



THE MCPP: ANGLO AMERICAN PLATINUM CLOSE OUT REPORT

2020 - 2025

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PART 1: MCPP Close Out Report Introduction

mcpp

Municipal Capability &
Partnership Programme



1.1 Introduction

This document is a Close Out Report for the Municipal Capability and Partnership Programme (MCP), implemented through Anglo American and Anglo American Platinum.

The MCP supported two pillars (Thriving Communities and Trusted Corporate Leader) of AA's Sustainable Mining Plan (SMP), which was one of the components needed to realise AA's purpose of "Reimagining mining to improve peoples' lives". The commitment to the MCP was guided by the acknowledgement that:

- Responsible mining can be a catalyst for the growth and development of communities. However, impact on municipalities and financial viability need to be considered and municipal capability strengthened to safeguard mine investments and minimise risk to operations.
- Ecosystem impact requires more than isolated project-based investment by Mine, Industry (SED, SLP, CSI), Government or other stakeholders. The scale and complexity of challenges to address legacies of the past and create a post-mining future in what is regarded as mining regions and towns, requires a collaborative and a concerted medium term effort.
- Municipalities are legally mandated and key in taking the lead to facilitate a shared development agenda to guide investment decisions and enable collaboration, partnering and alignment for catalytic impact.
- Sustainable development in mining regions requires inclusive stakeholder engagement, to ensure that community voices are integrated into planning and decision-making processes to foster long-term social license to operate.

The report provides a summary reflection on the results achieved through the MCP, a strategic initiative aligned with Anglo American Platinum's commitment to sustainable development and collaborative governance. Structured across six key parts, the report captures the programme's objectives, approach, and the tangible outcomes achieved across multiple mining communities, including Mogalakwena, Der Brochen-Mototolo, and Amandelbult. It highlights the transformative "before and after" progress in infrastructure, governance, and service delivery, while also documenting the strengthened partnerships between mines and municipalities.

The final sections focus on capacity building, peer learning, and financial stewardship, offering valuable insights and lessons to inform future initiatives. This report serves not only as a record of achievements but also as a foundation for continued collaboration and shared value creation in mining-affected regions.



PART 2: MCPP Objectives & Approach

mcpp Municipal Capability &
Partnership Programme



2.1 The Municipal Capability and Partnership Programme

The Municipality Capability and Partnership Programme (MCP) was designed to enable AA, AAP and the respective mines to collaborate and work with other stakeholders (including industry and government) to **strengthen municipal capability** to:

- **Improve the state of service delivery (with an emphasis on water and infrastructure), as well as**
- **Manage growth and prepare for post-mining futures.**

Municipal - The Municipal Systems Act (Act 32 of 2000) and the Municipal Structures Act (Act 117 of 1998) defines a municipality as "the structures, political office bearers and administration of the municipality; a geographic area; and the community of the municipality" – thus municipality refers to the **municipal institution (political and administrative structures), the people who live and industries that operate in the local area.**

Capability - Capability in the context of the MCP implies realised capacity, thus the outcomes achieved (problem solving), through multi-pronged institutional capacity (including systems, processes, evidence, resources, tools), team capacity (functionality, psychological safety, communication, clarity on roles, trust etc. as key for performance, learning and innovation), individual capacity (professional and personal capacity, including skills, knowledge, confidence, attitude, beliefs, leadership etc), collaboration and partnering capacity (of the relevant partners, internally in organisations and externally) as well as the enabling environment (contributing to knowledge sharing and relevant policies, practices, regulations etc).

2.2 Relevance and Value for AAP

Mines and municipalities already had many formal and informal agreements, mostly related to the mine social and labour plans (SLPs) and infrastructure investments. However, despite these regulated agreements and numerous interdependencies in the mining town ecosystems, trust was low and impact on the ground was not always visible. At the same time, municipal service delivery and governance were eroding, leaving many communities dependent on mines for access to basic services.

The MCP specifically focused on strengthening municipal capability and partnering to:

- **Address communities and/or employees' challenges to access services (especially water) where mines had to step in to fulfil municipal functions; and**
- **Mitigate the implications of growth and a post-mining future on infrastructure sustainability, and mining-dependent towns and economies where mine investments are often isolated and have limited impact, due to gaps in municipal and partner capacity.**

Mogalakwena Mine Alignment Engagement 2022



Mogalakwena Plenary Engagement on the Spatial Development Framework, 2022



2.3 The MCPP Roll-out

Anglo American has entered into a Memorandum of Understanding with the Department of Cooperative Governance and Traditional Affairs (COGTA) as part of its contribution to State Capability. AA (with AAP, Kumba Iron Ore, and DeBeers) developed the MCPP with the support of the Council for Scientific and Industrial Research (CSIR) as implementing partner. The latter has almost three decades of research and programmatic support in capability development, intergovernmental alignment, and the forging of State and non-State partnerships. Designed specifically for mining ecosystems, the MCPP was rolled with AAP in Limpopo (Mogalakwena, Fetakgomo Tubatse, Thabazimbi), North West (Moses Kotane).

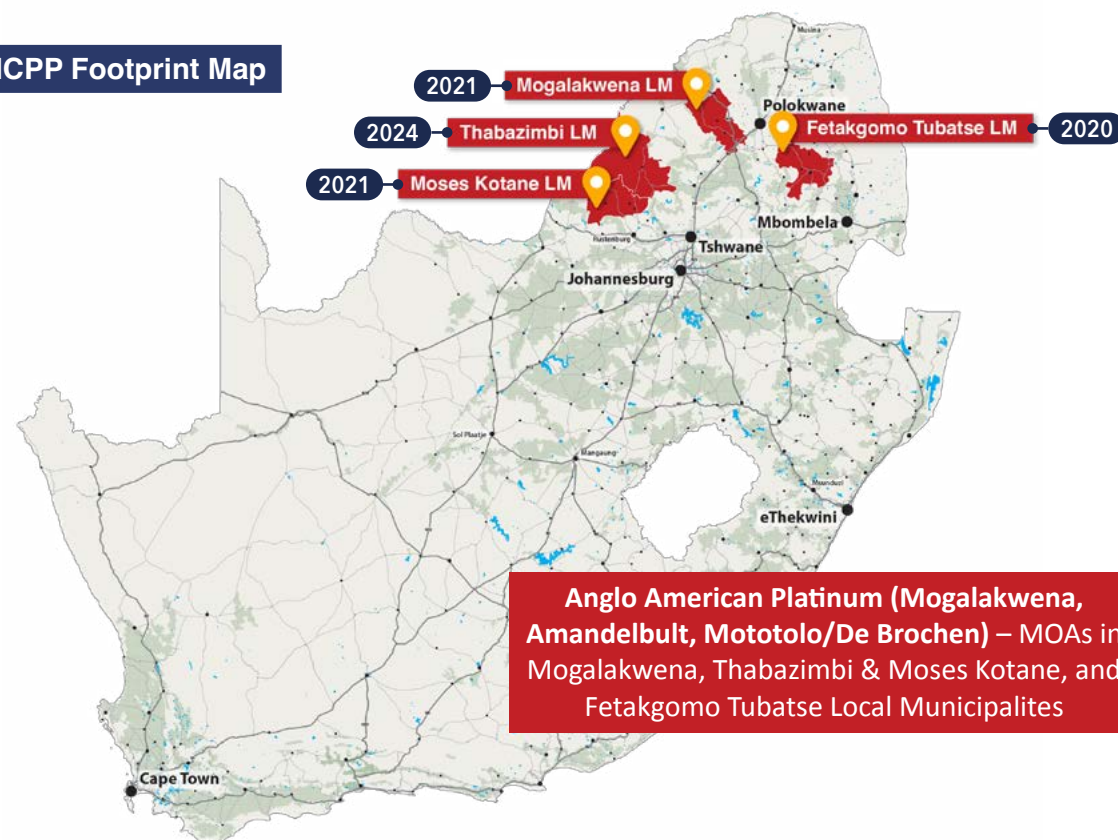
MCPP Establishment: Co-create and implement for Impact

Obtain a mandate to help mines and municipalities

At programme level this entailed:

- Developing a programme to address challenges faced by previous municipal capacity programmes
- Setting up partnering and reporting agreements with stakeholders in the local government capacity development space, including:
 - DCOG, the Limpopo Provincial Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA), relevant district municipalities, the Development Bank of Southern Africa (DBSA), the Municipal Infrastructure Support Agency (MISA) and the South African Local Government Association (SALGA);
- Developing an outcomes-based MEL tailored for medium-term capability development.

AAP MCPP Footprint Map



In each municipal region this entailed:

- Desktop studies on critical development and municipal capacity challenges
- Introducing programme to mine leadership, SED, stakeholder relationship teams
- Introducing the programme to municipal administrative and political leadership
- Identifying and agreement on focus areas of value to both the mine and the municipalities,
- Establish relationship and trust by illustrating value to municipalities and mines – address critical risks.
- Ensure municipal management and operational teams take ownership of the agreed action areas.

The programme is implemented through an **annual implementation plan**, where the interventions designed to achieve the objectives and reach the medium term outcomes, are adapted to align with progress, contextual realities and available resources (including funding, and availability of the municipal team, access to technical expertise and other potential opportunities). Reporting to municipal, mine and local government partners are done on a quarterly and annual base with ongoing interaction to ensure interventions, relationships and expertise is leveraged to add value to partners in a fast changing, and high risks, local context.

MCPP: A unique approach to move from capacity to developmental impact

A unique approach for complex and fast changing contexts

MCPP is not merely about improving municipal capacity. It is deliberately designed to strengthen capacity for implementation and impact. The focus is thus not on creating the ideal institutions and ensuring regulatory compliance, as many other sector- and local government support programmes. The point of departure is that whilst municipal institutions are not ideally resourced, there is an urgent need to improve service functionality and municipal and partner collaboration to address shared challenges unique to the specific context. The approach is thus to not just provide technical support, but collaborate in solving problems whilst strengthening capacity in a phased and self-generative way.

Context and regional differences

The MCPP recognises that mining regions and ecosystems may have similar challenges but operate in different contexts, and so the programme design takes into account the different institutional capacities of municipalities, the state of mining in the region (i.e., growing or declining with mine closure looming), the urban/rural nature and accessibility of the region, and especially the levels of economic diversification.

*** Phasing is designed to enable traction and embed multiple adaptations and exit strategies*

*** Different contexts, participation, traction, resourcing will enable fast-tracking of different phases for different functions/areas*

A Phased, Medium-term Programme

PHASE	DESCRIPTION
Create buy-in (impact space) and commitment for co-creation	- Agreements between industry, municipal and local government partners on the intersection between development challenges, and municipal and partner capability (for short term results and medium term impact). - Facilitate self-assessments, agreement on medium-term capacity objectives; identification of critical (underlying) constraints and co-creation of context-specific strategies and annual intervention plans. - Kick-start technical support to help municipalities mitigate critical risks.
Foundation for Stabilisation 	- Address regulatory compliance for critical service delivery functions identified. - Address evidence gaps (especially in mining regions and newly formed municipalities with major gaps in records of established and newly developed infrastructure, agreements, lack of knowledge management systems and minimum alignment of evidence within municipalities and between developmental partners. - Strengthen the functionality (including psychological safety) of service teams in siloed and often dysfunctional units, with high vacancy rates and limited access to technical resources and experienced middle management. - Improve prioritisation and collaboration within and between line departments and decision-makers in municipalities.
Institutionalisation 	- Embed established systems, processes and evidence-informed operation, maintenance, management and investment plans. - Embed well-informed and socialised development plans through inter-departmental collaboration and continued advocacy with political and inter-governmental decision-makers. - Implement projects and manage land and development, settlement growth through updated instruments and tools. - Improve financial viability and expand the municipal revenue base. - Ensure requirements are met to access government capex and maintenance funding.
Integration, Collaboration for Regeneration (Exist strategy) 	- Regeneration towards post-mining regions will take time, commitment and a significant collaborative effort, especially where mine closures will have significant implications on towns, livelihoods and existing socioeconomic interdependencies. - Experience has confirmed that the pathway to a post-mining or multi-partner invested future will require the collaboration of all partners, not just the municipalities or industry. Such an approach goes beyond mere technical support, to strengthen developmental leadership and intentional collaboration among mines, municipal teams and other role players. Moving from collaboration to social compacting. This is in stark contrast to an approach where mines provide services and develop infrastructure on behalf of government, which increases dependencies and financial liabilities.

An outcomes-based and generative approach towards strengthening capacity

The MCPP works with teams in participating municipalities to address critical problems and collaborate on finding solutions. The approach is innovative, internationally benchmarked and suited to complex environments and interconnected challenges, which characterise mining regions and ecosystems. Instead of simply offering technical assistance, the programme focuses on outcome-based strategies. It uses collaborative problem-solving as the foundation for strengthening capacity in a multi-pronged way, tackling key constraints across functional value chains. This approach encourages developmental leadership and collaboration among different stakeholders and is built on appreciative adult and peer-learning principles, ensuring an environment conducive to learning and innovation, with a specific focus on improving team functionality (communication, psychological safety, technical capacity) and meaningful collaboration.

The programme activates multiple capacities (versus an approach of externally produced "capacity-building" where cause-effect relationships are assumed to lead to capability). This approach is based on a foundation of individual, team and partner reflection, learning, innovation and adaptation for impact.

The MCPP outcomes-driven approach to developing capability and partnering

Innovative approach - internationally benchmarked

Complex environment and interconnected challenges (little control)

Point of departure: Capacity already exists (in many forms). The aim is strengthening, unleashing (it can be transferred/built), and collaborative innovation.

Utilize **several levers/'capacities'** for impact on **problem solving and capability traction**.

Collaborate and partner: Agreed need, authority to enter, trust, joint responsibility (impact space). Actively strengthen collaboration between partners for development impact.

Solving problems: Local context, critical constraints, Innovation, future proof/smart, experience success, in-service coaching.

Contribute to institutional maturity: Across service delivery value chains, regulatory compliance and value systems, processes, evidence, instruments, tools.

Strengthen functionality of teams, individuals and leaders:

Exponential impact, peer learning, psychological safety (communication, roles, trust), collaboration across silos ('informal and management teams'). Transformative leadership (worldview, beliefs), professional and personal development.

Strengthen community of practice and contribute to the

capacity in the enabling environment: Peer learning, RDI, policy notes and guidelines (e.g. 'Asset transfer' by mines as part of SLP).

Implementation supported by dedicated, experienced (technical and facilitation) and diverse teams and collaborators. Reflection, learning and adaptation practices support value and implementation.

Outcomes based evaluation is focused on medium term results & capability traction across capacity levers, including: service/functional results, indicators of strengthened institutional capacity, participant assessment and perceptions of improved functionality of teams and individual capacity, and evidence of strengthened collaboration.



Co-creation with multi-faceted teams (mentors, technical experts, facilitators, committed co-learners)

The MCPP implementing teams and local champions are key to the programme success. Each municipal implementing team comprises a dedicated team, committed to demonstrating excellence and strengthening relationships for developmental impact. The team includes highly experienced and “eager to add value” young professionals and project coordinators from diverse but relevant domains and backgrounds. Technical expertise and learning are also shared across the programme, as well as in broader communities of practice.

The multi-faceted teams (mixed ages and races, and differentiated skills) focus on anchoring and integrating relationships, bringing in technical experts when needed. They work with municipal teams to identify root causes, establish standard operating procedures and systems, and find ways to address glitches that occur during implementation. The MCPP teams provide extra hands to cope with the extensive regulatory and engagement demands, and work behind the scenes to galvanise support from industry, identify the right people to speak to, and raise awareness of the municipality's processes. They also strengthen communication in teams and between teams, both on the ground and with management; bridge knowledge gaps for newly appointed municipal staff and in understaffed departments; and bring experience into often small municipal teams who lack experienced planners and engineers.

2.4 Local Government Collaboration

The MCPP is being rolled out through collaboration not only with the participating municipalities but also with other key partners, including provincial governments, the MISA, the DBSA, Enterprises University of Pretoria, Kagiso Trust, National Business Institute (NBI) and the Public

Affairs Research Institute (PARI). In seeking alternative models for service delivery, the programme is looking at partnerships comprising community, civil society, industry and other partners in the area – in other words, not just the mines and industry partnering with the municipality.

2.5 The Value of the MCPP

After five years, the MCPP has shown that its approach gets results and adds value to all partners involved. The programme enables partners to address service delivery and developmental challenges, activates capability and strengthens collaboration for impact.

Highlights of the MCPP implementation and results which are emerging are shared in municipal-specific sections. The section below provides an overview of interventions and results during the period 2020-2024.

