshops and demonstrations to engage the broader community.	Increased community interest and support for sustainable agriculture	Agricultural Specialist to lead training sessions. Department of Agriculture and Rural Development Lima Rural Development Foundation Local commercial farmers Khâi-Ma Local Municipality	05-Jan-29	05-Mar-29	Not Commenced	R150 000
10	Handover / Close-out / Executive Summary	Finalize project with a close-out review, handover, and summary report for stakeholders. Conduct final assessment, review project impact, and compile an executive summary.	Handover completed; final report submitted to stakeholders.	Project Manager to oversee close-out. (Contractor) Stakeholders to review and approve.	06-Mar-29	Mar-29	Not Commenced	R50 000

TASK	ACTIVITIES	AGRICULTURE PROJECT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		Handover agreement to be signed by all parties.						

Table 116: KMLM Waste Management & Recycling Project Plan

TASK	ACTIVITIES	KMLM WASTE MANAGEMENT & RECYCLING DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
				INFRASTRUCTURE & JOB CREATION				R13 600 000
1	Develop and advertise Scope of Work (SOW)	Define SOW, focusing on Waste management, processing, and sustainable practices. Advertise SOW on various platforms.	Scope of Work developed and advertised	Project Manager and Procurement Team of BMM	01-Apr-26	30-Apr-26	Not Commenced	R50 000
2	Evaluate bids and appoint contractor	Assess submissions based on qualifications and experience in waste management and biomass projects. Select contractor with expertise in sustainable economic practices	Qualified contractor appointed, with contract signed.	Project Manager and Procurement Team of BMM.	01-May-26	30-May-26	Not Commenced	
3	Onboarding of contractor	Conduct orientation, including overview of waste management objectives and sustainable practices. Ensure contractor's understanding of community impact and project expectations.	Contractor fully onboarded and aligned with project goals.	HR and Admi team from BMM and Project Manager	01-Jun-26	30-Jun-26	Not Commenced	
4	Infrastructure: Site Preparation and Equipment Setup	Prepare site for waste management infrastructure. Secure project site and complete site preparation for equipment installation.	Site prepared and ready for equipment setup	Department of Forestry, Fisheries and the Environment Industrial Development Corporation	01-Jul-26	30-Nov-26	Not Commenced	R150 000
5	Purchase and set up necessary equipment and infrastructure to house recycling materials	Procure waste sorting, processing, and recycling equipment. Install equipment on-site and conduct preliminary tests. Purchase and set up infrastructure to house equipment and materials/ products. Purchase of vehicles to collect waste, if required.	Infrastructure established and functional, ready for operations.	Khâi-Ma Local Municiaplity Department of Forestry, Fisheries and the Environment Industrial Development Corporation	01-Dec-26	30-Mar-27	Not Commenced	R9 200 000
6	Community Engagement and Education	Organize awareness campaigns on waste management Conduct community workshops and distribute materials on waste sorting, recycling, and responsible disposal.	Increased community awareness and involvement in waste management.	Khâi-Ma Local Municiaplity Department of Forestry, Fisheries and the Environment Industrial Development Corporation Wine farms, link to existing recyclers	01-Apr-27	30-Jun-27	Not Commenced	R100 000

TASK	ACTIVITIES	KMLM WASTE MANAGEMENT & RECYCLING DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
7	Training for Waste Management Operations	Conduct skills training for community-based enterprise Train local employees in waste sorting, processing, and recycling techniques. Ensure workforce readiness to handle equipment and manage waste effectively.	Skilled local workforce capable of managing waste operations.	Khâi-Ma Local Municiaplity Department of Forestry, Fisheries and the Environment Industrial Development Corporation Wine farms, link to existing recyclers	01-Jul-27	30-Sep-27	Not Commenced	R1 000 000
8	Waste Collection and Processing Operations	Implement waste collection and processing systems Establish waste collection schedules and routes. Begin processing waste, focusing on minimizing landfill disposal and maximizing recycling.	Operational waste management system, reducing waste and promoting recycling.	Khâi-Ma Local Municiaplity Department of Forestry, Fisheries and the Environment Industrial Development Corporation Wine farms, link to existing recyclers	01-Oct-27	31-Mar-28	Not Commenced	R2 500 000
9	Monitoring and Reporting	Regular monitoring and performance evaluation Track key metrics such as waste reduction, recycling rates, and environmental impact. Report findings to stakeholders regularly.	Data-driven insights to enhance waste management practices and project outcomes.	Project Manager and Monitoring Officer from BMM Khâi-Ma Local Municiaplity Department of Forestry, Fisheries and the Environment Industrial Development Corporation	01-Apr-28	10-Mar-29	Not Commenced	R500 000
10	Handover and Project Close-Out	Final assessment and project handover to community-based enterprise Conduct final assessment of project outcomes. Formally hand over operations to the community-based enterprise. Document project lessons and compile an executive summary.	Conduct final assessment of project outcomes. Formally hand over operations to the community-based enterprise. Document project lessons and compile an executive summary.	Contractor Khâi-Ma Local Municiaplity Department of Forestry, Fisheries and the Environment Industrial Development Corporation	Mar-29	Mar-29	Not Commenced	R100 000

Table 117: Witbank ICT Tower Project Plan

TASK	ACTIVITIES	WITBANK ICT TOWER DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								R3 000 000

TASK	ACTIVITIES	WITBANK ICT TOWER DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
1	Discussions with Potential Tower Developers and identification if positioning of the ICT Tower. Development of site plans	Conduct site surveys to determine optimal positioning for the ICT Tower in Witbank. Develop detailed site plans. Site survey conducted to assess local infrastructure needs and signal coverage. Positioning plans developed with environmental and technical considerations.	Finalized positioning plan for ICT Tower site in Witbank.	Lead Engineer/ Contractor Project Manager to coordinate site assessment and planning. Input from local authorities as needed Network Provider Rural Development Industrial Development Corporation of South Africa Khâi-Ma Local Municipality	01-Oct-27	30-Apr-28	Not Commenced	R50 000
2	Contractor to design the ICT Tower structure	Collaborate with the appointed contractor to develop the design for the ICT Tower structure and related facilities. Design includes tower layout, equipment housing, and necessary access points. Ensure technical specifications meet project requirements.	Finalized design for the ICT Tower in Witbank.	Network Provider Industrial Development Corporation of South Africa Khâi-Ma Local Municipality	01-May-28	31-Jul-28	Not Commenced	R250 000
3	Purchase of Equipment for the ICT Tower	Procure the necessary equipment for the ICT Tower, including signal transmitters, antennas, and network security equipment. Identify and purchase required equipment for the ICT setup. Ensure equipment meets quality and security standards.	Purchased and delivered ICT equipment. Procurement team to source equipment. Finance Manager to approve purchases	Network Provider Industrial Development Corporation of South Africa Khâi-Ma Local Municipality	01-Aug-28	30-Sep-28	Not Commenced	R1 300 000
4	Installation of ICT Tower equipment	Install and commission the ICT Tower equipment, ensuring proper alignment, calibration, and network security protocols. Equipment installed, calibrated, and tested. Network signal and data flow verified	Fully operational ICT Tower in Witbank	Network Provider Industrial Development Corporation of South Africa Khâi-Ma Local Municipality	01-Oct-28	15-Mar-29	Not Commenced	R1 300 000
5	Community Engagement and Education on ICT Tower usage and benefits	Organize community outreach programs to educate on ICT benefits, connectivity, and maintenance.	Community awareness and	Witbank community Khâi-Ma Local	01-Oct-28	15-Mar-29	Not Commenced	R75 000