2.6 Conclusion

The demand for collaboration to tackle context specific challenges is escalating, with provinces and municipalities on board and acknowledging the programme's contribution. Experience has confirmed that the pathway to a post-mining future will require the collaboration of all partners, not just the municipalities or industry. As the mining industry and resource availability contract, big issues need to be addressed and so, more than ever, roleplayers need to act together and move towards the regeneration of mining ecosystems. For the MCPP, what is needed more than ever is to grow partnerships and enable partners to act together to plan for post-mining futures, to manage and maintain critical and vast deteriorating infrastructure, and to set capabilities in place to ensure sustainable access to water.

Looking to the future, the challenge will not be to regenerate individual sites or to execute large-scale catalytic projects. It will be to build on collaborative action in order to carve out pathways towards regional and town regeneration.

Views of Municipal Practitioners

Many municipal practitioners shared the value that they gained from working with the MCPP, especially during sessions where they were able to take time to reflect on their day-to-day practices and experiences in the municipal environment. A common view was that the MCPP and municipality share a common vision and are willing to work together. Individual practitioners gained knowledge about partnerships between the municipality and industry partners, felt empowered and developed a sense of ownership.

Teamwork

“Collaboration and teamwork are key.”

“I have seen significant change in team morale and change in how things were done without proper systems and processes in place.”

“I have a better understanding of colleagues' working pressures and environment.”

“Experienced connection [...] clarity and direction”

Personal empowerment

“The municipality is empowered because we are empowered”.

The ‘basics’ have been achieved through in-person capability development.”

“Learned about capacity-building.”

“The greatest benefit has been being able to assist where needed and learning from municipal colleagues.”

“My mindset has changed, i am more solution oriented, and really have fallen back in love with my job.”

Tangible improvements

“We feel confident that the processes we were introduced to will really improve our efficiency and increase the team's ownership of current and future projects.”

“Project implementation processes and project management procedures.”

“The MCPP has taught us to work on various tools.”

“The inception of the working streams within the municipality and municipal directors including the municipal manager.”

PART 3:

Mogalakwena Mine Outcomes & Outputs



3.1 Mogalakwena Local Municipality - Mogalakwena Mine

Context and Challenges Faced by AAP, Mogalakwena and Government

THE REGION



Home to the world's largest open-cast Platinum Group Metals mine.



Predominantly rural but with fast growing towns (e.g. Mokopane) and villages around the mining complex. Disruptive resettlements, influx of people and traditional areas challenges service delivery.



Infrastructure investment and other spin-offs from mining in the form of downstream and upstream economic development and corporate social investment.



Influx of job-seekers due to mine.



GOVERNANCE CHALLENGES

- In 2019 Mogalakwena Local Municipality was placed under administration due to political instability, violence, mismanagement, and poor service delivery.
- Very small planning team and no plans, processes or capacity to facilitate collaboration between the disparate needs and development trajectories of mines, communities, the 9 traditional authorities, democratically elected leaders (specifically ward councillors responsible for the 32 wards) and the municipal administration.

AAP & MOGALAKWENA CONCERNS

- **Lack of service delivery:** Limited service delivery and infrastructure development in fast-growing settlements.
- **Increasing dependency on the mines:** The Mogalakwena Mine has a huge responsibility in infrastructure, housing and service delivery as well as livelihood development in its doorstep communities and other several resettlements.
- **Lack of reliable water supply:** Due to implementation delays for regional bulk water infrastructure projects the municipality no longer had a reliable water supply.
- **Covid repercussions:** During the COVID 19 pandemic the pressure increased on Mogalakwena Mine to support water provision and assist the municipality in maintaining water infrastructure in the area.
- **Adhoc investment:** Uncoordinated SLPs, infrastructure and SED investments leading to limited impact and sustainability.
- **Ineffective handover and maintenance of infrastructure:** Infrastructure developed by mine not maintained when transferred to municipalities.

SETTLEMENTS IN MINING AREAS

The presence of platinum mines has led to significant labor migration into the region, with the basic indigent population continuing to grow and requiring free basic services. The municipality was facing high levels of debt and increased pressure for managing growth and maintenance of infrastructure, exacerbated by fragmented infrastructure investment undertaken by various stakeholders.

Water Infrastructure was aging, resulting in an inconsistent water supply for the communities and the area in which most of the mining activities and big mines were concentrated. Additionally, implementation delays for regional bulk water infrastructure projects such as the Oliphants Management Model pipeline, meant that the municipality no longer had a reliable water supply, with water leakages and lack of capability to fix leaks and replace infrastructure exacerbating the situation.

MCPP Collaboration Agreement and Objectives

By **August 2020**, AA initiated the Mogalakwena Resetting Relationships Project (MRRP), which addressed a range of issues, among these, livelihood creation, in-migration, and growth management. The MCPP programme was kick-started, with a specific focus on strengthening the municipalities capacity and improve collaboration between decision-makers towards a joint vision for the area instead of ad hoc investment with little developmental impact.

AA, AAP, MLM and the CSIR signed a MOA and agreed to implement the MCPP with the objective to:

- 1 **Increase community access to water in the MLM region and sustainability of infrastructure investment in Mogalakwena, by strengthening municipal capability to manage water and water infrastructure.**
- 2 **Manage risks to operations due to expanding settlements and contribute to sustainable post-mining future by strengthening the municipal and partner capability for strategic development planning and land development management.**

Overview of Results and Outputs

The programme was designed as a medium-term programme (2020/2021-2030/2031). By midway through the programme, significant results have already been achieved. Through the MCPP team's dedicated and context-specific support (kick-started with a dysfunctional municipality in 2020), and the active collaboration of the Mogalakwena Municipality teams (see below), progress is evident.

TEAMS THAT COLLABORATED CLOSELY IN IN-SERVICE COACHING AND ACHIEVING THE RESULTS	NO OF INDIVIDUALS ACTIVELY INVOLVED ANNUALLY
Development Planning	6
Groundwater	30
LED	7
Plumbing	38
Senior Planning Management	8
Senior Water Management	4
TOTAL	93



In spite of a very low base, within the short period of 4 years, the programme contributed to:

1. Improving access to water and maintenance of water infrastructure in the region;
2. Collaborative development of a regional development vision and strategy, investment frameworks and local implementation plans and practices (already impacting decisions), as well as improved management of land development and growth in the region;
3. Strengthening the foundational capacity of the institution and responsible teams; and
4. Embedding practices and generating guidance (through the learning across the MCPP Sites) for meaningful industry collaboration and improving the impact of investment.

A high-level summary of results (service results and outputs) achieved by the MCPP in collaboration with Mogalakwena Municipality is provided in the table below.

The outputs have contributed to institutional capacity, as they were used as 'mechanisms' to strengthen the capability to contribute to the specific objectives (as agreed by partners in the programme). This has been done to solve problems whilst systematically addressing critical constraints to enable the establishment of a sound foundation in municipal institutions to deliver functions, generate revenue, and meet requirements to access government funding.

A brief summary on results and progress in achieving the Mogalakwena MCPP objectives, followed by a snapshot view on "Before and After MCPP", is provided in Sections:

[3.2 Before and After: Access to Water - Water Infrastructure Maintenance and Investment](#)

[3.3 Before and After: Groundwater Management for Rural Regions](#)

[3.4 Before and After: Planning and Collaboration for a Shared Future](#)

[3.5 Before and After: Capability to Manage Growth - Bottom-up Support in Mogalakwena](#)

For an expanded view on capacity results achieved, and for more detail on the specific initiatives please see [MCPP Journey](#) & [MCPP website](#).

Mogalakwena Local Municipality: High Level Overview Outputs Generated through MCPP

INTENDED IMPACT	INCREASE COMMUNITY ACCESS TO WATER		SUSTAINABLE REGIONAL DEVELOPMENT AND RESILIENT COMMUNITIES	
MCPP Objective	Strengthen municipal capability to manage water and water infrastructure		Strengthening the municipal and partner capability for regional strategic development planning and land development management	
Partner pain point Kickstart 2020	Mogalakwena mine provided water to communities at huge costs – Water tankers (COVID 19), Boreholes in Weenen & Planknek Municipal capacity required to manage Rural Boreholes	Water availability is an issue. Demand > than resource, PLUS massive impact of water leaks and losses, as well. Billions invested in Oliphants Bulk Water. Mogalakwena Local Municipality (MLM) Reticulation system must be 'fixed' / sections replaced to handle additional volume	Collaboration and investment impact for regional resilience	Manage land development and settlement growth to mitigate risks around the mine.
Service Results Improvement supported by the MCPP Collaboration	Improved access to quality water in MLM: The composite indicator for water availability been measured, shows an increase from 0% (2021) to 2% (2023)	Decline in water lost in the system (leaks & illegal connections) from 57% (2022) to 51% (2024) Improvement in rate of fixing leaks in the reticulation system	Collaborative Development of the Mogalakwena Vision and Spatial Development Strategy. Amendment of proposed growth node out of mine expansion area. Nodes and regional development supported by more than 581 people (as well as 5 session x45 Councillors)	Land development and management agreements reached with MLM and Traditional Authorities (TAs) in mining resource area around Mogalakwena Mine. (More than 21 work sessions to obtain buy-in and train more than 408 people)
Institutional Capacity Focus Areas	WATER QUALITY AND GROUND WATER Lead by: Technical Services (Water, Rural Boreholes)	REDUCTION IN WATER LOSS AND FIXING LEAKS Lead by: Technical Services (Water)	ECONOMIC DEVELOPMENT AREA Lead by: Development Planning, Integrated Development Plan (IDP), Local Economic Development (LED)	LAND DEVELOPMENT Lead by: Development Planning, Land Use Management
Summary of Key Outputs generated	✓ Review of Water Safety plans for Blue Drop Submission ✓ GIS Representation of all boreholes ✓ Visual condition assessment of all boreholes. ✓ Borehole Operation and Maintenance (O&M) plan for entire region ✓ Infrastructure Asset Management Self-Assessment ✓ Infrastructure Asset Management Improvement Plan ✓ Infrastructure Asset Management and Maintenance Financial Risk Analyses (water and road maintenance investment) ✓ Mapping of rural boreholes ✓ Visual Condition Assessment of rural boreholes ✓ GIS Representation of MLM rural, semi, and peri urban boreholes. ✓ Steering Committee for Bi-monthly Water Technical Forum, 2022-2024 (industry alignment) ✓ Assessment of Functional Water Services Authority Requirements and Gaps for MLM ✓ Water Master Plan design and alignment with recently developed Spatial Development Framework, local area plans	✓ No Drop Baseline ✓ No Drop submission FY2023/24; FY2024/25 ✓ None Revenue Water (NRW) % Baseline review ✓ Water Loss % Baseline review ✓ Quarterly Water Balance Standard Operating Procedures (SOP) Compilation ✓ Review and update illegal connection policy and business process SOPs ✓ No Drop Submission Standard Operating Procedure (SOP) ✓ Water Stock Audit SOP ✓ Updated GIS information for IMQS Integration with Development Planning ✓ Job Card and Inventory Management Field Tool ✓ Leaks reporting and management pilot tools ✓ Leaks reporting tool integrated with Water Balance Pilot ✓ Consumer meter audit for Municipal Region. ✓ Active leak detection (Annual, monthly) ✓ Financial contribution to IMQS (license for mapping water infrastructure 2022, 2023) ✓ Leak repair materials donated – R 1.5m ✓ Annual, Monthly Water Balance Reports ✓ Monthly Bulk meter audits ✓ Monthly Real Losses monitoring ✓ Water Stock Audit ✓ NRW Reduction Initiatives developed for Water Master Plan ✓ Non Revenue Water Business Plan (Draft) ✓ Water master plan and water services development planning TOR for funding	✓ Household growth and COVID Vulnerability Indicators and priority areas ✓ Municipal Spatial Data Profile (evidence base for settlement growth, regional migration). Updated for IDP, Spatial Development Framework (SDF) ✓ Desktop assessment on municipal challenges and proposed capacity building initiatives. ✓ IDP Support 2021/2022; 2022/2023 ✓ Updated Capital Expenditure Framework (CEF) ✓ State of the Environment report in line with SDF ✓ SDF Project Prioritisation Model ✓ Spatial Development Framework ✓ Local Economic Development Framework ✓ Local Economic Development Strategy	✓ Land Use Scheme (LUS) ✓ Explore technologies for Land use change detection system ✓ Reconciliation of municipal numbering of stands with TA numbering ✓ Developer Contribution Policy ✓ Bakenberg Node Final Local Strategic Development Framework (LSDF) ✓ Marken Node Final LSDF ✓ Mining resource area Final LSDF ✓ Mokopane Urban core Final LSDF ✓ Rebone Node Final LSDF ✓ Mahwelereng LSDF ✓ Precinct plan for village clusters (layout design support) ✓ Integrated Human Settlement Plan (HSP) ✓ Disaster Risk Response study ✓ Disaster Risks Response Capability Development and Implementation plans ✓ Disaster Risk Response and recovery plan for tailing dam failure

Value and Recommendations for Mogalakwena Mine and AAP

1. Groundwater Management: Mitigate Risks to AAP and Leverage on Results

The support provided related to the groundwater initiative was valuable to MLM as this provided an opportunity to have a holistic view of all boreholes for the rural and peri-urban region. The municipality now has information of exactly where these boreholes are located, the communities it is supplying, the operational needs as well as infrastructure challenges faced. Through the development of the O&M Plan, the process controllers and regional maintenance teams were trained to better understand maintenance needs to support with forward planning and extending the useful life of the asset. This initiative also, assisted with providing the municipality on the boreholes operated by HallCore who have been providing immediate relief to communities.

Recommendation include but not limited to:

- Continued support to process controllers to allow them to be registered and officially recognised by DWS.
- A geohydrological study of the ground water to support determination of abstraction rates in order to sustain the life of the boreholes.
- Next step is to ensure completeness of land and infrastructure assets of municipal, as well as of industry operated boreholes, in asset register and planned maintenance and/ refurbishment. Where assets need to be handover, Mogalakwena mines and the Municipality can use the "Infrastructure asset transfer guidelines" to support ease of agreement and the process.

2. Infrastructure Maintenance: Mitigate Risks to Collapse

Significant **momentum was created with fixing leaks** and MLM playing role as Water Services Authority.

Municipality is now actively fixing water leaks to mitigate risk of Bulk Water losses. This can decrease dependency on Site to fix water pipes and increase municipal revenue.

The maintenance burden and **need for urgent infrastructure replacement (for water and roads) are critical** and agreed with Mogalakwena Mine.

Extended infrastructure lifespan in Mogalakwena is critical. Proactive maintenance based on reliable data helps preserve aging infrastructure. Credible, up-to-date plans make it easier to secure investment from public and private sources. MLM can be supported to apply for relevant funding for infrastructure replacement.

Engagement to explore partner medium-term support to ensure **infrastructure asset replacement prioritisation, budgeting and application for funding for the significant maintenance burden (including roads) will be critical for future sustainability of all infrastructure in the region.**

CSIR MCPP team prepared Lebalelo Water's successful submission to DWSA in support of Oliphants Management Model, to support MLM with readiness to operate as Water Services Authority. Such support will be critical to institutionalise the foundational gains made.

3. Land Management around Mogalakwena Mine: Implementation in Support of Risk Mitigating Agreements

Approval of commercial development in mine expansion was avoided. First SDF in the country with a demarcated spatial region for activities in the 'mine resource region' around Mogalakwena Mine. Risk successfully mitigated for Mogalakwena Mine.

Curbing settlement development on mine doorstep. This was a significant focus and major result of MCPP and the site induced migration from AA, AAP and Mogalakwena Mine.

Land development and settlement planning training to strengthen spatially embedded planning and governance in traditional authorities' areas of jurisdiction and **land development management in fast-changing areas such as Mokopane town** will be critical for enabling sustainable settlement development as well as service delivery planning and revenue enhancement.

Recommendation: Ongoing engagement and close collaboration with MLM Development Planning Team is encouraged.

The training that MLM undertook with MCPP to ensure selected TAs are able to use spatial tools and information for effective land decision-making will be invaluable to ensure land management decisions are executed in a proactive way. This is also critical for financial viability.

To ensure mitigation of the risk of resettlement the support to embed land use scheme institutionalisation (as originally planned through MCPP for 2025) is regarded as an important last step to enable land management practice implementation by the competent but very small team.

Funding for technology to support such practice has been solicited by the CSIR through its MOU with the National Department of Land Reform and Rural Development. It is proposed that collaboration on this work is explored and funding is secured via DLRRD to enable implementation.

4. Water Management Alignment: Mogalakwena Water Forum Secretariat

Recommendations: Consider lobbying industry partners for contribution to the forum. Potential lessons from the Kumba supported, Gamagara and Tsantsabane Mine Municipal Regional Compact, could be useful to support the municipality in the plan to leverage the infrastructure forum into a mine-municipal development compact, where project pipeline and investment alignment and funding opportunities can be harnessed.

5. Socialisation of Mogalakwena Development Vision

Significant strides have been made with more than 500 people agreeing on the vision and development agenda in Mogalakwena. The importance of aligning investment decisions with the SDF will be critical when new Councillors are selected in 2026. Land management, and application for bulk infrastructure refurbishment, will be critical next steps for maintenance of bulk infrastructure and minimise land development in direct vicinity of mine operation and expansion areas. Investment in leadership and regional development capacity for newly elected Councilors in 2026 can minimise risk to operations, and ensure implementation of the range of plans and policies developed to enable development implementation

Recommendations: Sustained collaboration towards a shared future and decision-making for maintenance instead of capex budget spent, will require councillor and leadership advocacy and training for new Councillors and partner decision-makers.

6. Infrastructure Asset Handover Practices

The need for improving infrastructure handover practices was evident and clearly stated by Mines, MC and Businesses.

Recommendations: It is proposed that Mogalakwena Mine considers using the guidelines developed through the programme, and the expertise available to assess MOUs and agreements. Such support can ensure huge cost and time savings for the Mine.



3.2 Before and After Picture: Access to Water - Water Infrastructure Maintenance and Investment

The Challenge: Lack of maintenance and fragmented investment, undermines community access to water

The Mogalakwena Local Municipality (MLM), was facing a water crisis before the start of the Municipal Capability and Partnership Programme (MCPPE). The municipality had only a daily supply of 14 million litres and was struggling to meet the daily demand of 23 million litres of water. Aging infrastructure and uncoordinated approach to water service delivery led to worsening water leaks and inefficiencies which caused the municipality to lose 56.6% of its water. Key challenges included:

- **Municipal inability to fix leaks and deliver water results in dependencies on services from Mogalakwena Mine and industry.**
- **High water losses**, leading to financial strain and inconsistent supply to settlements.
- **Aging infrastructure**, including faulty meters and telemetry systems, made monitoring and management difficult.
- **Lack of planned maintenance and refurbishment poses a huge risk for the loss of the planned increased water supply via Oliphants Scheme.**
- **Institutional capacity gaps and access to revenue and resources** impacts MLM's ability to act as Water Services Authority.
- Stakeholders—mines, businesses, and government entities—were investing in water projects, especially during COVID 19, but their efforts were **fragmented, not contributing to viability of service delivery.**

Main Objective: Strengthen maintenance capacity and investment impact for water infrastructure

▶ ENTRY POINT: A Responsive Start

Since August 2020, the MCPPE implementing team has collaborated with the Mogalakwena Local Municipality to identify critical constraints and put in place the foundational building blocks to enable them to fix water leaks and improve water availability in the system.

💡 INTERVENTION 1: Supporting active leak detection and onsite plumbing repairs

In May 2022, Anglo American Platinum (through the MCPPE) donated water leak repair materials worth R1.5 million to the municipality, to assist in curbing the high levels of visible water leaks and to reduce the 56.6% water loss recorded in the water balance results. Furthermore, the MCPPE implementing team contracted and deployed Wenza Success Services (WSS) to provide technical and capability development support to municipal teams with daily on-site plumbing work. WSS supported the municipality's plumbing team to pilot the integrated electronic job card management tool and to use the MCPPE-developed inventory management systems to fix leaks. In so doing, valuable plumbing skills were transferred to the municipal plumbers through targeted capability development.

💡 INTERVENTION 1: Monitoring municipal water to improve management and revenue

The ever-increasing infrastructure portfolio (also due to mine investment) in the municipal area places a huge burden on the municipal maintenance capacity and budget. The need for planned maintenance and replacement in the region is urgent. MCPPE collaborated with the Municipality to monitor and actively reduce water loss, increase water availability and revenue, and adhere

to legislative requirements to deliver water services and access government funding for maintenance. Evidence illustrates the improvement in institutional capacity and progress towards addressing water leaks and water losses.

💡 INTERVENTION 3: Municipal and Partner Capacity to Improve Access to Water in Mine-Connected Communities

To resolve the issue of an uncoordinated approach to water supply and delivery. In 2021, The MCPPE brought together the municipal water team, Anglo American Platinum's water team, and various mines and businesses, including Ivanplats and PepsiCo, to gather information about ongoing and planned water initiatives which was crucial in establishing a working partnership.

To avoid overwhelming the municipal water team, Anglo American Platinum agreed to work with the MCPPE to manage stakeholder-initiated water projects. In 2022 and 2023, the partnership appointed two technical service providers to support the municipality's Project Management Unit and the repair of water leaks. The MCPPE team also worked directly with consultants appointed by Anglo American Platinum to develop a water conservation and water demand management strategy that is aligned with municipal plans and activities.

💡 INTERVENTION 4: Collaborative implementation of municipal plans for water services and infrastructure maintenance

The MCPPE team implemented a water conservation and demand management strategy, supported by Anglo American Platinum. The MCPPE-appointed service providers identified the main role players involved in water conservation and demand management. They found that various stakeholders were independently implementing water conservation measures, whereas a coordinated approach was needed to have maximum impact and efficiency. The MCPPE implementing team played the role of technical advisor and stakeholder coordinator and developed a mentorship programme for the municipality's Technical Services Department, to build institutional capability within the municipality.

Outcomes: Reduction of water losses, improvement in institutional and staff capacity for maintenance, and Strengthened partner collaboration for investment impact

Following a phased approach, the MCPP in collaboration with Mogalakwena Municipality and AAP helped to actively conduct maintenance, reduce water losses and set in place the foundation (in alignment with DWS' national Drop programmes) required to:

- Start reducing water losses and improving maintenance.
- Comply to legislation and reliably deliver water services.
- Protect infrastructure value and increase revenue.
- Access government capital and maintenance funding – reducing long-term reliance on mining contributions.
- Improve sustainable institutional maturity and staff capacity.
- Enable partner collaboration to expand water services.

Alignment of stakeholders discussion



REDUCTION OF WATER LOSSES AND IMPROVED MAINTENANCE

Contributing towards: Reduction of water losses and improvement in institutional and staff capacity for maintenance

Problem we are working on: Improved capacity for water maintenance and management.

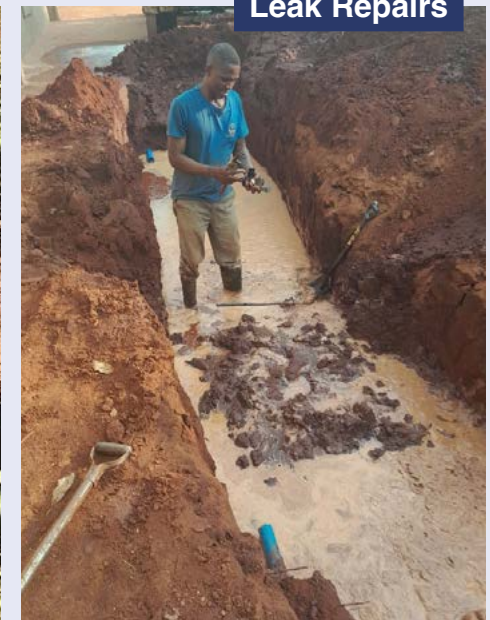
Short term evidence/results:

Water losses have already reduced from 57% (2022) to 51% (2024).

Created a baseline for "No drop score" (official Dept Water & Sanitation score to reflect water conservation and leak management capacity) with a shift from 0% (2021) to 2% (2023).



Leak Repairs



Key results and outputs: Reduction in water leaks and water losses

CAPACITY	BEFORE MCPP	WITH MCPP
A: Governance, Compliance & Legal Rights	Necessary water loss control reporting: ✗ Non-compliance ✗ No monitoring and submission of water-use efficiency ✗ No monitoring of water quantity and quality	Necessary water loss control reporting: ✓ Huge shifts in compliance requirements and submissions, moving from dysfunctional organization to increasing trust to act as Water Services Authority ✓ Monitoring and submission of water use efficiency and leaks management - The 2022/23 No Drop submission (including water balance and water stock audit) – the first in five years - Mogalakwena Local Municipality (MLM) is capable of operating as a functioning Water Services Authority (WSA) ✓ Mogalakwena submits water quality and quantity compliance as well: - Water Quality and Capability to Manage Water Quality: 2021- 10% Blue Drop Score (Baseline), Verified at 10% in 2024 - Water Quantity and Capability to Manage Water Quantity: 2021- 0% No-Drop Score (Baseline) - Composite indicator that measures water quantity, range of institutional functions & compliance. 2023: 2%, the No Drop assessments were created with minimal corrective actions
B: Operational Planning, Risk Management & Processes (SOPs)	Planned & consistent operations: ✗ Non-compliance ✗ No Standard Operating Procedures (SOPs) for maintenance Processes for proactive & timely leak detection and reporting: ✗ No SOPs and processes for operational reporting and leak detection ✗ No pro-active operations Preventative maintenance: ✗ No preventive maintenance	Planned & consistent operations: ✓ MCPP supported the municipality's plumbing team to pilot an integrated electronic job card management tool ✓ MCPP-developed inventory management tool for stock control to support fixing leaks, with targeted capability development Processes for proactive & timely leak detection and reporting: ✓ Operational efficiency: Automating inventory and job tracking reduces manual errors and administrative delays ✓ Supporting active leak detection and onsite plumbing repairs – Utilize AAP donated water leak repair materials (R1.5 million) to kick-start pro-active leak repairs ✓ Deployed onsite support to provide Technical and capability development support to municipal teams with daily on-site plumbing work. ✓ Reduced water losses - Timely leak repairs contribute to lower non-revenue water levels Preventative maintenance: • To be implemented. Maintenance budgeting to be increased given asset portfolio of MLM
C: People & Skills (Cross-Cutting) Core to groundwater management is capability of borehole and pump operators, volunteers, and Superintendents	Organisational Capacity Technical Services: ✗ Organisational challenges, MLM under Administration. Suspensions, Acting management and middle management team ✗ No experience and capacity with planning and conducting maintenance water reticulation network ✗ No clarity re critical capacity constraints (equipment, funding, monitoring, planning, maintenance manuals or procurement) for basic operation ✗ No internal collaboration, limited guidance to technicians and general workers managing day-to-day operations, 5 Satellite Offices, Industry engagements and infrastructure planning and management, monitoring, budgeting etc.	Organisational Capacity Technical Services: ✓ Active partnership between MCPP, AAP and MLM to strengthen the water services team (provision of technical services providers); better reporting and record keeping ✓ Risk mitigation through in-service coaching, technical direction and advice for position of Acting Director (responsible for Technical Services Water, Roads, Sanitation) through numerous suspensions, changes in technical staff over 2 years ✓ Changes in individual and team capability relate to clarity regarding roles, internal communication & trust within the team and working with other units ✓ In-service coaching for 20 people in the Technical Services Department annually (including middle and senior management, excluding plumbers and borehole operators) MLM Plumbing Team Capacity: ✓ Plumbing technical team support – daily since February 2023 ✓ On-site plumbing support resulted in valuable plumbing skills being transferred to the municipal plumbers through targeted capability development ✓ On-site plumbing support complemented the donated water leak repair materials and resulted active leak detection, onsite plumbing assistance for fixing leaks, bulk meter audits (leading to replacement of 6 non-working meters), leak tracing and monitoring, leaks reporting and inventory accounting for used materials that had been donated), and audits of reservoir conditions ✓ The MLM plumbing team has developed sense of urgency when repairing leaks since the introduction of MCPP implementation plumbing team. Paper based system replaced with electronic system

CAPACITY	BEFORE MCPP	WITH MCPP
...CONTINUED C: People & Skills (Cross-Cutting)	MLM Plumbing Team Capacity: × General workers appointed (300+ staff members with no job description). Very low staff-moral. No plumbing skills to respond to leaks and pro-active plan, procure material and manage equipment for leak repairs	Technical and mentoring capacity to the Technical Services manager and team since 2021 enabled collaborative development of: ✓ Water Balance FY2022/23 - since November 2022 ✓ Water Stock audit preparation - weekly since August 2023 ✓ Water Master Plan and Water Serviced Development Plan (WSDP) in collaboration with MLM, Lebelelo water user association, MCPP implementation team, Department of Water and Sanitation (DWS), AAP and other mining companies within MLM ✓ No Drop, non-revenue water program which was re-ignited by the MCPP technical implementation team at the beginning of 2023, with MLM, for the first time after 5 years submitting compliance documentation related to No Drop assessments to DWS. This submission is a critical service delivery capability indicator for MLM and the state of water infrastructure within MLM Internal collaboration enhanced using the following instruments: ✓ Paid licenses for IMQS for 2 years including training municipal officials on the use of the system - Capability development to utilise shared platform, data for Municipal internal development planning and water infrastructure planning ✓ Leading internal and external partners in focusing on water demand modelling (in line with settlement pressures and agreed future plans), water services planning
D: Infrastructure & Asset Management	Municipal Asset Management Practice: × No updated asset register × No Infrastructure Asset Management Plan Reticulation system (Core to leak detection and leak repairs): × No mapped and as-built reticulation network × Knowledge management challenge Systems for monitoring leak fixing: × No system for reporting leaks and tracking reported leaks, jobs × No condition assessments for network / water systems / reservoirs O&M Plan and Budgeting: × Ad hoc leak repairs × No planned maintenance × Critical constraints to maintenance (including equipment, materials)	Municipal Asset Management Practice: ✓ Recognition for value of updated asset register. Systematic progress (funded by Local Municipality through awareness on importance from MCPP) ✓ Infrastructure Asset Management Training, Self-Assessment and Improvement Plan Reticulation system: ✓ Evidence on Reticulation Network ✓ IMQS and Reporting systems in place and embedded Systems for monitoring & condition assessments: ✓ Improved tracking and accountability: On-site plumbing support complemented Mogalakwena Mine's donated water leak repair materials. Enabled active leak detection, onsite plumbing assistance for fixing leaks, bulk meter audits, leak tracing and monitoring, leaks reporting and inventory accounting for used materials that had been donated), and audits of reservoir conditions. ✓ Monitoring of completed and outstanding maintenance tasks Systems for monitoring leak fixing: ✓ Data-driven decision-making: Electronic job cards allow for better reporting, maintenance ✓ Historical records of maintenance activities help identify recurring issues and inform long-term planning O&M Plan and Budgeting: ✓ Proactive maintenance based on reliable data helps preserve aging infrastructure. ✓ New inventory management systems, whereby job cards and leak repair materials are now recorded on a centralised electronic system (not on paper, as was the case previously) ✓ Audits of reservoir outlets and inlets, bulk meters and pressure relief valves (PRVs), top bulk consumer meters, domestic meters and telemetry