TASK	ACTIVITIES	WITBANK ICT TOWER DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		Hold workshops to introduce the community to the new ICT Tower and its benefits. Address queries and provide information on service availability.	readiness for ICT infrastructure.	Municipality Network Provider				
6	Handover / Close-out / Executive Summary	Conduct project close-out and prepare a final report for stakeholders. Formal handover of the ICT Tower infrastructure. Compile an executive summary with project achievements, challenges, and lessons learnt.	Handover completed; final report submitted.	Project Manager to lead close-out activities. (Network Provider) Stakeholders to review and approve.	16-Mar-29	30-Mar-29	Not Commenced	R25 000

Table 118: Onseepkans ECD Centre Project Plan

TASK	ACTIVITIES	ONSEEPKANS ECD CENTRE DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
				INFRASTRUCTURE: ESTABLISHMENT				R2 000 000
1	Advertisement of scope of work, adjudication, and appointment of contractors.	Create detailed SOW. Advertise tender through appropriate channels. Evaluate bids based on cost, capability, and experience. Select and appoint the best contractor	Contractors are appointed within the budget. Procurement and contractor appointment.	Mine Procurement Department Project Manager of BMM to oversee process. Procurement team of BMM to handle bid evaluations	01-Apr-26	30-Jun-26	Not Commenced	R15 000
2	Onboarding of contractor	Vendor registration and compliance with governance checks Onboarding selected ECD contractors onto the Mine's vendor system, completing due diligence, contractor training, and legal formalities.	Contractors onboarded and ready to commence.	Project Manager of BMM to coordinate. HR/Admin of BMM to ensure documentation is complete.	01-Jul-26	31-Aug-26	Not Commenced	
3	Identify positioning of Early Childhood Development Project and draw up plans indicating positioning.	Collaborate with stakeholders to determine the optimal location for the project. Involve Khâi-Ma Local Municipality and community stakeholders to identify an appropriate site and create placement plans submitted to DPWI for approval.	Finalized location and plans for the ECD project.	ECD Contractor(s), Khâi-Ma Local Municipality, Department of Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI), Department of Social Development,	01-Sep-26	30-Nov-26	Not Commenced	

TASK	ACTIVITIES	ONSEEPKANS ECD CENTRE DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
				Department of Agriculture				
4	The ECD contractor to design the ECD Centre	Develop detailed designs and blueprints for the centre. Comprehensive site evaluation, structural design, and layout planning to meet safety, functionality, and educational needs. Final blueprints are submitted for approval to relevant departments.	Design of ECD Centre successfully drafted, correctly engineered, with plans handed into the relevant departments and signed off by the mine. Program design finalization.	ECD Contractor(s), Khâi-Ma Local Municipality, Department of Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI), Department of Social Development, Department of Agriculture	01-Sep-26	30-Nov-26	Not Commenced	
5	Purchase of Equipment for the ECD project.	Acquisition of essential infrastructure, educational tools, and operational materials. Equipment, including child-sized furniture, learning materials, playground structures, sanitation facilities, and administrative tools, purchased and inspected for readiness. **Classroom Equipment:** Child-Sized Furniture, Basic Learning Materials, Flooring: Nap Mats/Cots **Playground Equipment:** Simple Play Structures, Sandpit, Outdoor Toys, Shade Solutions **Hygiene & Sanitation:** Child-Sized Toilet, Handwashing Station, Cleaning Supplies **Safety Equipment:** Child-Proofing Items, Emergency Signage **Office & Administrative:** Basic Office Furniture, Filing Cabinets, Office Supplies, Communication Tools **Other Items:** Energy Solutions: Solar panels or generators for electricity, if the power supply is unreliable. Water Systems: Rainwater harvesting systems or other sustainable water solutions if needed.	Equipment delivered for installation and usage.	Appointed ECD contractor. With all the relevant parties involved.	01-Jun-26	30-Nov-28	Not Commenced	R1 185 000
6	Installation of ECD Centre.	**Installation of ECD centre:** Prepare Installation team: All contractors are *assembled including the community members who will learn the skills for the ECD project implementation.*	Installation of the ECD Project is successfully completed with code requirements up to date.	ECD Contractor(s), Khâi-Ma Local Municipality, Department of Rural Development and	01-Apr-28	30-Sep-28	Not Commenced	R785 000

TASK	ACTIVITIES	ONSEEPKANS ECD CENTRE DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		Site Preparation Survey the Land: Architect and Civil Engineer collaborate to assess the site. The architect will review the site's potential for layout, while the civil engineer will evaluate soil conditions and drainage. Clear and Grade: The Civil Engineer leads the clearing of debris and grading of the land to ensure proper drainage and a level foundation.	Installation and program deployment.	Land Reform and Department of Public Works and Infrastructure (DPWI), Department of Social Development, Department of Agriculture.				
		Foundation and Structure Lay the Foundation: The Civil Engineer begins by laying the foundation based on the architect's design. This involves digging, pouring concrete, and ensuring the foundation is stable and level. Build Walls and Roof: Following the foundation, the Civil Engineer constructs the walls and roof. They work with Construction Workers or Builders to erect the structure according to the architect's blueprints.						
		Utilities Installation Plumbing: The Plumber installs the water supply and drainage systems, including child-sized toilets and handwashing stations. Electrical: The Electrician sets up wiring, electrical outlets, and lighting fixtures. If applicable, they also install backup power solutions like solar panels. HVAC: The HVAC Technician installs heating, ventilation, and cooling systems to ensure a comfortable environment.						
		Interior Setup Install Flooring: The Interior Contractor or Flooring Specialist installs non-slip, durable flooring in classrooms and play areas. Furnish Classrooms: The Interior Designer arranges child-sized tables, chairs, and storage units. They also set up nap mats or cots and apply child-friendly paint and finishes. Equip the Space: The Interior Designer ensures that educational materials and other classroom equipment are in place.						