CAPACITY	BEFORE MCPP	WITH MCPP
E: Monitoring, Data & Reporting	Monitoring & Reporting to adhere to legislative requirements: × No monitoring of non-revenue water × No monitoring of water losses × No monitoring of infrastructure leakage Monitoring and Reporting of Leaks, Job Cards, Operations: × No systems in place for reporting × No system in place for monitoring leak fixing, job cards Monitoring, metering for billing: × Limited domestic meters and no metering of top bulk consumer needs for billing. × Pre-paid metering upgrades mostly by mines in mine settlements/doorstep areas × Illegal connections Monitoring to determine bulk water use: × Financial resource constraints to replace meters and telemetry systems that are not working for water level reading and flow logging. × No audits of reservoir outlets and inlets × No monitoring of bulk meters and pressure relief valves (PRVs), or top bulk consumer meters	Monitoring & Reporting to adhere to legislative requirements: ✓ Adhering to legislative requirements DWS, enabling access to funding for non-revenue water programme (in addition to Municipal revenue for maintenance) ✓ Monitoring and Reporting of Non-Revenue Water to DWS - Reduction in non-revenue water: 2022: 68% Baseline established, 2024: 62% Baseline verified, ✓ Water losses Baseline established due to Initiatives by MCPP around provision of materials to manage water losses - Reduction in water losses: In 2022: 57% In 2024: 51% Water losses verified due to situation analysis of water losses within MLM supply system - Leaks management system implemented - Increase in data to manage water leaks ✓ Infrastructure Leakage Index (ILI) baseline was established to be ILI 7 in 2022, in 2024 it was verified as ILI 7 (1 Excellent - 10 Extremely bad). Indication of the extent of the problem and the required impact of water initiatives to reduce water losses Monitoring and Reporting of Leaks, Job Cards, Operations: ✓ Integrated electronic job card management tool embedded ✓ Inventory management systems to fix leaks, with targeted capability development ✓ Automating inventory and job tracking reduces manual errors and administrative delays Monitoring, metering for billing: ✓ Top Bulk Consumer Meter audits ✓ Domestic meter audits Monitoring to determine bulk water use: ✓ Installation of loggers, to determine and verify the amount of water bought from Lepelle Northern Water, how much water is supplied to MLM consumers and how much is lost in the process (NRW) ✓ Optimizing existing PRVs and Advanced PRV Controllers by MCPP Technical implementation teams since April 2023; ✓ Bulk Meter and PRV audits ✓ Reservoir monitoring and Inlet Control Audits & outlet Meter audits
F: Strategic & Integrated Planning (& budgeting)	Strategic Plans aligned over 5-10 Year Period: × No Water Master Plan and no Water Services Development Plan × Outdated municipal master plans Spatial Development Plan (SDF) (2017 not adopted) × No Non-revenue water strategy × No water conservation and demand management strategy Alignment: × Non-alignment with intergovernmental and industry stakeholders × Water and Infrastructure plans not reflecting population growth and projections in development plans. × No collaborative development plan for mining resource region	Strategic Plans aligned over 5-10 Year Period: ✓ Water Master Plan and Water Services Development Plan, developed through a collaborative approach between MCPP team, the municipality, Lebelelo Water User Association, the national Department of Water and Sanitation, Anglo American Platinum and other mining companies within the municipal area - through the water steering committee ✓ Updated, strategic planning frameworks: The Water Master Plan and Water Services Development Plan provide current, evidence-based guidance for infrastructure development and service delivery ✓ Non-revenue water strategy ✓ A municipal water conservation and water demand management strategy, and the 2022/23 No Drop submission (including water balance and water stock audit) - the first in five years Alignment: ✓ Joint planning ensures consistency between municipal goals and the investments or operations of partners like Anglo American Platinum and other mining companies ✓ Alignment of Water Master Plan with updated population and spatial projections and evidence gathered in the SDF ✓ Local area plan for mining resource region

CAPACITY	BEFORE MCPP	WITH MCPP
G: Financial Systems, Revenue & Funding Access**	Water not billed and lost: ✗ No reduction in water losses, revenue loss Billing and Revenue Collection: ✗ Cadaster not updated, billing outdated Funding potential: ✗ Limited, no credible plans to solicit funding and resource alignment ✗ No non-revenue water (NRW) business case	Water not billed and lost: ✓ Reduction in water losses, improved maintenance and revenue potential Billing and Revenue Collection: ✓ Updated cadaster through MCPP enables addresses for new development & billing for services Funding potential: ✓ Credible, up-to-date plans make it easier to secure investment from public and private sources ✓ Adhering to legislative requirements DWS, enabling access to funding for non-revenue water programme (in addition to Municipal revenue for maintenance). Non-revenue water (NRW) business case for corrective action
H: Collaboration with partners for water	Alignment for high impact water supply and service delivery investment: ✗ Uncoordinated approach by industry, government ✗ Shared evidence and planning required for Municipal and Partner Capacity to Improve Access to Water in Mine-Connected Communities and enable value from infrastructure development by Lebalelo Water Users Association	Alignment for high impact water supply and service delivery investment: ✓ The MCPP brought together the municipal water team, Anglo American Platinum's water team, and various mines and businesses, including Ivanplats and PepsiCo, to gather information about ongoing and planned water initiatives which was crucial in establishing a working partnership ✓ To avoid overwhelming the municipal water team, Anglo American Platinum agreed to work with the MCPP to manage stakeholder-initiated water projects ✓ In 2022 and 2023, the partnership appointed two technical service providers to support the municipality's Project Management Unit and the repair of water leaks ✓ Collaborated with AAP to develop a water conservation and water demand management strategy that is aligned with municipal plans and activities ✓ Mogalakwena Water Forum was established as a vehicle for multi stakeholder collaboration for strategic water initiatives. Secretariat and technical support provided by MCPP. Has 14 active stakeholders who attend regular meetings. The Forum has been a game-changer. Mines like Ivanplats adjusted their plans to align with municipal priorities, and the municipality updated its Water Master Plan with input from all stakeholders. For the first time, MLM had a coordinated approach to water service delivery ✓ Leading internal and external partners in focussing on water demand modelling (in line with settlement pressures and agreed future plans), water services planning ✓ MCPP Implementation team supported Lebalelo Water Users Association (Lebalelo Water) to develop an understanding and TORs for implementing Olifants Management Model (OMM) with context specific intelligence, as well as facilitates engagements and collaboration between Mogalakwena Technical Team and Lebalelo Water Guidelines for infrastructure asset handover ✓ Supported mine to identify challenges with HallCore Boreholes - Identified critical need to collaborate with Traditional Authorities to addresses land development and water services delivery planning

2024: Reflection and Learning Session held with the MLM water team

- **#Thanks:** *I have experienced lots of pipe burst and we managed to fix it with my team.* – Plumber
- **#Learn something I did not know:** *The MCPP came in & make us improve in turnaround time* - Leading a team of 5 for maintenance
- **#Water:** *We have experience positive staff i.e., constant water supply* - Plumber

2025: Responses were gathered during a Learning & Reflection session held with the Water Leaks team

- **#Connection replacement:** *We got on site and found that the pipe needs a new connection and it was not able to connect until the supervisor came and assisted on it. The. [MCPP has] helped us so that we can provide services to people, we can do a job that benefits us, and we can ensure that water is not wasted*
- **#Water leak repairs:** *1. Water leak management 2. Improve teamwork through collaboration with MCPP & MLM 3. Water loss was reduced* - Manager

3.3 Before and After Picture: Groundwater Management for Rural Regions

The Challenge: Access to Operational and Well-Managed Boreholes

Mogalakwena Local Municipality (MLM) depends on groundwater for supply of water to rural and some peri-urban areas. Keeping groundwater infrastructure working well is the backbone of reliable water supply in MLM. In 2022 MLM requested MCPP support with addressing groundwater supply issues as frequent borehole breakdowns and water outages were experienced (43% of the boreholes operated by the municipality were non operational). MCPP capability support focused on efficient groundwater infrastructure operation and maintenance commenced in November 2022. Anglo American Platinum (AAP) Mogalakwena Mine directly supported MLM with operation and maintenance of peri-urban boreholes (Planknek and Weenen wellfield boreholes). AAP appointed a contractor to manage the boreholes. Key challenges included:

- Frequent borehole breakdowns and water outages
- No accurate record of the location and condition of most rural boreholes.
- No operation and maintenance procedures and plans for boreholes and related infrastructure.
- Minimum requirements of running production boreholes such as level monitoring and flow metering were not conducted.
- Lack of standardization of boreholes which makes procurement of repair and maintenance materials difficult.
- Lack of experience, skills and training of borehole operators and maintenance staff.
- No demand, recharge, infrastructure planning or quality monitoring.

Main Objective: Enhance municipal capability to manage and maintain groundwater resources and infrastructure

► ENTRY POINT: A Responsive Start

Since November 2022, the MCPP implementing team has collaborated with the Mogalakwena Local Municipality to verify, map and conduct condition assessments of rural boreholes (this was conducted during the period November 2022 to March 2023). Condition assessment of 322 boreholes - A visual assessment of each borehole and its headworks conducted.

💡 INTERVENTION: Set in place foundation for improved operation, monitoring and infrastructure management

The intervention included GIS mapping -the coordinates of each borehole were recorded, the identification of operational issues and how they could be addressed and identification of monitoring gaps and how they could be addressed.

This was followed by developing Operation and Maintenance (O&M) plans and manuals and training and in-service coaching for more than 100 operators on the importance of operations and maintenance and water treatment. Operational procedures (from production to distribution) was assessed to inform the development of an Operation and Maintenance (O&M) plans and manual. Work sessions with the middle management, satellite offices and borehole operators enabled improved communication and joint problem solving.

Outcomes: Groundwater and borehole management, improvement in institutional and staff capacity for maintenance

Following a phased approach, the MCPP, in collaboration with Mogalakwena Municipality and AAP, helped to actively conduct maintenance, improve borehole operations in the rural regions, and set in place the foundation (in alignment with DWS' national requirements) to:

- Start improving groundwater availability and borehole maintenance.
- Comply to legislation to deliver water.
- Protect infrastructure value.
- Access government capital and maintenance funding – reducing long-term reliance on mining contributions.
- Improve sustainable institutional maturity and staff capacity.
- Strengthen partner collaboration to align investment and management of ground water and infrastructure.

MCPP Implementation Team Presenting the Draft Borehole Conditional Assessment Report



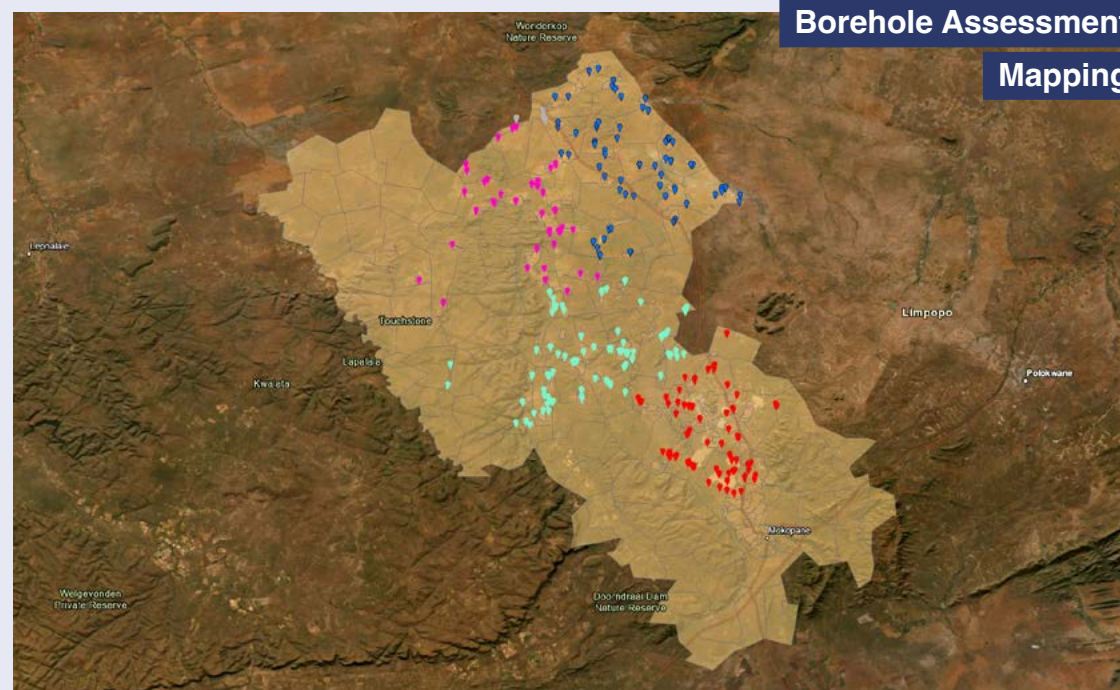
GROUNDWATER AND BOREHOLE INFRASTRUCTURE MANAGEMENT

Contributing towards: Sustainable access to groundwater for communities in Mapela, Salem, Rebone, Nkidikitlana and Bakenberg.

Problems we are working on: Improved access to groundwater and capacity for groundwater management.

Short term evidence/results:

Municipal Capacity Foundation set in place for Ground Water Management and Infrastructure Maintenance – Improvement in institutional capacity to manage boreholes, monitor water levels and quality, maintain groundwater infrastructure. Improvement in team and staff capacity.



Key results and outputs: Groundwater management for rural regions

CAPACITY	BEFORE MCPP	WITH MCPP
A: Governance, Compliance & Legal Rights	Rural Boreholes: ✗ Non-compliance. ✗ No minimum level of monitoring ✗ Lack of knowledge re legal and regulatory compliance	Rural Boreholes: ✓ Operations and Maintenance Plan and Manual provides guidelines on borehole management ✓ Guidelines on conducting on-site water quality analysis as required by SANS 241:2015 standards ✓ Technical coaching and support to Mogalakwena Local Municipality (MLM) officials w.r.t legal and regulatory compliance
B: Operational Planning, Risk Management & Processes (SOPs)	Rural Boreholes: ✗ No Standard Operating Procedures (SOP) ✗ No coherent operational planning, risk assessment and management for Rural Boreholes ✗ No operation and maintenance manuals for groundwater infrastructure, constraints with procurement of repair materials	Rural Boreholes: ✓ Operational planning, risk assessment and management improved ✓ A borehole condition report (which describes the condition of each borehole including photographs of the borehole and its associated infrastructure) – this information is critical for water service planning and maintenance planning ✓ Spatial map of the boreholes – to aid access to infrastructure for repair and maintenance; and consolidation of the database ✓ Borehole Operation and Maintenance (O&M) Plan and manual - Standards to support borehole operation and maintenance - Guidance on proper operation and maintenance of the groundwater infrastructure, i.e. boreholes & headworks, booster stations, reservoirs and distribution lines - Guidelines on conducting on-site water quality analysis as required by SANS 241:2015 standards ✓ In-service coaching and work sessions technical teams, management teams and borehole operators

CAPACITY	BEFORE MCPP	WITH MCPP
C: People & Skills (Cross-Cutting) Core to groundwater management is capability of borehole and pump operators, volunteers, and Superintendents	Rural Boreholes: • Borehole operators ✗ Unempowered but responsible for all boreholes ✗ Not officially trained, no access to tools and equipment ✗ Large percentage volunteers - no training, low morale, challenges to access boreholes impacting enforcement of standards • Technical team & Maintenance Staff ✗ No suitable skilled staff, (Acting technical director with limited staff and experience re groundwater management options) • Critical constraints (equipment, funding, monitoring, planning, maintenance manuals or procurement) for basic operation ✗ No internal collaboration	Rural Boreholes Mapela, Salem, Rebene, Nkidikitlana and Bakenberg: ✓ Borehole operators equipped on core capacities, i.e. groundwater basics, management, monitoring - On-site coaching by implementing team of water engineers in five satellite regions, worked with over 100 officials, including borehole operators, satellite managers and maintenance teams ✓ Technical team - Technical team members - In-service coaching on legal requirements ✓ Critical constraints addressed through O&M plan, manual and tools to support borehole operation and maintenance: - O&M plan and manual provide borehole operators, maintenance staff and water quality technicians with guidance on the proper operation and maintenance of the groundwater infrastructure, i.e. boreholes & headworks, booster stations, reservoirs and distribution lines - The manual provides guidelines on conducting on-site water quality analysis as required by SANS 241:2015 standards. - Groundwater infrastructure Operations and Maintenance (O&M) Plan and manual may be used to familiarise new operators with the borehole system ✓ Improved collaboration through facilitated work sessions ✓ Improved functionality of service teams - Between satellite offices and management teams - shifted practices and communication, thus planning and budgeting, also with newly appointed Technical Director through improved reporting and the facilitated engagements and site visits - Across various functional areas (Technical Services, Project Management Unit, Planning, Integrated Development Planning) - Between Administration and Council leadership
D: Infrastructure & Asset Management	Rural Boreholes: ✗ No updated asset register ✗ No Infrastructure Asset Management Plan (AMP) Groundwater Infrastructure: Rural Bore Holes: • Infrastructure Assessment ✗ No accurate record of location and condition of boreholes. ✗ No infrastructure assessment or map of boreholes ✗ No maintenance plans for boreholes and related infrastructure - Lack of standardization of boreholes which makes procurement of repair and maintenance materials difficult - Vandalism requires appropriate response ✗ No planned and budgeted maintenance	Rural Boreholes: ✓ Municipal asset register support Municipality ✓ Infrastructure Asset Management Self-Assessment Training & development of an Improvement plan (2023) - step towards AMP Groundwater Infrastructure Management: Rural Boreholes: ✓ Infrastructure assessment for maintenance planning: Rural Boreholes - Verification, mapping and condition assessment of rural boreholes (November 2022 to March 2023) - Condition assessment of 322 boreholes - A visual assessment of each borehole and its headworks conducted. - GIS mapping - the coordinates of each borehole were recorded - Identification of operational issues and how they could be addressed - Identification of monitoring gaps and how they could be addressed ✓ Maintenance plans for foundation: Rural Boreholes - Condition assessments of boreholes enabled the right systems to be put in place for planning, prioritising, and budgeting for maintenance - Development of Operation and Maintenance (O&M) plans and manuals. Including in-service coaching on the importance of operations and maintenance, water treatment, and assessing the operational procedures (from production to distribution) Outstanding: ✗ Address technology and collaboration with communities to address vandalism ✗ Address issues identified to enable planned and budgeted maintenance

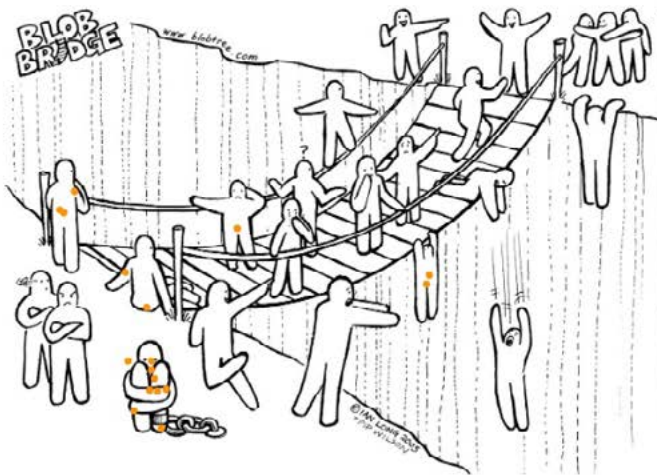
CAPACITY	BEFORE MCPP	WITH MCPP
E: Monitoring, Data & Reporting	Rural Boreholes: ✗ No monitoring of borehole yield or quality (no level monitoring, no flow metering) – Quality issues with pollution, No monitoring and management of extraction ✗ No equipment to monitor ✗ No SOPs ✗ No experience or system to monitor and record data	Rural Boreholes: ✓ Monitoring introduced - Groundwater level monitoring - Water quality monitoring training & coaching (SANS 241:2015) ✓ Improve budgeting and procurement for equipment, cost through O&M guidelines and condition assessments ✓ Set Manuals and SOPs in place - Groundwater Level Monitoring (2022) - Groundwater infrastructure standards, maintenance ✓ Logbook developed and introduced
F: Strategic & Integrated Planning (& budgeting)	✗ Water and Sanitation Services Planning outdated ✗ No Water Master Plan ✗ No Groundwater Management Plan ✗ Groundwater not integrated into Water Services Development Plan (WSDP) (outdated) and Spatial Development Framework (SDF) ✗ Rural Boreholes: No demand, recharge, infrastructure planning	✓ Evidence updated and shared between the updated Integrated Development Plan (IDP), SDF, Local Area Plans, Water Master Plan Management Plan through collaboration between Technical Department and Development Planning, Lebalale Water (facilitated by MCPP) ✓ Shared evidence on demand, service delivery etc. on Mogalakwena IMQS
G: Financial Systems, Revenue & Funding Access**	✗ Institutional challenges. Limited annual planning and budgeting ✗ Lack of revenue and cost recovery for service delivery due to large percentage indigent and limited cost recovery on traditional land and on non-revenue generating water (leaks, losses, or not billed, or illegal connections)	✓ Councillors capacity development aimed at improving decision-making for water service delivery and maintenance budgeting ✓ Updated Cadastre to improve billing and revenue collection ✓ Advocacy, training and engagement facilitated between MLM Development Planning unit and 9 Traditional Authority Areas, on implications of settlement and land development for access to resources (water), infrastructure and service delivery, and cost implications for maintenance
H: Collaboration with partners for water	• Planknek & Weenen peri-urban bore holes are managed by an independent operators	✓ MLM supported to develop Water Master Plan through collaboration with Lebalale Water ✓ Collaboration on borehole management with AAP and Mogalakwena Mine ✓ Alignment for infrastructure development and water services management: Mogalakwena Water Services Forum



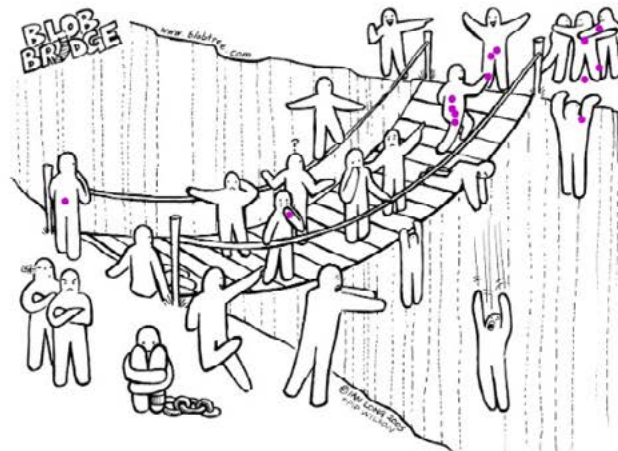
- **#Lack of resources for tools of trade:** The presence of the MCPP Technical specialist is important to assist the satellite offices (times, operators are mainly from the community without any experience). The expectation is that MCPP through its intervention will assist with the capability of the operators. The lack of tools & resources for some of the job functions such as pick up for diesel delays water services and lead to frustrated communities. At times the community ends up noticing. - Satellite Manager
- **#ImprovedTeamWork:** My involvement with MCPP is very recent but I like the assistant we are getting from the MCPP Specialists. We discuss our challenges and concerns we have for our safety in wastewater treatment. We don't have PPE, we don't have training, we don't have tools and some of us get hurt when cleaning the pumps. We do our best to assist the community I stay with. We hope for a change with your assistance. - Management
- **#Improved Water Services:** Experience on the ground through interaction with the MCPP specialists. The thought-provoking questions and interest to identify gaps, opportunity to improve services are of high value. Of highlight is the need to organise the teams and structure. For me is also assists to organise my role as a manager to organise operations. At the moment there is NO full collaboration and support between Satellite Offices and Main Office. - Satellite Manager
- **#Recordkeeping:** Because I am able to implement what I learnt like the maintenance programme in my work and team, and this brought change in my approach and will further bring change to our maintenance team and work. I think that the training of myself and my colleagues can ensure lasting impact. - Maintenance team member
- **#Consistency at work:** I would say since the programme I've learnt about the importance of recordkeeping and the importance of measuring devices such as meters and pressure gauge. It [MCPP] has changed my perspective when it come to the importance of recordkeeping. - Operations & Maintenance team member

Prompt: Place a dot on the image of how you remember you felt about your ability to do your work before the MCPP. Then place another dot that shows how you feel about your ability to do your work with the MCPP.

Before MCPP



With MCPP



Borehole Assessment



3.4 Before and After Picture: Planning and Collaboration for a Shared Future

The Challenge: How to guide and coordinate development to benefit all?

Over the past decade, the Mogalakwena area faced significant challenges, including:

- Political instability and administrative inefficiency, which led to the Mogalakwena Local Municipality (MLM) being placed under administration with wide-ranging implications for local mines and communities, including service delivery interruptions, lengthy approval processes, financial challenges and inconsistency across municipal departments.
- Site-induced migration as people move into the area, settling on Mogalakwena Mine's doorstep to take advantage of the perceived benefits of being in the mine's proximity.
- A lack of trust and meaningful collaboration between different stakeholders. In 2021, this concern led to Anglo American Platinum (AAP) initiating a project called the Mogalakwena Resetting Relationships Project (MRRP).
- Limited impact of investments made by mines, different spheres of government and households. Although extensive, these investments did not seem to result in prosperity for the region and for local communities.

AAP and Mogalakwena Mine were concerned about the risk to operations and lack of alignment in decision-making between various mines, government and traditional leaders and commissioned an extensive study into so-called 'site-induced migration'. AAP was also concerned about a growing municipal dependency on the Mogalakwena Mine to assist with service delivery, maintenance and all kinds of stop-gap measures. Whilst AAP was investing vast amounts in services and social infrastructure, it became evident that the municipality and communities became more, not less, dependent, on its presence and contribution. This was a critical concern,

given incidents of violence related to service delivery contracts, while approximately 80 years remained of the lifespan of mining activities in Mogalakwena.

Whilst MLM received support from government and the Administrator to set steps in place to improve governance, financial management and service delivery, AAP and AA reached an agreement with Province, the District and the Administrator that the MCPP would specifically contribute to the Municipality's capacity to play its rightful role in managing land development and growth and act on its developmental mandate to guide and coordinating investment and development for inclusive and sustainable development in the region.

The MCPP intervention was based on the following assumptions:

- Coherent and sustainable growth of the area will significantly address risks to operations, land challenges for mine expansion and possible resettlement, as well as ensuring sustainability of the Mogalakwena mining region as an area of national significance and the development of Mokopane as a regionally significant town.
- Awareness of interdependencies between partners and building trust will result in less duplication and improved alignment of effort.
- A shared spatial vision for the future of the entire Mogalakwena area would build relationships and solicit contribution to the area's future, as well as inform investment plans (i.e. resettlement plans, SLPs, infrastructure investment) decision-making of private and government stakeholders.
- Identifying and removing critical blockages (e.g. incomplete spatial planning instruments) will support officials to focus on more critical issues.

- Co-ownership of development requires that all stakeholders understand their specific roles and responsibilities.
- The MLM Council is a critical link between the municipal administration, traditional authorities, civil society organisations and the private sector. Building the capacity of local councillors will strengthen municipal leadership for a future Mogalakwena.
- The psychological safety of municipal teams will improve their confidence and will support the MLM to take the lead in development.

"The Municipality is very dependent on the mine, relying on the mine a lot. This is out of need, not want."

- AAP employee

"In the LED section we are unable to come up with realistic programmes and projects in terms of how do we take advantage of our competitive and comparative advantages."

- MLM LED official

"The Mogalakwena Municipality's biggest challenge is a communication breakdown and no unity amongst councillors, which results in poor service delivery."

- Member of the Executive Council, Mogalakwena Local Municipality

Main Objective: Strengthen collaboration for investment impact

► ENTRY POINT: Legally required instruments and processes that will enable collaboration on development

The MCPP team collected evidence and had in-depth discussions with role players to devise a strategy.

Challenges that surfaced and directly influenced the strategy included:

- Most of the municipal planning instruments were not updated or aligned to legislation, including the Municipal Spatial Development Framework (SDF), and the Local Economic Development (LED) Strategy. The Integrated Development Plan (IDP) was up to date, but was not always fulfilling its role of integrating different plans and actions.
- The SDF, which is a critical long-term guiding plan for the next 20 years, was reviewed in 2017 but, through the COVID-19 period, never completed or approved, still in draft format. The MLM therefore had no approved or agreed plan or framework to guide investment and development.
- The Draft SDF proposed a development node that was in direct conflict with the future expansion area of the Anglo American Mogalakwena Mine, which would compromise expansion and result in huge costs for resettlement.
- Different plans (internal to municipality, internal to mining houses, external among different partners) were not aligned. These different role players (DMRE, Traditional Authorities, Sector Departments, Municipality) all ran compliance-driven processes, focused on own budgets and own plans.

- In the past, mining houses did not always participate in municipal planning processes for various reasons.

Municipal managerial posts that were not filled led to a lack of leadership and uncertainty. Mines were also uncertain about protocols in dealing with the Municipality.

The LED team was struggling to re-build all-important post-COVID relationships for development and investment. The team was under pressure from Limpopo Province to update their 2006 LED strategy and they were concerned about municipal colleagues not regarding LED as important.

💡 INTERVENTION: Planning and collaboration for a shared future

It was agreed that the first intervention was to be the updating of the municipal SDF and the LED Strategy and providing support for improvement of the IDP. These strategic documents are required by law, but the intention was to go beyond compliance by using these institutional processes as vehicles to (1) respond to the needs of all critical role players, (2) build capabilities of all participants, and (3) put Mogalakwena on a favourable development trajectory for the next 20 years.

Upon receiving the first round of comments on the Draft SDF from AAP, the municipal team decided that a mere update of the SDF will not be sufficient to address all the concerns raised by AAP. Despite immense pressure and tight deadlines for completing an SDF in line with the Spatial Planning and Land Use Management Act (SPLUMA), the MLM agreed to amend their timeframe to accommodate concerns from the mines and to consult far more broadly than usual.

Mogalakwena's two spatial planners were accompanied and supported by the MCPP in visiting the nine Traditional Authorities (TA) in the area. The municipal team explained to TA participants the importance of planning collaboratively for the future, and what the purpose of an SDF is.

The AAP unit for Surface Rights and Land Use first arranged internal AAP sessions explaining municipal mandates and processes. This was followed by several theme-based consultation sessions between the MLM and AAP as well as mine-municipal sessions with other mining houses. These were the first mine-municipal interactions of its kind and participants spoke frankly about their needs, concerns and past experiences.

Interactive consultation sessions on the future of Mogalakwena with the 2021 incoming Mogalakwena Council highlighted a need for area- and context-specific capacity building. Recognising the important role played

by local leadership in the development of Mogalakwena, the MCPP, in collaboration with the Mogalakwena Speaker's Office, hosted a series of councillor workshops. The sessions became more than just a forum for information exchange; they laid the foundation for trust among key players. As the discussions deepened, the complexities of the delicate trade-offs between ward-based needs and municipal priorities emerged.

As part of the LED processes, collaborative sessions were used to do assessments of the Mogalakwena local economy, followed by training and public participation sessions per identified economic sector. A LED Forum was established in 2023, creating a sustainable platform for future collaboration.

In summary: The spatial planning intervention was introduced, executed and the impact monitored between 2021 and 2022. The Mogalakwena SDF was adopted by Council in August 2023.

Outcomes: Foundation for partner collaboration in regional resilience

The preparation of municipal policies requires time and human resource capacity that are not easy to harness within a smaller municipality such as Mogalakwena. The preparation of the SDF in parallel to the LUS, the LED strategy and the Housing Plan allowed for participation processes more detailed and extensive in scope than before, and it also enabled the preparation of these policies using the same data, from the same basis of inputs, at the same time. This is a particularly valuable confluence of organisation that will add considerable credibility to the municipal planning instruments going forward:

- Mogalakwena now has a long-term spatial plan and a shared vision that was formulated through a legitimate and collaborative process.
- Growth nodes of the future are no longer in conflict with mine planning for the future.
- The SDF informed the new Integrated Development Plan (IDP) of 2022-2027, the LUS and the LED Strategy.
- Project identification for SDF, IDP and LED is now informed by the interaction between spatial location, economic activity, and potential environmental and social impact as a result of CEF training and the project prioritisation model.
- The SDF enabled an informed way of evaluating SLP proposals, as well as planning for infrastructure investment. The latest SLP now includes at least one project that was identified as part of the LED process.
- By highlighting the need for community-based spatial planning, the SDF paved the way for the development of Local SDFs to ensure implementation of the shared spatial vision.

In the process of developing the Mogalakwena development plans, the focus was on empowering those that shape development in the region to collaborate, input and enable implementation in the region:

- 45 Councillors trained with a better understanding of the trade-offs between ward-based needs and municipal needs, leadership role in development.
- Mine & AAP employees have a better understanding of how municipal processes work and the overlap and opportunities for collaboration that exists between SED interventions and municipal planning. Extensive inputs provided, participated in the development, shared information and amended development interventions and node
- Mogalakwena now has a confident LED team, clear on their responsibilities, that has established relationships with a range of role players.
- Municipal officials can use, maintain, and update the SDF and the LED Strategy.
- Planning officials have the know-how and confidence to facilitate consultations with mines, TAs and other role players in a creative manner.

Working with the MCPP, the MLM used the process of updating its SDF and LED Strategy to find common ground with other role players and to (re-)establish trust between different partners:

- Improved collaboration between officials and councillors.
- AAP took all efforts to be transparent and to share information that should be in the public domain.
- Relationships were built that will assist in the free flow of information, joint planning, and de-risking of investments.
- There are now coordinated and relevant points of entry for consultation with the mines. The Mogalakwena LED Forum is a sustainable platform for continued collaboration.

- The open dialogue between the MLM and the TAs greatly improved relationships.
- As a result of the lessons learnt through the SDF and LED processes, the MLM and AA officials realised that running two parallel consultation sessions with communities duplicates efforts and re-enforces silos. Towards the end of 2024 an agreement was made to invite each other to the different consultation sessions in an effort to collaborate better.