TASK	ACTIVITIES	ONSEEPKANS ECD CENTRE DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		Outdoor Setup Install Playground Equipment: The Playground Equipment Specialist installs swings, slides, and climbing structures in the designated play areas. Create Shade: The Landscape Architect or Contractor sets up canopies or utilizes natural shading solutions to protect children from the sun. Add Outdoor Toys: The Playground Equipment Specialist places outdoor toys like balls and tricycles in the play areas.						
		Safety and Security Childproofing: Add safety features such as rounded edges on furniture and secure electrical outlets. Emergency Signage: Place clear signs for emergency exits and evacuation routes. **Safety and Security Measures** Install Safety Equipment: The Safety Officer or Contractor installs fire extinguishers, smoke detectors, and first aid kits. They also ensure child-proofing measures, such as rounded furniture edges and socket covers, are in place. Emergency Signage: The Safety Officer ensures that clear, visible signs for exits, and emergency procedures are displayed throughout the facility.						
		Final Checks Conduct Inspections: The Project Manager oversees final inspections to ensure all installations meet safety and quality standards. Any issues are addressed before opening. Clean the Facility: A Cleaning Crew removes construction debris, cleans surfaces, and prepares the centre for use.						
7	Community Engagement and Education on the ECD Project.	**Community Engagement and Education on the ECD Centre:** Community Education: The Contractors will engage with the community to provide information about the ECD Centre project, their benefits and proper usage. The contractors will encourage the community to get involve with the maintenances and care of the centre including the building of the ECD Centre.	Engagements with the community successfully completed with training provided to relevant community members and municipal it representative. Community awareness, training, and education	ECD Contractor, Khâi-Ma Local Municipality, Department of Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI)Department of Social Development, Department of	01-Oct-28	10-Mar-29	Not Commenced	R15 000

TASK	ACTIVITIES	ONSEEPKANS ECD CENTRE DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
				Agriculture, Department of Education, Department of Education., Department of Women, Children and People with Disabilities				
8	Handover / Close-out / Executive Summary on ECD Centre	Formal transfer of the ECD Centre to the management team and community. Complete final inspections, provide operational manuals, and close out the project with a comprehensive report submitted to the mine and other stakeholders.	The Handover is completed with all documentations provided to the Khâi-Ma Local Municipality Project handover and close-out report.	Onseepkans Infrastructure Project & Onseepkans Infrastructure Project, Khâi-Ma Local Municipality, Department of Rural Development and Land Reform and Department of Public Works and Infrastructure (DPWI) Social Development, Department of Women, Children and People with Disabilities	10-Mar-29	30-Mar-29	Not Commenced	

Table 119: Pella Green Brick Factory and Wet Skills Centre

TASK	ACTIVITIES	PELLA GREEN BRICK FACTORY & WET TRADE CENTRE DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT & JOB CREATION								**R15 500 000**
1	Advertisement & Appointment of Contractors	Prepare and advertise tender. Create a detailed Scope of Work (SOW). - Advertise tender via official platforms. - Conduct evaluations based on technical and financial criteria.	Appointment of qualified contractor with a signed agreement.	Procurement team to manage bidding process. DoPB oversight.	01-Apr-27	30-Sep-27	Not Commenced	R15 000
2	Site Review	Review current brick factory site Conduct geotechnical and environmental assessments. - Engage local authorities for approvals. - Finalize factory lay-out	Approved site plans and permits.	Lead Engineer, Project Manager. Khâi-Ma Municipality, IDC.	01-Oct-27	30-Nov-27	Not Commenced	R95 000
3	Design Development	Create detailed design plans. Collaborate with contractors to design the facility, ensuring it meets environmental standards and training needs. - Include energy-efficient and water-saving features in the design.	Approved design for the facility.	Project Engineer, Contractors. DoPB, IDC.	01-Jan-28	31-Mar-28	Not Commenced	

TASK	ACTIVITIES	PELLA GREEN BRICK FACTORY & WET TRADE CENTRE DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
4	Purchase of materials for additional construction to optimize facility	Purchase of materials Reconstruction of factory and training centre. Execute civil works for factory and training space. - Install sustainable infrastructure such as water recycling systems and solar power.	Fully constructed Green Brick Factory and Training Centre.	Contractors under Project Manager supervision.	01-Apr-28	15-Dec-28	Not Commenced	R5 950 000
5	Equipment Procurement	Source and purchase machinery and tools Procure equipment for brick production and wet trade training (brick presses, kilns, and mixing tools). - Ensure compliance with environmental standards.	Delivered and installed equipment.	Procurement team to source. DoPB and IDC for oversight.	01-May-28	31-Aug-28	Not Commenced	R6 825 000
6	Equipment Installation and Testing	Install and commission equipment. Ensure calibration and safety checks are completed. - Train operators to manage the equipment effectively.	Fully functional equipment ready for operation.	Contractors, DoPB, and EPWP.	01-Sep-28	15-Dec-28	Not Commenced	R850 000
7	Community Outreach	Host community workshops to explain the project goals and employment opportunities. - Gather feedback from local stakeholders.	Community understanding and support for the project.	Community Outreach Coordinator, Local Leaders.	01-Sep-28	15-Dec-28	Not Commenced	R250 000
8	Skills Training Programs	Provide technical and practical training. Offer hands-on training in brick manufacturing and wet trade skills. Focus on upskilling unemployed youth and women.	Certified training for community members.	Training Facilitator, Contractors, EPWP.	01-Jan-29	28-Feb-28	Not Commenced	R1 500 000
9	Project Handover	Complete formal handover Prepare detailed reports on project execution, achievements, and challenges. Handover operational facility to designated stakeholders. Handover agreement signed by all parties.	Facility transferred to local management with a final report.	Project Manager, Contractors, Local Authorities.	01-Mar-29	30-Mar-29	Not Commenced	R15 000