Strengthening municipal institutional capacity for LED through technical support to finalise the LED strategy, moving the focus from small scale poverty alleviation projects to include forward looking strategies, collaboration with mines, and institutionalisation of the LED Forum:

- ✓ 2-day training session for 5 LED officials
- ✓ 2-day Local Economy Space Assessment: 20 participants
- ✓ 3-day LED training: 20 participants
- ✓ 7 mini workshops to do a Performance Appraisal of Competitive Advantage (PACA) for the Mogalakwena Urban Core: 129 participants
- ✓ 8 mini workshops to do a Performance Appraisal of Competitive Advantage (PACA) for Mogalakwena: 97 participants
- ✓ Establishment of the Mogalakwena LED Forum on 27 September 2023 and follow-up sessions in June and July 2024.
- ✓ 3 LED Strategy workshops with LED team

FOUNDATION FOR PARTNER COLLABORATION IN REGIONAL RESILIENCE

Contributing towards: Resilient economy. Thriving communities. Decrease in household socio-economic and settlement vulnerability.

Problems we are working on: Improved investment alignment and impact. Improved capability for strategic development facilitation and Infrastructure maintenance.

Short Term Results (towards outcomes) achieved through MCPP support:

- ✓ Approved development vision and plan for the Mogalakwena mining region (SDF).
- ✓ Intergovernmental, industry, and traditional leadership actively participate, inform, and approve the development plan.
- ✓ Foundational development planning capacity (institution, teams, individuals, internal and external collaboration) to lead the process and instrument in the municipality.
- ✓ The Mogalakwena mine SLP, SED and Municipality's investment proposals align with the mining region's spatial vision.
- ✓ Planning vision is institutionalized through a package of local area plans, infrastructure master plans, and land development and management instruments.
- ✓ Industry and small businesses, traditional leaders are capable of making investment decisions in support of the vision and development framework.

Collaborative Development of the Mogalakwena Vision and Spatial Development Strategy

Co-developed through an inclusive, multi-stakeholder process, that also resulted in strengthened capacity to support implementation.

Interactive Workshops with Traditional Authorities and Community Leaders



The following engagements were used to do in-service coaching, build capacity and strengthen partnerships:

- ✓ Interactive workshops with 9 TAs (total of 105 participants).
- ✓ In-service coaching for the 3 teams of MLM Department of Planning and Developmental Services: Planning subdivision (4 people),
- ✓ LED subdivision (6 people) and IDP subdivision (3 people).
- ✓ Online introductory session with Anglo American and the following hybrid sessions:
 - Operational Requirements, Environmental and Heritage Areas (15 AA people and 10 MLM people)
 - Corporate Social Investment Projects (14 AA people and 8 MLM people)
 - Housing, Land, Resettlement, Site Induced Migration and SP Projects (16 AA people and 8 MLM people)
 - Water, Infrastructure and Expansion projects (13 AA people and 11 MLM people)
- ✓ Sessions with Zebediela Nickel, Ivanplats and Sylvania Platinum.
- ✓ Interactive workshop with the MLM Portfolio Committee for Planning & Developmental Services.
- ✓ Interactive workshop with the Mogalakwena Executive Committee.
- ✓ Plenary session on 5 October 2022, attended by 55 people from various stakeholder groupings
- ✓ 3-day training on the development of a Capital Expenditure Framework (CEF) (4 MLM officials)

Five Councillor training sessions took place in the course of 2022 and 2023:

- ✓ Workshop 1: Partnerships for spatial development 15-17 November 2022 (45 councillors, 6 officials)
- ✓ Workshop 2: Taba tsa Meetse 8-9 February 2023 (45 councillors, 2 officials)
- ✓ Workshop 3: Learning, Local, Leadership: Economic Development 7-9 March 2023 (31 councillors, 7 officials)
- ✓ Workshop 4: Of Budgets, Finances and Sustainable Planning 3-4 May 2023 (41 councillors, 2 officials)
- ✓ Workshop 5: Collaborating for success 7-9 June 2023 (15 councillors, 4 officials, 42 TA representatives, 3 provincial government officials)

Key results and outputs: Planning and collaboration for a shared future in Mogalakwena

CAPACITY	BEFORE MCPP	WITH MCPP
A: Legal Compliance & Responsive Development Plans	Legal compliance of municipal plans: ✗ Last Spatial Development Framework (SDF) approved in 2009 ✗ Draft SDF of 2017 not approved by Council ✗ Last Local Economic Development (LED) Strategy approved in 2007 ✗ Integrated Development Plan (IDP) approved Responsiveness of planning instruments: ✗ 2017 Draft SDF provides no guidance outside urban areas ✗ Priority of the region, value of mining sector (and value chain) not recognized in municipal plans ✗ No Capital Expenditure Framework (CEF) for Draft SDF ✗ IDP did not have a suitable financial plan, agreed project prioritization system and measurable performance targets	Legal compliance of municipal plans: ✓ Mogalakwena SDF was adopted by Council in August 2023 ✓ Draft LED Strategy ✓ Draft CEF Responsiveness of planning instruments: ✓ SDF recognizes mining as a key sector and identifies the Mining Resource Area for detail planning – a first for the MLM ✓ LED Strategy focus moved from small scale poverty alleviation projects to include forward looking strategies, collaboration with mines, and institutionalization of an LED Forum ✓ Draft IDP project prioritization model developed
B: Sound Evidence Base	Data to inform planning and service delivery: ✗ StatsSA outdated data ✗ Different municipal plans used different datasets ✗ No settlement growth projections ✗ No information on mining activity ✗ No Information on mining sector investments ✗ Indigent register outdated ✗ No spatial-demographic analyses ✗ No vulnerability & diversification profiling ✗ No detailed information on planned projects	Data to inform planning and service delivery: ✓ MCPP assisted MLM with projections based on StatsSA data ✓ Preparation of SDF, LED and IDP used the same datasets ✓ Recent economic indicator data used to improve IDP ✓ A Revealed Trade Advantage (RTA) index was developed to inform the LED Strategy ✓ Updated settlement scale demographics and projections ✓ Updated data & trends on settlement growth ✓ Information on mining activity sourced and included in updated plans ✓ Information on mining sector investments sourced from SLPs and mining houses

Inputs for the Development of an LED Strategy: “Mogalakwena Municipality has been struggling to review their LED Strategy for many years. The engagement with MCPP has assisted the municipality in many ways to initiate the process of reviewing the LED Strategy, which is long overdue.”

#Partnership4PositiveImpact: “Engagements with mining houses on SLP issues. I’ve become more understanding of challenges mines face w.r.t. satisfying communities, as well as playing a role in developmental agenda of local government, my perception has changed for the better.”



CAPACITY	BEFORE MCP	WITH MCP
C: Processes for Participation	Extent of participatory processes for planning: × Limited consultation on spatial planning and LED. Only compliance with legal requirements, e.g. annual IDP Roadshows × Consultation with Traditional Authorities (TAs) did not extend beyond IDP roadshows × Consultation with industry and business organisations limited × Mining houses did not participate in municipal planning processes, for various reasons. × Mining houses ran their own participation processes with doorstep communities, essentially duplicating municipal participatory processes Nature of participatory processes: × Not interactive, focused on information sharing × Councillors not always able to explain technical rationale to constituencies and support officials × Municipal councillors and senior officials not always able to advise on and guide development in the area Outcomes of participatory processes: × Updating of needs assessment for IDP wards × Rubber stamping of municipal planning proposals (compliance)	Extent of participatory processes for planning: Consultation for the Mogalakwena SDF was extensive: ✓ In 2022 MLM planners and the MCP visited the 9 TAs ✓ Online introductory session with Anglo American (AA) followed by hybrid SDF consultation sessions ✓ Multiple consultation sessions with other mining houses, including Zebediela Nickel, Ivanplats and Sylvania Platinum ✓ Interactive workshops with MLM Councillors and the MLM Executive Committee ✓ SDF plenary session on 5 October 2022 ✓ The MCP, in collaboration with the MLM Speaker's Office, hosted a series of 5 councillor training workshops (2 or 3 days each) in 2022 and 2023 ✓ LED consultation with a 2-day Local Economy Space Assessment, 3-day LED training, and 15 mini-workshops. Participants included business organisations, entrepreneurs, taxi associations and civic organisations Nature of participatory processes: ✓ All of these engagements were carefully designed to be interactive and to facilitate dialogue between participants and between different stakeholders, by utilizing innovative facilitation techniques ✓ Different tools and methods were used to extract specific information from participants (e.g. the PACA) or to build capacity (e.g. using a SDF puzzle) ✓ Workshops were themed and hosted in progressive sequence (e.g. first get inputs and needs and then evaluate proposals) and according to relevant themes ✓ Workshops were designed to sometimes focus on consultation with a specific stakeholder, while others were focused on involving 2 or more stakeholders on a shared topic Outcomes of participatory processes: ✓ The participatory workshops went beyond needs assessment, collecting information and inputs to inform the SDF and the LED Strategy ✓ Capacity of all stakeholders were built ✓ The sessions became more than just forums for information exchange; they laid the foundation for trust among key players
D: Municipal Systems and Functions	Alignment of plans and policies: × IDP not guided by spatial vision from adopted SDF × Projects proposed, and guidance offered in different municipal plans are often contradictory × No precinct or area-based plans to assist with planning and management of areas of concern or of dynamic growth × IDP not aligned with mines' Social Labour Plans (SLPs) × Budget not informed by strategic prioritization in IDP Collaboration between municipal role players: × Lack of clarity of the role of different role players in the development value chain, especially in LED × Distrust and lack of interaction between municipal officials and councillors × Limited collaboration between Development Planning and Technical Services Departments	Alignment of plans and policies: ✓ The new SDF informed the IDP of 2022-2027 and the Draft LED Strategy ✓ The Draft LED Strategy also aligned with Waterberg District One Plan and Mine SLPs ✓ SLP projects included in IDP and Draft LED ✓ The SDF paved the way for the development of Local SDFs to manage areas of concern and/or opportunity ➢ Draft prioritization model developed, but not yet implemented as part of IDP Collaboration between municipal role players: ✓ LED and Planning team, as well as Councillors, have clarity on LED value chain and the role of different stakeholders ✓ Relationships strengthened (and in some cases established) between Councillors and officials ✓ Improved collaboration between Development Planning and Technical Services Department

CAPACITY	BEFORE MCPP	WITH MCPP
E: People/ Teams Capacity	Team functionality: ✗ LED team demotivated and concerned that they are not viewed as competent by the rest of the organisation ✗ Councillors were not playing a leadership role for development Individual capacity: ✗ Councillors identified the following learning needs: - Responsibility of councillors - Municipal funding model, management and Municipal Finance Management Act (MFMA) - Service delivery challenges: origins, systems, etc - Community engagement: skills, processes - Legislation and by-laws ✗ Officials lack understanding of the purpose and content of a CEF ✗ Planning officials had limited experience with TA Consultations ✗ Mining officials did not understand the purpose and nature of local government processes	Team functionality: ✓ LED subdivision is confident and has recorded significant improvement in capacity ✓ Internal relationships within the Council have improved, with collaboration facilitated across party divides Narrative self-assessment of programme participants: ✓ Councillors reported an improved understanding of: - Roles & responsibilities - Water service delivery – from source to tap - Municipal finances and budgets - Spatial planning processes - LED ✓ Planning officials have the know-how and confidence to facilitate consultations with mines, TAs and other role players ✓ Municipal officials have the ability to use, maintain, and update the SDF ✓ Mine & AAP employees have a better understanding of municipal processes and the overlap and opportunities for collaboration ✓ MLM officials have an improved understanding of the purpose and content of a CEF
G: Investment Facilitation & Impact	Project planning: ✗ Project identification and prioritization not done in a strategic manner Investment spin-offs: ✗ Limited leverage on the value of mining sector investments to the benefit of all	Project planning: ✓ Project identification for SDF, IDP and LED is now informed by the interaction between spatial location, economic activity, and potential Investment spin-offs: ✓ The SDF enabled an informed way of evaluating SLP proposals, as well as planning for infrastructure investment. ✓ The latest Anglo SLP includes at least one project that was identified as part of the LED process
H: Meaningful & Sustained Partnering	Collaboration between municipality and external stakeholders: ✗ The Draft SDF of 2017 proposed a development node in direct conflict with the future expansion of Anglo Mogalakwena Mine, posing a risk to operations i.t.o. future extension areas and also resettlement ✗ Different plans (internal to municipality; internal to mining houses; external among different partners) were not aligned. These different role players (Department of Mineral Resources and Electricity (DMRE), TAs, Sector Departments, Municipality) all ran compliance-driven processes, focused on own budgets and own plans ✗ No shared vision for the future and no approved or agreed municipal plan to guide investment and development of different stakeholders ✗ Collaboration between partners on LED was non-existent and the Mogalakwena LED Forum defunct ✗ MLM and Anglo's Mogalakwena Mine ran parallel engagement processes with the same communities. MLM's were focused on IDP and Anglo's on Social Economic Development, but similar issues were discussed	Collaboration between municipality and external stakeholders: ✓ Despite immense pressure and tight deadlines for completing an SDF, the MLM agreed to amend their timeframe to accommodate concerns from the mines and to consult far more broadly than usual ✓ Consultation sessions between the MLM and AAP as well as mine-municipal sessions with other mining houses. First interactions of its kind - participants spoke frankly about their needs, concerns and past experiences ✓ AAP actively participated in the SDF process to ensure that planned growth points are not posing risks to operations and that investment aligns ✓ Mogalakwena now has a long-term spatial plan and a shared vision formulated through a legitimate and collaborative process. ✓ Coordinated points of entry for consultation with the mines. LED Forum was established in 2023, a sustainable platform for continued collaboration ✓ MLM and AA officials realised that running parallel consultation sessions with communities duplicate efforts and re-enforce silos. Towards the end of 2024 they agreed to invite each other to the different consultation sessions

3.5 Before and After Picture: Capability to Manage Growth - Bottom-up Support in Mogalakwena

The Challenge: Haphazard and uncoordinated settlement growth have a negative impact on mining, communities and households

Anglo American Platinum (AAP) recognised challenges related to settlement growth and responded where possible:

- **Illegal land invasion and occupation** as a growing number of jobseekers move into the area, settling in Mokopane and the villages around the mines. AAP became concerned that these large numbers of people on their doorstep may impact operations. Among others, AAP commissioned a Site Induced Migration (SIM) study to determine the reasons for, the extent of, and the possible solutions to the influx of people.
- **Administrative inefficiency** of the Mogalakwena Local Municipality (MLM). While it is the mandate of the MLM to manage land use in the area, the planning department was struggling to act on illegal land uses, how to manage disruptive mine resettlement of households, and accommodating and managing assets that are donated by the mines, leading to lengthy approval processes, financial challenges and inconsistency across municipal departments.
- **Uncoordinated demarcation and allocation of stands** by Traditional Authorities (TAs) happen outside of the existing Land Use Scheme (LUS) through Permissions to Occupy (PTOs) and is often done in a manner that may not be contributing to the sustainable development of the larger area. Mogalakwena has 9 TA areas, each with unique characteristics and challenges. Maintaining the rural integrity and conserving the local heritage of these villages is important, but so is residents' need for economic opportunities and better access to basic services.
- **Land is a valuable resource** and should be managed as such. The future use of land is important in a fast-growing area such as Mogalakwena. Well-located land for investment is not readily recognised and land use in Mokopane should be managed to fulfil its role as a regionally significant town.

AAP and Mogalakwena Mine were concerned about the risk to operations and realised that all role players need to have the capability to fulfil their responsibilities.

- **Coherent and sustainable growth of the area** will significantly address risks to operations, land challenges for mine expansion and possible resettlement, as well as ensuring sustainability of the Mogalakwena mining region as an area of national significance and the development of Mokopane as a regionally significant town.
- **Awareness of interdependencies between partners and building trust** will result in less duplication and improved alignment of effort.
- **A shared spatial vision for the future** of the entire Mogalakwena area would build relationships and solicit contribution to the area's future, as well as inform investment plans (i.e. resettlement plans, SLPs, infrastructure investment) decision-making of private and government stakeholders.
- **Identifying and removing critical blockages** (e.g. incomplete spatial planning instruments) will support officials to focus on more critical issues.
- Co-ownership of development requires that all stakeholders **understand their specific roles and responsibilities**.
- The MLM Council is a critical link between the municipal administration, traditional authorities, civil society organisations and the private sector. **Building the capacity of local councillors will strengthen municipal leadership for a future Mogalakwena**.
- The **psychological safety of municipal teams** will improve their confidence and will support the MLM to take the lead in development.

Main Objective: Build capability for settlement growth management

 **INTERVENTION: Review and update SDFs and IHSP and build role player capability**

It was agreed on the following interventions to build capability for settlement growth management:

- **Review and update of the Mogalakwena LUS** to include the TA areas and to position the MLM for more efficient land management. The 2008 LUS was not aligned to the 2013 Spatial Planning and Land Use Management Act (SPLUMA) and the MLM was under pressure from Provincial government to revise its scheme.
- **Develop Local SDFs** (as called for in the Mogalakwena SDF) to guide detail development in areas of settlement growth pressure:
 - Mokopane Urban Core
 - Bakenberg Community Service Node
 - Rebone Economic Opportunity Node
 - Marken Economic Opportunity Node
 - Mining Resource Area, situated along the major mining operation north of Mokopane
- Assist the MLM with the **review of their Integrated Human Settlement Plan (IHSP)**, to coordinate future housing investment and enable MLM to use such investments in the most effective manner possible.
- Build **capability for Asset Handover**, which will equip MLM officials to better negotiate transfers from mining companies and estimate the impact on municipal operations.
- Build capability of **Mokopane TA** to be able to better understand land management processes and administer land use change.

Outcomes: Strengthening municipal capability to manage growth

As part of the MLM LUS process, a comprehensive land use audit for 129 551 land parcels was developed and 90 445 'informal' land parcels digitised and numbered to create an 'informal cadastre' for areas without individual title deeds. This informal cadastre has multiple uses for the MLM, including facilitating land use management in the TA areas and possibly improving municipal billing in the future.

As part of the LSDF process, a refinement of the land use database was done with an intensive land use survey for the Bakenberg node and the MRA. The survey involved visiting all villages and identifying and capturing all land uses that are not residential. More than 1 500 business and community uses have been recorded using mobile GIS.

Mogalakwena planners have a better understanding of the interplay between urban and rural and their updated planning policies now enable them to engage full-on with the predominantly rural nature of their area e.g. The updated LUS for the first time includes TA areas.

Following a phased approach, the MCPP set some foundational building blocks in place for:

- MLM and AAP to take steps towards land development and use management;
- Improving institutional and staff capacity;
- Awareness and buy-in through extensive involvement; and
- Enabling partner collaboration in land development management.

Traditional Authority Consultation and Training Sessions on Land Use Schemes



LAND DEVELOPMENT AND GROWTH MANAGEMENT (Mitigating Risks to Mining)

Contributing towards: Sustainable settlement and economic development around major mining operations in Mogalakwena. Municipal financial viability.

Problem we are working on: Improved capacity for land development and growth management.

Short Term Results (towards outcomes) achieved through MCPP support:

- ✓ Up to date land use survey and land use scheme for Mokopane and Various TAs, including Mining Resource Areas
- ✓ 90 445 'informal' land parcels digitized with implication for service delivery identified.
- ✓ 1500 business and community uses identified in Mining Resource Area for alternative billing options
- ✓ Land development agreements reached with MLM and TAs in mining resource area
- ✓ Capacity Results
- ✓ Institutionalise land use scheme, land development agreements and frameworks in Mokopane, mining resource area and several key nodes.
- ✓ Strengthened capacity of land development decision-makers to use appropriate decision tools (MLM, TAs)
- ✓ Strengthened collaboration between MLM and TAs for land development management in Mining Resource Area

Traditional Authority Consultation and Training Sessions on Land Use Schemes



Key results and outputs: Capacity to manage growth in Mogalakwena

CAPACITY	BEFORE MCPP	WITH MCPP
A: Legal Compliance & Responsive Development Plans	Legal compliance of municipal plans: ✗ The existing Mogalakwena Land Use Scheme (LUS) (2008) was not aligned to the Spatial Planning and Land Use Management Act (SPLUMA), 2013 ✗ No Integrated Human Settlements Plan (IHSP) Responsiveness of planning instruments: ✗ 2018 CBD plan was amended and approved by Council. ✗ No additional existing local or precinct plans • The Mogalakwena Spatial Development Framework (SDF), approved in 2023, made provision for the development of Local SDFs, providing detailed spatial planning guidelines for specific geographic areas	Legal compliance of municipal plans: ✓ A Draft Mogalakwena LUS was developed. ✓ Approved for consultation by Council on 28 March 2023. Amendments to go back to Council ✓ Draft Mogalakwena IHSP developed in 2022 and 2023 Responsiveness of planning instruments: ✓ Local SDFs completed in 2024: Mokopane Urban Core; Bakenberg Community Service Node; Rebone Economic Opportunity Node; Marken Economic Opportunity Node; Mining Resource Area (MRA) ✓ MRA LSDF: first ever attempt to guide growth around major mining operations through a dedicated municipal spatial policy ✓ Land development management for subregion of almost 900 km², home to over 180 000 people among 44 villages across the Mapela and Mokopane Traditional Authority (TA) areas
B: Sound Evidence Base	Data to inform planning for growth management: ✗ Municipal cadastre outdated and not covering entire municipal area ✗ StatsSA outdated data ✗ Different municipal plans and policies used different datasets ✗ No settlement growth projections ✗ No spatial-demographic analyses Traditional Authority Land: ✗ No Land-use evidence	Data to inform planning for growth management: ✓ Development of the LUS included the following: - Comprehensive land use audit for 129 551 land parcels - Digitisation & numbering of 90 445 'informal' land parcels - A 3D model to indicate the implication of latent land use rights, revealing the impact on engineering services - An audit of the GIS capabilities of the Mogalakwena Local Municipality (MLM) planning department ✓ As part of IHSP, area-specific analysis of settlements without individual title deeds (based on land use audit, StatsSA information and the latest Google hybrid imagery) indicating estimated population, no of dwellings, and age of settlement Traditional Authority Land: Bakenberg Node, Mining Regional Area: ✓ Refinement of the land use database with land use survey for Bakenberg and the MRA, visiting all villages and capturing all non-residential land uses. ✓ > 1 500 business and community uses recorded using mobile GIS ✓ An 'informal cadastre' was created for areas without individual title deeds ✓ Updated settlement scale demographics and projections ✓ Updated data & trends on settlement growth

LSDF Status Quo Session



"My story with the MCPP started with attending councillor training in 2022 and 2023. The programme recognises the importance of the leadership role to be played by councillors. Through addressing themes such as water provision, finances, local economic development and building partnerships, we are now better equipped to take on this leadership role outside of party politics. What I want to emphasise this morning is the importance of building relationships between different groupings and stakeholders. I have Traditional Authorities in my ward. These people have a lot to offer in terms of knowledge and community support, but they are often vilified and criticised as being difficult. My ward is also part of the doorstep community of the Mogalakwena Mine, where the mine has made significant investments. I am a young councillor in a contested territory. What I have realised is that partnerships will not happen without relationships. The MCPP has invested a lot of time and effort into building trust and getting the different parties to get to know each other. It is a painstaking process, but I am confident that we will reap the benefits over the long term. I am convinced we are creating momentum for broader collaboration and a prosperous shared future." - Councillor

CAPACITY	BEFORE MCPP	WITH MCPP
C: Processes for Participation	Participatory processes for planning and growth management: × TA areas were not part of the LUS in the past. × Consultations with TAs never used as capacity building opportunities. Embedding Land Management Agreements in Mining Resource Areas: × No legal engagement on the proposed LSDFs required × LSDF consultations not designed as capacity development × No local community consultation and buy-in in nodal and spatial development proposals.	Participatory processes for planning and growth management: ✓ Mogalakwena LUS collaboration comprised the following: - > 15 in-service training and brainstorming sessions with MLM officials - Peer learning session with Govan Mbeki Municipality on a similar LUS - Plenary consultation with all TAs in May 2023 and individual sessions with the 9 TAs from 2023 to 2024 (186 participants) - 3 consultation sessions with large landowners, consultants and other interest groups (26 participants) Embedding Land Management Agreement in Mining Resource Areas: ✓ Consultation for the development of the MRA LSDF: - 4 workshops with the Mokopane TA and 3 workshops with the Mapela TA (196 participants) - 11 consultation sessions with 3 mining houses (Anglo American, Ivanplats, Zebediela Nickel) ✓ Consultation for the development of the Urban Core LSDF took place in 2023 and 2024: - 7 mini workshops to do a Performance Appraisal of Competitive Advantage (PACA) (129 participants) - 2 public participation sessions were hosted with (a) Large businesses, including the Business Chamber, developers and town planners and (b) Small businesses and residents, including NAFCOC, SANCO, taxi associations, etc. (26 participants). ✓ Consultation for the Rebone, Bakenberg and Marken LSDFs: - Initial engagement sessions between the MLM and the Rebone and Bakenberg communities in June 2023 - A session with Marken community representatives took place on 27 September 2023 - Multiple work sessions with the MLM planning team, councillors and interested parties followed - October and November 2023 the Rebone and Bakenberg communities discussed the spatial proposals and confirmed their agreement. 121 community members took part ✓ The draft IHSP included consultations with National Department of Human Settlements, the Housing Development Agency, and the AAP Housing unit
D: Municipal Systems and Functions	Ability of systems to support growth management: The planning department was struggling to act on illegal land uses, how to manage disruptive mine resettlement of households, and accommodating and managing assets that are donated by the mines, leading to: × Lengthy approval processes × Municipal financial challenges × Inconsistency across municipal departments Uncoordinated demarcation and allocation of stands by TAs happen outside of the existing LUS through Permissions to Occupy (PTOs): × Decision-making is not consistent × Record keeping is a challenge × Planners at MLM noted how strategic planning visions often fail to reach implementation given the rigidity and unyielding nature of an inappropriate LUS	Ability of systems to support growth management: For the first time the MLM has a suite of plans and strategies that are aligned in terms of future focus and content: ✓ The new LUS positions the MLM for more efficient land management ✓ The new LUS includes previously excluded TA areas ✓ The Urban Core LSDF aims guide future development through appropriate land uses and built form, kickstart new development, bring regeneration, and manage development pressure ✓ The LSDFs for the key nodes of Rebone, Marken and Bakenberg frame desirable futures, align investments, assess land development applications, identify location for projects, and assist with bulk services planning ✓ The Mogalakwena IHSP will coordinate future housing investment ✓ The MRA LSDF will assist MLM to assess applications, provide TAs with a basis to target their development agendas, while also assisting AAP to synchronise its Social Labour Plans (SLP) and Socio-economic Development (SED) investment for maximum impact

CAPACITY	BEFORE MCPP	WITH MCPP
E: People/ Teams Capacity	Individual and organizational capabilities: ✗ TAs issue Permissions to Occupy (PTOs) but have no capability for land management and mapping ✗ No internal municipal consultation on land use scheme ✗ No capacity on transfer and management of assets from mines	Individual and organizational capabilities: ✓ The MCPP contributed to preparing Mapela and Mokopane TAs for 'higher order' activities such as the development of industrial and commercial hubs ✓ The new LUS will enable MLM planners to engage full-on with the rural nature of their area ✓ The members of the MLM planning took ownership and leadership in the TA roadshows about the proposed LUS ✓ The process to develop a draft IHSP was conducted in a collaborative manner (6 MLM consultations) ✓ 5 officials attended an asset management training session (accredited with Engineering Council of South Africa (ECSA)) ✓ 2 MLM officials attended a training workshop to improve the sustainability of industry investment and asset transfer ✓ A two-day basic GIS capacity-building session with the Mokopane TA in November 2024
F: Contributing to Financial Viability	Opportunity to improve municipal revenue collection: ✗ The MLM is under continuous financial stress and one of the reasons is that revenue collection is limited to areas with title deeds where ownership and occupation information is available. The majority of sites in MLM do not have title deeds and cannot be billed for services	Opportunity to improve municipal revenue collection: ✓ The informal cadastre developed for areas outside Mokopane enables updating of the MLM customer database, paving the way for billing and revenue collection in the future.
G: Investment Facilitation & Impact	Managing rapid growth in areas surrounding the mines: AAP became concerned about large numbers of people settling on their doorstep, potentially impacting operations. AAP commissioned a Site Induced Migration (SIM) study to determine the reasons for, the extent of, and the possible solutions to the influx of people. While confidential, the analysis highlighted commonly known issues such as: ✗ Dysfunctionality in local spatial planning ✗ The practice of 'placeholding' ✗ Villages around the mines experiencing rapid and uncontrolled growth The study made general recommendations, including issues that could potentially be addressed: meaningful, proactive, and ongoing stakeholder engagement with all stakeholders; supporting municipal planning processes; assisting TAs with planning-related issues; identify and support alternative economic hubs; aerial surveys to improve early detection of change	Managing rapid growth in areas surrounding the mines: Many of the proposals of the AAP-commissioned SIM study of 2022 have been implemented through AAP's investment in the MCPP. Through the support for the LUS and LSDF processes: ✓ The MLM was enabled to have meaningful, proactive, and ongoing stakeholder engagement with all stakeholders on land planning and management issues ✓ The MLM was supported to conduct high-quality and inclusive municipal planning processes that are not possible in their day-to-day activities ✓ The MCPP assisted TAs with planning-related issues ✓ Through especially the MRA LSDF viable economic and community nodes were identified and planned for ✓ A baseline for land use was established. Aerial surveys will improve early detection of land use change and the implementation of the LUS and the MRA LSDF ✓ A development zone for "Mining" as part of the LUS ensures that mining operations could be implemented with speed rather than waiting, for instance, for the approval of warehouses and other supporting facilities
H: Meaningful & Sustained Partnering	✗ X The challenges around rapid growth are multi-faceted and efforts by the mining houses to address this risk to operations can unfortunately not be addressed by a single role player ✗ X It is the mandate of local government to manage land and settlement development. The MLM lacked capability due to a range of reasons ✗ X TAs are the custodians of land around the mines, but the responsibility for land management and service delivery is seated with the MLM	✓ The MRA LSDF provides a clear direction of MLM spatial development in the mine vicinity. This will simplify future applications and save time and money ✓ The Bakenberg LSDF will do the same for mining activities in the vicinity of Bakenberg ✓ The MRA LSDF will assist MLM to assess land applications, provide TAs with a basis to target development agendas, and support AAP to synchronise its SLP and SED investments ✓ The MLM land use dataset, with informal cadastre, will be useful for all partners -not only for spatial planning purposes

PART 4:

Der Brochen-Mototolo Complex Outcomes & Outputs



4.1 Fetakgomo Tubatse Local Municipality - Der Brochen-Mototolo Complex and Twickenham Mine

Context and Challenges Faced by AAP and Eastern Limb Mines

THE REGION



More than 30 mines operating on the Eastern Limb of the Bushveld Igneous Complex.



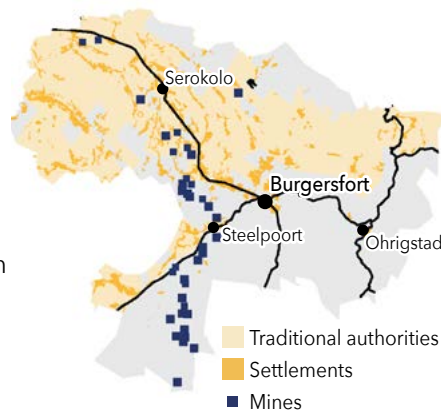
Predominantly rural, densely populated area, with traditional authorities, experiencing rapid and haphazard settlement growth (especially along major roads: R555 and R37).



Economy heavily dependent on mining-related industries, with little economic diversification.



High unemployment (over 60%) and reliance on government grants.



SETTLEMENTS IN MINING AREAS

The presence of platinum mines has led to significant labor migration into the region, coupled by a reliance on mining employment and value chains, and a major need for sustainable livelihoods and economic diversification.

The challenges of competition for investment between escalating needs in 39 wards are compounded by the fact that mine investments have largely been focused on the respective 'doorstep communities', and traditional authorities canvassing for their own areas of jurisdiction, with community property associations leading development in areas under land reform claims. Under these circumstances, managing rapid settlement growth, aligning investment in currently straining infrastructure and service provision, as well as gearing up for a post-mining future, is no easy task.

GOVERNANCE CHALLENGES

- Fetakgomo and Tubatse Local Municipalities merged in 2016, impacting governance and service delivery.
- Lack of a finalised institutional organogram.
- Units that still needed to be amalgamated.
- Lack of clarity of senior management positions.
- Lack of leadership due to large number of vacancies and leaders in acting positions.

AAP & EASTERN LIMB MINES CONCERNS

- **Lack of service delivery:** Limited service delivery and infrastructure development in fast-growing rural settlements and rapidly expanding Burgersfort and mining region.
- **Increasing dependency on the mines:** By the municipality and communities for services, employment, and economic development, including the resourcing and managing of the municipality's Project Management Unit.
- **Adhoc investment:** Uncoordinated SLPs, infrastructure and SED investments leading to limited impact and sustainability.
- **Ineffective handover and maintenance of infrastructure:** Infrastructure developed by mine not maintained when transferred to municipalities.
- **Lack of Responsibility:** Mines are often blamed for non-compliance whilst municipality not playing its part, resulting in ongoing complaints by communities and increased disruptions and risks to operations.