Table 120: Pella Tourism Stalls Project Plan

TASK	ACTIVITIES	PELLA TOURISM STALLS DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE & JOB CREATION								R2 000 000
1	Contractor Appointment	Hire Skilled Contractors: Identify and appoint contractors specializing in sustainable infrastructure development. Develop and advertise a Scope of Work (SOW) emphasizing sustainable building practices and community-driven designs. Evaluate bids based on contractor experience, cost, and project alignment. Appoint the most qualified contractor to ensure project success.	Qualified contractor appointed: Contract signed and mobilization plan in place.	BMM Team Project Manager (PM): Oversee the appointment process. Procurement Team: Evaluate bids and finalize contracts.	01-Apr-27	30-Jun-27	Not Commenced	R15 000

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TASK	ACTIVITIES	PELLA TOURISM STALLS DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
2	Site Assessment and Planning	Conduct Comprehensive Site Assessment: Evaluate the project site for suitability and develop detailed plans. Perform on-site evaluations to assess layout, accessibility, and environmental considerations. Create designs incorporating sustainable elements such as solar power and eco-friendly materials. Engage community stakeholders to align designs with local needs.	Finalized site plans and designs: Comprehensive plans ready for implementation	BMM Team: PM and technical Development: Provide support. Pella Community consultants: Conduct assessments and finalize plans. Khâi-Ma Local Municipality Pella Community CLO Engage stakeholders	01-Jul-27	15-Dec-27	Not Commenced	R35 000
3	Renovation and Upgrade	Build and Renovate Tourism Stalls: Execute approved designs for sustainable tourism infrastructure. Construct new stalls with eco-friendly materials. Include amenities such as seating, shading, and proper waste management systems. Ensure accessibility features for all, including ramps and clear pathways.	Operational tourism stalls: Modern, functional stalls ready for use by local vendors and visitors	Contractor: Lead construction activities. PM: Monitor progress and ensure adherence to designs. BMM Team Department of Tourism Department of Small Business Development Department of Arts and Culture Khâi-Ma Local Municipality	10-Jan-28	15-Dec-28	Not Commenced	R1 730 000
4	Community Education	Train Vendors and Community Members: Provide training on stall operations and customer engagement. Organize workshops for vendors on product presentation, pricing strategies, and customer interaction. - Train community groups on stall maintenance and tourism principles. Conduct sessions on cultural storytelling to enhance tourist experience.	Empowered local entrepreneurs: Community members equipped with the skills to manage and maximize the stalls' potential.	BMM team Contractor PM and Community Liaison Officer: Facilitate workshops. Department of Small Business	01-Jun-28	15-Dec-28	Not Commenced	R20 000

TASK	ACTIVITIES	PELLA TOURISM STALLS DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
5	Handover	Transfer Stalls to Municipality: Ensure smooth handover of operational stalls to local authorities. Conduct final inspections to verify quality and functionality of the stalls. Provide maintenance guidelines and operational policies. Host an official handover event with stakeholders and community beneficiaries. Handover letter signed by all parties	Operational stalls handed over: Municipality assumes ownership and responsibility for long-term maintenance and management.	BMM team PM: Supervise handover process and ensure documentation is completed. Khâi-Ma Local Municipality Municipality: Take ownership and develop a maintenance plan.	01-Jan-29	25-Mar-29	Not Commenced	R150 000

Table 121: Community Play Parks and Outdoor Gym (skate park in Pofadder) Project Plan

TASK	ACTIVITIES	PLAY PARKS & OUTDOOR GYMS DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								R2 500 000
1	Contractor Appointment	Engage Specialized Contractors: Select contractors with experience in park and recreational facility construction. Develop and advertise a Scope of Work (SOW) for the construction of play parks, outdoor gymnasiums, and skatepark. Evaluate contractors based on technical expertise, design creativity, and cost. Finalize contracts with selected contractors.	Experienced contractor appointed: Ready to execute the project according to the design and timeline.	Project Manager (PM): Oversee the contractor selection process. Procurement Team: Manage evaluation and contracting.	01-Apr-27	31-May-27	Not Commenced	R100 000
2	Planning and Design	Develop Detailed Designs for Recreational Spaces: Ensure inclusivity and sustainability in all spaces. Assess the available land and design inclusive spaces for various age groups and physical abilities. Integrate play areas, gymnasiums, and a skatepark with modern, durable equipment. Collaborate with community stakeholders to align designs with local needs and preferences.	Completed design plans and layout: Blueprint for active and inclusive recreational space	PM and Designers: Lead design and planning efforts. Community Representatives: Provide input on needs and preferences.	01-Jun-27	31-Aug-27	Not Commenced	

TASK	ACTIVITIES	PLAY PARKS & OUTDOOR GYMS DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
3	Purchases, Construction and Installation	Build and Install Recreational Facilities: Create spaces for play, exercise, and community engagement. Begin construction of the play parks, outdoor gymnasiums, and skatepark with safe, durable, and environmentally friendly materials. Ensure accessibility for all ages and abilities, including safe walking paths, ramps, and seating. Install equipment, lighting, and safety features such as fencing and surfacing.	Functional recreational facilities: Ready for public use and enjoyment.	Contractor: Manage construction and installation phases. PM: Ensure adherence to designs, timelines, and quality. KMLM Community Department of Sport, Art and Culture Department of Public works and Infrastructure Department of Education Department of Cooperative Governance and Traditional Affairs	01-Sep-27	30-Nov-28	Not Commenced	R2 300 000
4	Training and Community Engagement	Equip Municipal Staff and Engage the Community: Build capacity for long-term operation and maintenance. Provide training for municipal staff on the operation and maintenance of the facilities, including park upkeep, gym equipment care, and skatepark safety. Host community events to promote awareness and encourage the use of the new facilities. Develop educational programs to support healthy lifestyles.	Trained staff and engaged community: Ready to maintain and benefit from new recreational spaces.	PM and Trainers: Conduct staff training and community engagement activities. Municipal Staff: Implement maintenance plans. KMLM Community Department of Sport, Art and Culture Department of Public works and Infrastructure Department of Education Department of Cooperative Governance and Traditional Affairs	01-Dec-28	10-Mar-29	Not Commenced	R50 000
5	Handover	Transition the Completed Facilities to the Local Municipality: Ensure sustainable management. Conduct a final inspection of all recreational spaces to confirm compliance with safety,	Completed and operational facilities: Handover of parks, gymnasiums, and	PM: Oversee the handover process. Municipality: Assume responsibility for	11-Mar-29	30-Mar-29	Not Commenced	R50 000

TASK	ACTIVITIES	PLAY PARKS & OUTDOOR GYMS DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		construction, and environmental standards. Provide all necessary documentation, including as-built drawings, maintenance guides, and warranty information. Facilitate the formal handover to the municipality, including setting up a long-term maintenance plan.	skatepark for continued public use.	long-term upkeep. KMLM Community				

Table 122: Pofadder Clinic Extension and Upgrades Project Plan

TASK	ACTIVITIES	POFADDER CLINIC EXTENSION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								R1 400 000
1	Contractor Appointment	Engage Specialized Contractors: Select contractors skilled in healthcare infrastructure development. Develop and advertise a detailed Scope of Work (SOW) tailored to clinic extensions and upgrades. Evaluate contractor proposals for technical expertise, cost efficiency, and alignment with healthcare needs. Finalize contracts with selected contractors for project execution.	Experienced contractor appointed: Ready to implement clinic extensions and upgrades efficiently.	Project Manager (PM): Oversee contractor selection. Procurement Team: Manage bid evaluation and contracting	01-Apr-27	31-May-27	Not Commenced	R80 000
2	Planning and Design	Develop Detailed Plans for Expansion and Upgrades: Align with healthcare service goals and community needs. Assess the clinic's current infrastructure and identify key areas for expansion and modernization. Collaborate with healthcare architects to design patient-centred and efficient facilities. Ensure stakeholder input, including healthcare staff and community representatives, is considered.	Comprehensive project plan and designs finalized: Blueprint for effective and sustainable clinic upgrades.	PM and Architects: Lead design and planning efforts. Healthcare Department Representatives: Provide input on healthcare-specific requirements. KMLM Community	01-Jun-27	30-Sep-27	Not Commenced	
3	Construction and Installation	Execute the Expansion and Modernization: Improve treatment spaces and operational capacity. Expand existing clinic infrastructure to add new consultation rooms, treatment areas, and waiting spaces. Upgrade utilities such as HVAC, plumbing, and electrical systems for efficiency. Install new medical equipment and ensure compatibility with modern healthcare	Modernized healthcare facility: Expanded and upgraded to support better patient care and operational efficiency.	Contractor: Manage on-site construction and installations. PM: Monitor progress and ensure adherence to quality standards. Department of	01-Oct-27	15-Dec-28	Not Commenced	R1 170 000

TASK	ACTIVITIES	POFADDER CLINIC EXTENSION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		practices. Implement eco-friendly solutions, such as solar power and water-saving fixtures		Health: Support skill development initiatives. Department of Public Works and Infrastructure South African Local Government Association KMLM				
4	Training and Community Education	Equip Staff and Community for Effective Use and Maintenance: Build capacity and foster engagement. Provide training for healthcare staff on the use of new equipment and upgraded facilities. - Conduct health awareness and outreach programs for the community, utilizing expanded spaces. - Develop a maintenance schedule and train maintenance teams for long-term sustainability.	Informed and prepared healthcare staff: Equipped to optimize new facilities and resources effectively.	PM and Trainers: Conduct training and workshops. Department of Health: Support skill development initiatives. Department of Public Works and Infrastructure South African Local Government Association KMLM	01-Mar-28	15-Dec-28	Not Commenced	R100 000
5	Handover	Transfer Responsibility to Relevant Health Authorities: Ensure readiness for sustained operations. Conduct a final inspection to verify quality and compliance with healthcare standards. Provide necessary documentation, including as-built drawings, maintenance schedules, and equipment manuals. Host a formal handover ceremony with stakeholders. Offer post-handover technical support for a specified period.	Fully operational upgraded clinic handed over: Ready to deliver expanded and improved healthcare services.	PM: Oversee the handover process. Department of Health: Assume responsibility for clinic operations and management. KMLM Community	10-Jan-29	20-Mar-29	Not Commenced	R50 000

Table 123: Primary School Upgrades Aggeneys Project Plan

TASK	ACTIVITIES	PRIMARY SCHOOL IN AGGENEYS UPGRADES DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								R1 400 000
1	Contractor Appointment	Engage Specialized Contractors: Select contractors skilled in school infrastructure development. Develop and advertise a detailed Scope of Work (SOW) tailored to school upgrades. Evaluate contractor proposals for technical	Experienced contractor appointed: Ready to implement school infrastructure	Project Manager (PM): Oversee contractor selection. Procurement Team: Manage bid	01-Apr-28	30-Apr-28	Not Commenced	R25 000

TASK	ACTIVITIES	PRIMARY SCHOOL IN AGGENEYS UPGRADES DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		expertise, cost efficiency, and adherence to project goals. Finalize contracts with selected contractors for efficient project execution.	upgrades per project goals.	evaluation and contracting				
2	Planning and Design	Develop Comprehensive Plans for Infrastructure Upgrades: Align with educational and community needs. Assess current school infrastructure, identifying areas for improvement (e.g., classrooms, utilities, sanitation). Collaborate with architects to design modern, functional spaces that promote effective learning. Engage stakeholders, including school leaders and parents, for input on priority upgrades.	Detailed project plan and designs finalized: Comprehensive roadmap for infrastructure upgrades.	PM and Architects: Lead design and planning efforts. School Leadership: Provide input on community-specific needs KMLM Department of Basic Education Department of Public Works and Infrastructure Department of Cooperative Governance and Traditional Affairs	01-May-28	31-Jul-28	Not Commenced	R65 000
3	Construction and Installation	Execute the Infrastructure Upgrades: Modernize facilities and address critical needs. Renovate and enhance classrooms with updated flooring, furniture, and educational tools. Upgrade utilities such as electricity, plumbing, and ventilation for safety and efficiency. Install improved sanitation systems to meet health standards. Incorporate eco-friendly features like solar panels and water-saving fixtures.	Modernized school facilities: Infrastructure that supports a safe, effective, and sustainable learning environment.	Contractor: Manage on-site construction and ensure quality standards. PM: Monitor progress and troubleshoot issues. KMLM Department of Basic Education Department of Public Works and Infrastructure Department of Cooperative Governance and Traditional Affairs	01-Aug-28	31-Jan-29	Not Commenced	R1 240 000
4	Community Education and Training	Equip Stakeholders for Sustained Use and Maintenance: Build capacity among staff and local teams. Conduct training for teachers and staff on the effective use of upgraded facilities and technologies. Develop maintenance schedules and train local teams to ensure long-term infrastructure sustainability.	Informed and empowered school community: Equipped to utilize and maintain the upgraded infrastructure effectively.	PM and Trainers: Lead training programs. Department of Basic Education: Support capacity-building initiatives. KMLM Community Department of Education	01-Feb-29	28-Feb-29	Not Commenced	R55 000

TASK	ACTIVITIES	PRIMARY SCHOOL IN AGGENEYS UPGRADES DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		Provide educational workshops on sustainability practices incorporated into the school.						
5	Handover	Transfer Responsibility to Local Authorities: Ensure readiness for ongoing management and sustainability Conduct a final inspection to verify that upgrades meet quality and operational standards. Provide necessary documentation, such as as-built drawings, operation manuals, and maintenance plans. Host an official handover ceremony with key stakeholders. Offer post-handover technical support for a defined period.	Fully upgraded school handed over: Local authorities and school leadership equipped to manage the new facilities.	PM: Facilitate the handover process. School Leadership and DBE: Assume responsibility for operations and maintenance KMLM Community	01-Mar-29	30-Mar-29	Not Commenced	R15 000

Table 124: Francois Visser School Hall Project Plan

TASK	ACTIVITIES	SCHOOL HALL FOR FRANCOIS VISSER DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								R1 500 000
1	Contractor Appointment	Hire Specialized Contractors: Select contractors skilled in educational facility construction and community infrastructure. Develop and advertise a Scope of Work (SOW) tailored to the construction of multipurpose school halls. Evaluate contractor bids for experience in educational projects, adherence to timelines, and quality assurance. Finalize contracts with selected contractors to ensure smooth project execution.	Qualified contractor appointed: Ready to implement the school hall project with clear objectives and timelines.	Project Manager (PM): Oversee the contractor selection process. - Procurement Team: Manage bid evaluation and contracting.	01-Apr-27	30-Apr-27	Not Commenced	R25 000
2	Site Assessment and Planning	Evaluate Site and Finalize Designs: Conduct thorough assessments to plan the hall's construction. Perform geotechnical and environmental studies to ensure site suitability for the school hall. Collaborate with architects and engineers to develop detailed designs, including space for multipurpose use (educational, cultural, and physical activities). Consult with school stakeholders and community members to ensure the design aligns with their needs.	Comprehensive project plan finalized: Detailed design, work schedule, and allocated resources ready for execution.	PM and Architects: Lead design and planning. Engineers: Conduct site assessments and develop structural plans KMLM Department of Basic Education Department of Public works and Infrastructure Department of	01-May-27	31-Aug-27	Not Commenced	R25 000

TASK	ACTIVITIES	SCHOOL HALL FOR FRANCOIS VISSER DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
				Cooperative Governance and Traditional Affairs				
3	Construction and Installation	Build and Equip the School Hall: Execute the approved design plan to create a versatile facility. Construct the school hall infrastructure, including durable flooring, stage areas, and seating arrangements. Install lighting, sound systems, and ventilation systems for diverse uses. Incorporate environmentally friendly features like energy-efficient lighting and natural ventilation. Conduct quality assurance checks to meet safety and design standards.	Operational and multipurpose school hall constructed: Infrastructure ready for use by the school and community.	Contractor: Manage on-site construction and installation. PM: Monitor progress and ensure adherence to the plan. KMLM Department of Basic Education Department of Public works and Infrastructure Department of Cooperative Governance and Traditional Affairs	01-Sep-27	15-Dec-28	Not Commenced	R1 400 000
4	Community Education	Promote Awareness and Usage Skills: Train school and community members to maximize the hall's potential. Conduct workshops for school staff and community representatives on the proper use and management of the hall. Provide training on hosting events, maintaining facilities, and utilizing technical equipment like lighting and sound systems. Develop a community usage plan to ensure fair and effective access to the space.	Informed and engaged community: Equipped to utilize and maintain the hall effectively for various purposes.	PM and Community Liaison Officer: Lead educational initiatives. Department of Basic Education: Support capacity-building effort KMLM Department of Basic Education Department of Public works and Infrastructure	01-Jan-29	01-Mar-29	Not Commenced	R25 000
5	Handover	Transition Facility Ownership and Responsibility: Ensure smooth transfer to school and local authorities. Conduct a final inspection to verify that the school hall meets construction standards and is fully operational. Provide all documentation, including as-built	Fully operational school hall handed over: School and local authorities equipped to manage and sustain the facility.	PM: Facilitate the handover process. School Leadership: Assume responsibility for hall operation and	02-Mar-29	30-Mar-29	Not Commenced	R25 000

TASK	ACTIVITIES	SCHOOL HALL FOR FRANCOIS VISSER DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		drawings, operation manuals, and maintenance plans. Organize an official handover ceremony with stakeholders to formalize the transition. Offer post-handover technical support and establish a maintenance plan for sustainability.		management KMLM Community				

Table 125: Witbank Waste Sanitation Plant Project Plan

TASK	ACTIVITIES	WITBANK WASTE MANAGEMENT PLANT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
INFRASTRUCTURE: ESTABLISHMENT								R1 000 000
1	Contractor Appointment	Hire Specialized Contractors: Select contractors with expertise in sewage plant construction and wastewater management. Develop and advertise a Scope of Work (SOW) tailored to sewage treatment plant construction and operation requirements. Evaluate contractor bids based on technical expertise, environmental compliance, and past project success. Finalize contracts with selected contractors for project execution.	Qualified contractor appointed: Ready to implement the sewage plant project with a clear timeline and objectives.	BMM Team Project Manager (PM): Oversee contractor selection. Procurement Team: Manage bid evaluation and contracting process.	01-Apr-28	30-Apr-28	Not Commenced	R10 000
2	Site Assessment and Planning	Evaluate Site and Develop Plans: Conduct thorough assessments to finalize the plant's location and design. Perform geotechnical and environmental studies to ensure site suitability for a sewage plant. Collaborate with engineers to design the facility, integrating modern technology for efficient waste management. Engage with community stakeholders to align the design with local needs and concerns.	Comprehensive project plan finalized: Detailed design, work schedule, and resource allocation plan prepared for execution.	PM and Engineers: Lead site evaluation and design processes. Environmental Specialists: Ensure compliance with regulation Department of Water and Sanitation Department of Environmental affairs Department of Cooperative Governance Traditional Affairs Khâi-Ma Local Municipality Witbank Community	01-May-28	30-Jun-28	Not Commenced	
3	Construction and Installation	Purchase and assemble the Sanitation Plant Unit: Execute the approved construction plan to establish a functional facility. Construct the main plant infrastructure, including treatment tanks, pipelines, and	Operational sewage plant unit constructed: Infrastructure ready for testing and commissioning.	Contractor: Manage on-site construction and installation work. PM: Monitor progress and ensure	01-Jul-28	30-Jan-29	Not Commenced	R950 000

TASK	ACTIVITIES	WITBANK WASTE MANAGEMENT PLANT DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
		control systems. Install advanced treatment technologies, such as biological filtration or membrane systems. Set up energy-efficient systems to minimize the plant's carbon footprint. Conduct quality assurance checks at each construction phase to meet regulatory standards.		compliance with the design plan. Witbank Community KMLM Department of Water and Sanitation Department of Environmental affairs Department of Cooperative Governance Traditional Affairs				
4	Community Education	Promote Awareness and Skills Development: Equip local stakeholders with knowledge for sustainable plant operation. Conduct workshops for municipal workers and community members on wastewater management and plant operations. Provide training on plant maintenance, safety protocols, and environmental stewardship. Develop and distribute educational materials on the importance of wastewater treatment and its role in public health.	Informed and skilled community: Increased awareness and capability to support the plant's operation and maintenance.	PM and Community Liaison Officer: Lead educational initiatives. Department of Water and Sanitation: Provide technical support and training. Witbank Community KMLM	01-Feb-29	28-Feb-29	Not Commenced	R25 000
5	Handover	Transition Plant Ownership and Responsibility: Ensure a smooth transfer to Khâi-Ma Local Municipality (KMLM). Conduct a final inspection to verify quality, functionality, and compliance with design specifications. Provide all documentation, including operation manuals, as-built drawings, and maintenance plans. Organize an official handover ceremony with stakeholders to formalize the transition. Offer technical support and monitoring for an agreed period post-handover to ensure operational stability.	Fully operational sewage plant handed over: Municipality equipped to manage and sustain the facility effectively.	PM: Facilitate the handover and ensure all documentation is in place. KMLM: Take ownership and begin operations.	01-Mar-29	30-Mar-29	Not Commenced	R15 000

Table 126: KMLM Additional Municipal Fleet Procurement Project Plan

TASK	ACTIVITIES	KMLM MUNICIPAL FLEET DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
			MUNICIPAL SUPPORT					R1 500 000
1	Review of municipal fleet need	Engage KMLM and discuss municipal fleet needs	Fleet needs identified	BMM Stakeholder Management & Procurement Teams	01-Apr-28	30-Apr-28	Not Commenced	R1 500 000

TASK	ACTIVITIES	KMLM MUNICIPAL FLEET DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
2	Procurement	Procure required and identified vehicles	Purchase of agreed upon vehicles/ equipment	BMM Stakeholder Management & Procurement Teams	01-May-28	30-Jan-29	Not Commenced	
3	Handover of equipment/ vehicles purchased	Deliver purchased equipment / vehicles to KMLM All parties to sign Handover Agreement	Equipment/ vehicles handed over to KMLM	BMM Management KMLM Management	01-Mar-29	30-Mar-29	Not Commenced	R0

Table 127: Pella Business Hub Extension Project Plan

TASK	ACTIVITIES	PELLA BUSINESS HUB EXTENSION DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
				MUNICIPAL SUPPORT				R1 500 000
1	Advertisement of scope of work, adjudication, and appointment of contractors.	Create detailed SOW. Advertise tender through appropriate channels. Evaluate bids based on cost, capability, and experience. Select and appoint the best contractor	Contractors are appointed within the budget. Procurement and contractor appointment.	Mine Procurement Department Project Manager of BMM to oversee process. Procurement team of BMM to handle bid evaluations	01-Apr-28	30-Apr-28	Not Commenced	R10 000
2	Onboarding of contractor	Vendor registration and compliance with governance checks Onboarding selected contractors onto the Mine's vendor system, completing due diligence, contractor training, and legal formalities.	Contractors onboarded and ready to commence.	Project Manager of BMM to coordinate. HR/Admin of BMM to ensure documentation is complete.	01-May-28	30-Jun-28	Not Commenced	
3	Architectural Drawings	Appointed contractor to provide drawings of how site will be converted from L-shape to U-shape	Drawings completed and approved	BMM Management KMLM Management Appointed Contractor	01-Jul-28	30-Aug-28	Not Commenced	R80 000
4	Purchase of building materials and construction completed	Purchase of construction materials and commence building of additional wing to the Pella Business Hub	Additional wing of hub completed with installation of relevant electricity and finishes.	BMM Management KMLM Management Appointed Contractor	01-Oct-28	2029/0 202	Not Commenced	R1 360 000
5	Final Site inspection & hand over	Final review of the additional units and hand over to KMLM	Additional infrastructure handed over to KMLM and community beneficiaries Handover agreement signed by all parties	BMM Management KMLM Management Appointed contractor	01-Mar-29	30-Mar-29	Not Commenced	R50 000

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Table 128: Namakwa FM Expansion to KMLM Equipment Purchases Project Plan

TASK	ACTIVITIES	NAMAKWA FM EXPANSION TO KMLM DETAIL ON ACTIVITY	DELIVERABLE/ OUTCOME	LEADING ACTION / ROLE & RESPONSIBILITY	Start	End	Status	Budget
MUNICIPAL SUPPORT								R600 000
1	Review and agree on items to be purchased	BMM cannot provide for the full required budget but have set aside R600K for the project. Meeting to discuss how to apply the budget	Stakeholders' agreement on items to be purchased	BMM Management KMLM Management Namakwa FM representative	01-Apr-28	30-Apr-28	Not Commenced	R0
4	Purchase of equipment which was agreed upon	Purchase of construction materials and commence building of additional wing to the Pella Business Hub	Equipment purchased	BMM Management KMLM Management Namakwa FM representative	01-Oct-28	28-Feb-2029	Not Commenced	R600 000
5	Final Site inspection & hand over	Final review of the additional units and hand over to KMLM and Namakwa FM representative	Equipment purchased and handed over to the relevant representatives	BMM Management KMLM Management Namakwa FM representative	01-Mar-29	30-Mar-29	Not Commenced	R0

APPENDIX C: LETTERS OF APPROVAL MUNICIPALITIES

C1: Approval Letter KMLM

Meld asb. in u antwoord: In your reply, please quote:	
Verwysing / Reference:	
Navrae / Enquiries:	ESTELLA CLOETE

KHÂI- MA
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U Masipala
wase

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Northern Cape,
South Africa

15 January 2025

To whom it may concern

LETTER OF APPROVAL LETTER BLACK MOUNTAIN MINE 3RD GENERATION 2024-2029 FINANCIAL YEAR SLP PROJECTS.

Khai-Ma Local Municipality's vision is to "improve the living standards of communities with limited resources", with the mission to "build a healthy, safe and economic sustainable society within the Municipality's jurisdiction to the benefits of all individuals who resides in Khai-Ma Municipality jurisdiction through education, economic and infrastructure development and governance".

Khai-Ma Local Municipality (KMLM) therefore provides approval of the projects listed in Table 1 (below) for Vedanta Zinc International Black Mountain Mine's (BMM) 2024-2029 Social and Labour Plan (SLP)

The total project value, as allocated to Khai-Ma Local Municipality for the 2024-2029 SLP is R102 306 015. The Municipality confirms that the selected projects are aligned with the KMLM Integrated Development Plan and have been selected through extensive consultations with the communities and the Municipality.

Khai-Ma Local Municipality looks forward to seeing the implementation of these projects and will continue to consult with, and support BMM during the implementation of these projects.

YOURS SINCERELY

Cloete .... 15/01/2025 ....

MAYOR: CLLR. E. CLOETE **DATE**
KHAI-MA LOCAL MUNICIPALITY

Rig asb. alle korrespondensie aan die Munisipale Bestuurder

Please address all correspondence to the Municipal Manager

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transforming for good

C2: Approval Letter NKLM

Nama Khoi Local Municipality

Posbus / P.O. Box 17
Privaatsak / Private Bag X22
SPRINGBOK, 8240
TEL: 027 718 8100
FAX: 027 712 1635
EMAIL: info@namakhoi.gov.za
WEB: https://www.namakhoi.gov.za/

- Alle korrespondensie moet gerig word aan die: KANTOOR VAN DIE MUNISIPALE BESTUURDER
- All correspondence to be addresses to the: OFFICE OF THE MUNICIPAL MANAGER
- Yonke imbalelwano mayithunyelwe kwi: I-OFISI YOMPHATHI KAMASIPALA

VISION: Building tomorrow today
MISSION: To deliver outstanding services to the community and to stimulate economic development in the region with the focus on the previously disadvantaged

Navrae / Enquires: JI SWARTZ

Ons Verwysing / Our Reference: 8.2.11.1

16 January 2025

Black Mountain Mining (PTY) Ltd
Penge Rd
AGGENYS
8893

<u>BLACK MOUNTAIN MINE 3RD GENERATION 2024-2029 SOCIAL AND LABOUR PLAN SUPPORT TO NAMA KHOI LOCAL MUNICIPALITY</u>

Our previous engagements refer.

Vedanta Zinc International Black Mountain Mine's (BMM) acknowledges correspondence received by the Nama Khoi Local Municipality on the 29th of June 2024, from Dr Gustav Bock, requesting the following support:

a) The Namakwa Social Impact Hub (SIH) – Infrastructure
b) The Nama Khoi/Namaqua Water Security Project
c) Namaqua Biotech Technology Laboratory
d) The Nama Khoi Solar and streetlight project
e) Nama Khoi Waste Recycling and Upcycling

BMM has reviewed the list of projects and is committing to support Nama Khoi in the 3rd Generation Social and Labour Plan (SLP) 2024-2029 with the following projects:

- The Nama Khoi/Namaqua Water Augmentation Project to the value of R4,000,000 for the benefit of all Nama Khoi communities.
- Nama Khoi Waste Recycling and Upcycling to the value of R4,000,000 for the benefit of all Nama Khoi communities.
- The Nama Khoi Solar-Buy-Back Project to the value of R2,000,000 at 4 schools and one old age home:
  - Dr Isak van Niekerk Primary School in Springbok, with 1104 learners,
  - Namakwaland High School in Springbok, with 641 learners,
  - St. Anna Girls High School in Matjieskloof, with 103 learners,

- Wielie Walie Early Childhood Development Centre in Bergsig, with 85 learners, and
- Harmony Home for the Elderly in Bergsig, with 32 residents.

The total value for the support comes to R10M.

Aside from these project Black Mountain Mine will also be rolling out Skills Development and Small Business Development initiatives, inclusive of advertising of procurement opportunities to local businesses, within the Nama Khoi Local Municipality.

We hope that this meets your approval and Black Mountain Mine looks forward to seeing the implementation of these projects and other initiatives and will continue to engage with Nama Khoi Local Municipality during the next 5-year SLP project period.

Yours sincerely,

JI SWARTZ
MUNICIPAL MANAGER

C3: Approval Letter NDM

NAMAKWA

DISTRIKSMUNISIPALITEIT
DISTRICT MUNICIPALITY

X20
SPRINGBOK
8240
Web: www.namakwa-dm.gov.za
Epos/Email info@namakwa-dm.gov.za
027 712 8000
027 712 8040

Ons verwysing/Our reference 19.2.1
Navrae/Enquiries SC Adams

2025-01-28

To: Black Mountain Mining Pty Ltd

BLACK MOUNTAIN MINE 3RD GENERATION 2024-2029 SOCIAL AND LABOUR PLAN SUPPORT TO NAMAKWA DISTRICT MUNICIPALITY

Our previous engagements refer:

Vedanta Zinc International Black Mountain Mine's (BMM) intends to support the district in the 3rd Generation Social and Labour Plan (SLP) 2024-2029 with the building of the Springbok Oncology Centre.

This is the project that is earmarked for the benefit of the entire district is the Oncology Clinic Project and this is aligned with the needs identified through the Integrated Development Plan (IDP) processes and engagements with the relevant wards.

The **Oncology Clinic** project was allocated through consultation with the Provincial Government for the entire district.

The project aims to provide:

a) **The Oncology Clinic will provide the community with the following long-term impact:**
   - Established a well-equipped Oncology Clinic in the community
   - Increase access to critical oncology care to patients in the Namakwa Regions and Improve early detection and care.
   - Improve access in terms of time cost and health impacts; travel to and from treatments, whilst experiencing the negative effect of radiation- and chemotherapy.

The total value for the Oncology Clinic project to be rolled out across the 5-year SLP period is R21 485 986 and overachieves the 10% SLP agreement for the District. Over and above this value, we have also earmarked an additional R1,2M to include solar power at the Oncology Clinic bringing the total value to R22,7M.

Aside from the Springbok Oncology Project, Black Mountain Mine will also be rolling out Skills Development and Small Business Development initiatives, inclusive of advertising of procurement opportunities to local businesses, within the Nama Khoi- and Khâi-Ma Local Municipalities.
Black Mountain Mine looks forward to seeing the implementation of the Oncology Clinic project and other initiatives and will continue to engage with Namakwa District during the next 5-year SLP project period.

Yours sincerely

SC ADAMS (MR)
MUNICIPAL MANAGER

Alle korrespondensie moet aan die Munisipale Bestuurder gerig word.
All correspondence must be addressed to the Municipal Manager.

APPENDIX D: FULL STAKEHOLDER ENGAGEMENT REPORT