MCPP Collaboration Agreement and Objectives

AAP and AA, in collaboration with FTLM Political and Administrative leadership, and CSIR, signed a MOU and agreed to implement the MCPP with the objective to:

- 1 **Contribute to sustainability of infrastructure investment by mines and access to services for communities and employees, by strengthening municipal capability to develop and manage infrastructure.**
- 2 **Contribute to increasing the impact of partner investment in communities and the post-mining future by strengthening the capability for collaborative community development and strategic development planning.**

WHILST - Decreasing dependency and improving collaboration between municipality and AAP mines in the region.

Fetakgomo Tubatse Local Municipality Overview of Results and Outputs

The programme was designed as a medium-term programme (2020/2021-2030/2031). Whilst the intended outcomes have not been achieved midway through the programme, significant results have already been achieved. Through the MCPP team's dedicated and context-specific support and the active collaboration of the Fetakgomo Tubatse and Mogalakwena Municipality teams (see below), progress is evident.

Table: Fetakgomo Tubatse In-service Coaching Results

TEAMS THAT COLLABORATED CLOSELY IN IN-SERVICE COACHING AND ACHIEVING THE RESULTS	NO OF INDIVIDUALS ACTIVELY INVOLVED ANNUALLY
Asset Management	5 (3 yrs)
Food Security Programme*	10 (2 yrs)
IDP*	4 (5yrs)
Long-Term City Development Strategy*	3 (2yrs)
TOTAL	22

*This nr only reflect municipal teams, not leadership, politicians, industry partners, communities etc.

Within the short period of 5 years, the programme contributed to:

- Strengthening infrastructure asset management capacity of the PMU unit from 2020-2022, and the Asset Management Team (2023, 2024);
- Laying the foundation and institutionalising strategic integrated planning in the Municipality;
- The development of a regional development vision and city development strategy;
- The successful implementation of a food security programme between; and
- Improving industry and municipal collaboration and investment impact.

A high-level summary of results and outputs, achieved by the MCPP in collaboration with Fetakgomo Tubatse Municipality, is provided in the table below.

Development of the outputs has contributed to opportunities for in-service coaching, strengthening processes and systems, and meeting the programme objectives. This includes the establishment of a sound foundation in municipal institutions to deliver functions, generate revenue and meet requirements to access government funding.

A brief summary on results and progress in achieving the Fetakgomo Tubatse MCPP objectives, followed by a snapshot view on "Before and After MCPP", is provided in Sections:

[Before and After: From Commitment to Capability - Strengthening Local Government to Address Poverty and Vulnerability through Partnership](#)

[Before and After: Coordinating Integrated Development Planning and Investments](#)

For more detail on the specific initiatives please see [MCPP Journey](#) & [MCPP website](#).

Fetakgomo Tubatse Local Municipality: High Level Overview Outputs Generated through MCPP

INTENDED IMPACT	SUSTAINABLE AND WELL MAINTAINED INFRASTRUCTURE. DIVERSIFIED, POST-MINING ECONOMY. THRIVING COMMUNITIES. ACCESS TO SERVICES AND LIVELIHOODS, ESPECIALLY FOR VULNERABLE GROUPS		
MCPP Objective	Strengthening municipal capability to manage and maintain infrastructure.	Strengthening the capability for collaborative community development and strategic development planning (including municipal prioritisation, resource allocation and implementation, and alignment of partner investment for impact).	
Partner pain point Kickstart 2020	AAP providing on-site Project Management Unit (PMU) support to augment lack of infrastructure development and management capacity AAP subcontracting a project management unit. Dysfunctional PMU Office	Challenges with sustainability, alignment and impact of industry and government investment.	Severe food security and livelihood challenges. Lack of initiatives, policies, and programmes to enable impactful partner contribution. Limited effectiveness, visibility, and sustainability of community investments and Municipal support for community programmes.

Service Results Improvement supported by the MCPP Collaboration	Infrastructure development and asset management capacity support - PMU Office: 2020: PMU Office support provided by AAP, to 2021-2022: PMU Office in-service coaching MCP 2023: PMU Office under municipal leadership - Infrastructure Asset Handover Guidelines used to incorporate local guidelines into municipal Social and Labour Plan (SLP) Policy	Setting foundation in place, and institutionalisation of municipal and ward-level prioritisation, budgeting and decision-making for development impact. 2020: Integrated Development Plan (IDP) Evidence base strengthened, Developmental focus 2021: IDP Introduce interdepartmental prioritisation and planning 2022: IDP Embed interdepartmental planning, budgeting processes. Joint strategy, priorities for political and administrative leadership 2023: Move from ward based priorities to 6 sub-regions for development impact. Introduce Regional IDPs 2024: Institutionalise Regional IDPs for development impact - Long term regional plan: Fetakgomo Tubatse City Development Strategy 2022: Profiling of Regional growth challenges, Agreement on need for strategy 2023: Identify alignment challenges of ad-hoc SLP investment, - Co-develop strategy for industry & government investment alignment & funding 2024: Strategy approved, advocacy for industry and government investment	Improved capacity amongst the community (especially vulnerable groups) for household food production 886 community members, 264 youth, 36 people with disabilities 70% of recipients produced vegetables (Yr 1, 2023); 33% continued to produce vegetables (Yr2, 2024), despite water shortage - Up to 15% of participants sold fruit/vegetables 99% of trees planted (2023); 76% survived after 18 months (2024); 17% of participants planted additional fruit trees in 2024
Institutional Capacity Focus Areas	ASSET MANAGEMENT Lead by: Technical Services	PLANNING FOR A SHARED FUTURE & EMBEDDING A CULTURE OF COLLABORATIVE STRATEGIC PLANNING Lead by: Municipal Manager, IDP, Development Planning	ADDRESS POVERTY AND VULNERABILITY THROUGH PARTNER-SHIP
Summary of Key Outputs generated	PMU Support: ✓ PMU Policy ✓ Issues Register for risk management ✓ Inventory list of donated assets from mine to LM ✓ PMU Operational Support, Standard Operating Procedures (SOP), etc. ✓ PMU Operational Support Close-Out Report ✓ Maintenance Planning & Budgeting capability development through Maintenance of Bithabaneng Access Bridge Asset Transfer: ✓ Co-development of asset transfer guidelines for mines Asset Management Practice Improvement: ✓ Asset Management Maturity Self-Assessment ✓ Updated Asset management improvement plans	Development Planning, Budgeting and Investment Alignment: ✓ COVID Vulnerability indicators and maps ✓ Spatial data and evidence : Including settlement scale growth, vulnerability and projected growth ✓ Municipal-wide social facilities analyses, community accessibility analyses, regional and local backlog and investment priorities. ✓ Integrated Development Planning (IDP) 2021/22 & Process facilitation ✓ Integrated Development Planning (IDP) 2022/23 & Process facilitation ✓ Integrated Development Planning (IDP) 2023/24 & Process facilitation ✓ Regional Integrated Development Plan (RIDP) 23/24 ✓ Atok RIDP 23/24 ✓ Burgersfort RIDP23/24 ✓ Ohrigstad RIDP 23/24 ✓ Praktiseer RIDP 23/24 ✓ Steelport RIDP 23/24 ✓ Case Study: Embedding IDP Practices ✓ City Development Strategy (CDS) status quo analysis ✓ City Development Strategy ✓ Implementation and monitoring framework of CDS including SLP alignment and councilor training ✓ SLP Alignment: Legal inputs, Policy inputs, Knowledge sharing sessions ✓ Review of Fetakgomo Tubatse Local Municipality (FTLM) SLP Policy Framework ✓ Strengthening Capacity: Overview of activities and results Disaster Risk Mitigation ✓ Gap Analysis and Scoping report for Disaster Management ✓ Final Response and Recovery Plan for Disaster Management ✓ Awareness Raising workshop with Stakeholders on Disaster Risk Management (DRM) functions and Implications ✓ Engagements with National Disaster Management Centre (NDMC) and other stakeholders for continued funding of initiatives.	✓ Policy development support- transversal groups policy ✓ Donation and Installation Water storage tanks for Mantshatlala Disability Centre ✓ Donation of seedlings and trees to 886 Beneficiaries ✓ Food Security 6 months Programme Evaluation Report. ✓ Food Security 18 months Programme Evaluation Report. ✓ Engagement and coordination with Limpopo Department of Agriculture for initiative continuation. ✓ Funding engagements: Industry and private sector. ✓ Food Security Programme (FSP) Fundraising Activities Report ✓ Proposal for Upscaling FSP to more wards ✓ Strengthening Capacity: Overview of activities and results

Value and Recommendations for AAP, Eastern Limb Mines

1. Household Food Security Programme: Leverage on value created at minimal cost

The collaboration illustrated that:

- Genuine collaboration is possible, even in fragmented environments
- Doing together is the most powerful form of capacity building
- Community-led food production is viable and inclusive

This partnership advanced AAP's Sustainable Mining Plan pillars:

- Thriving Communities: 886 households supported with backyard food production
- Trusted Corporate Leader: Demonstrated delivery in collaboration with government, improved SLP alignment with municipal and regional role players
- Local Impact: Strengthened relationships and capacity in area of influence
- Operational Learning: Insights into community collaboration (through food security programme),

Potential for Replicability

- This model is replicable for future mine-municipality-community investments
- Case studies and videos developed to enable application in other contexts – including AAP's future investments. For a word from the key stakeholders in the Food Security Programme follow this link to the video detailing aspects of implementation of the initiative. [Click here.](#)

"This change resulted in a more resilient, self-sufficient community... Other local organisations and schools were inspired to initiate similar projects." – Mantshatlala Centre Representative

2. Leverage on significant strides made by institutionalising Integrated Development Planning, Regional IDPs and City Development Strategy

Prioritise and aligning investment decisions with the IDP and Regional IDPs will be critical when new Councillors are selected in 2026. It is proposed that the FTLM is supported to leverage on the innovative training and exposure to development leadership and decision-making, that they have provided to Councillors with the support of the MCPP.

Recommendation: Ongoing engagement and close collaboration with MLM Development Planning Team is encouraged. Facilitation of Councillor training and strategic planning sessions provide significant value and opportunities for socialising regional prioritisation and alignment.

3. SLP Alignment Framework and FTLM Development Vision: Leverage for Industry Alignment and Regional Impact

Significant strides have been made with the development of the vision and development agenda for the Fetakgomo Tubatse area. The analyses done on SLP alignment, Social facility accessibility for communities, and the Framework for SLP investment, have established a sound base for use by the Eastern Limb Mines in SLP and SED investment decisions and negotiations.

Recommendations: Sustained collaboration towards a shared future and decision-making for maintenance instead of capex budget spent, will require councillor and leadership advocacy and training for new Councillors and partner decision-makers.

Recommendations: Consider potential lessons from the Kumba supported, Gamagara and Tsantsbane Mine Municipal Regional Compact.. Such considerations

for the Mining Forum can enable joint municipal and industry prioritisation for development impact, instead of ad hoc project development and implementation. The impact of modelling collective project impact and developing project pipeline and investment alignment can decrease dependency on AAP, and enable accessing government funding opportunities for large scale enabling infrastructure in the region.

4. Infrastructure Asset Handover Practices

The need for improving infrastructure handover practices was evident and clearly stated by Mines, MC and Businesses.

Recommendations: Infrastructure asset management and investment alignment, asset handover practices and MOUs: It is proposed that the Eastern Limb Mines consider using the guidelines developed through the programme, and the expertise available to assess MOUs and agreements. Such support can ensure huge cost and time savings for the Mines, as well as with the asset transfer planned. Undertake collaborative planning (municipal level, in regional IDPs) to ensure impact future SLPs.

4.2 Before and After Picture: From Commitment to Capability - Strengthening Local Government to Address Poverty and Vulnerability through Partnership

The Challenge: A Fragmented Landscape Underpinning Impact

Communities in Fetakgomo Tubatse Local Municipality (FTLM) face entrenched poverty and vulnerability, with the following persisting systemic delivery challenges:

- FTLM had **no programme** addressing vulnerable groups such as youth, women, and people living with disabilities. It was a political priority and a priority for the administration and mines in the region, due to increased dependencies.
- **No track record** in implementing inclusive, community-scale initiatives.
- **Institutional silos**, limited capacity, and a lack of collaboration across municipal departments.
- **Low trust and coordination** between the mines, municipality, and communities.
- Agricultural support from both the municipality and AAP had focused on large-scale projects, excluding vulnerable groups and operating independently.

For AAP, these conditions limited the **effectiveness, visibility, and sustainability** of community investments. Strengthening municipal delivery systems and **partnering capacity** was critical for ensuring impact in host communities and aligning with **SLP and Sustainable Mining Plan objectives**.

Main Objective: Address Poverty and Vulnerability through Partnership

▶ ENTRY POINT: A Responsive Start

The entry point for obtaining buy-in from the municipality was responding to a request from the Mayor's Office to address transversal (vulnerable) group needs and providing technical support to develop a Policy for Transversal Groups.

💡 INTERVENTION: Municipal and Partner Capacity to Improve Food Security in Mine-Connected Communities

The food security programme focused on household-level food production as an inclusive, practical entry point.

MCPP mobilized collaborative assessments to identify critical constraints to address poverty and capacity constraints in the municipality. The collaborative response developed with FTLM Community Services Department and Local Economic Development (LED), was to:

- **Set the foundation in place through a draft policy on transversal (vulnerable) groups** and a co-developed and adopted **FTLM Community Food Security Strategy**; and
- **Embark on collaborative design and implementation of a Food Security Programme** with the two Departments, the **AAP Eastern Limb mines, the Limpopo Department of Agriculture and Rural Development (LDARD)**, prioritizing communities in the AA doorstep area.

The emphasis was on:

- Delivering tangible results through co-implementation – not parallel projects, but joint action that builds capability.
- Strengthening Institutional Capacity by addressing critical constraints in the functional value chain were addressed through scans and dialogue.

- Hands-on coaching and reflective learning were used to strengthen the functionality and delivery of teams in both Community Services and Local Economic Development (LED) departments.
- Accessing government resources and improving sustainability through multi-partner collaboration through programme brought together officials from AAP, FTLM, LDARD, and the community – many of whom had never worked together before.
- Collaborative development of annual implementation plans and reporting, joint reflections to improve team functionality and inter-departmental and inter-municipal peer learning helped ensuring active participation, adaptation and embedding of practices, experience and collaboration.

In summary:

- **The intervention was introduced, expanded in scope and impact monitored over a period of 12 months, between 2023 and 2024.**
- **886 community members supported across five communities in two wards in AAP's area of influence.**
- **Included 264 youth and 36 people with disabilities.**
- **Delivered starter packs (fruit trees, vegetable seeds, fertiliser, compost) and technical support.**
- **Provided material and advisory support to Mantshatlala Disability Centre, including borehole upgrade and water infrastructure.**
- **Mphanama Youth Hub, a local youth group, was capacitated to support community monitoring.**
- **In-service coaching through implementation.**

Outcomes: Address Poverty and Vulnerability through Partnership

OUTCOMES ACHIEVED

- **2,658 fruit trees** and **2,658 seed packs** distributed;
- **99%** of trees planted; **76% survived** after 18 months;
- **70% of recipients produced vegetables in Year 1** (2023); 33% continued in Year 2 despite water shortages;
- **17% planted additional fruit trees** in 2024, up to **15% sold produce**; others improved food access;
- **Half of all participants** had never grown food before; and
- **Improved capacity amongst community (especially vulnerable groups) for household food production.**

"Farmers understood agroforestry and its benefits... Smaller distribution groups will make future work easier." - Local participant reflection

"After planting fruit trees provided by the MCPP in 2023, I gained confidence and I bought and planted more fruit trees in February 2024 - I even applied the planting technique I learned from the MCPP demonstrations." - Beneficiary

LESSONS AND FORWARD POTENTIAL

- **Genuine collaboration** is possible, even in fragmented environments;
- **Doing together** is the most powerful form of capacity building;
- **Community-led food production** is viable and inclusive;
- This model is **replicable** for future mine-municipality-community investments; and
- Case studies and videos developed to enable application in other contexts – including AAP's future investments. For a word from the key stakeholders in the Food Security Programme follow this link to the video detailing aspects of implementation of the initiative. [Click here.](#)



Vegetable planting workshop

Key Results and Outputs: Addressing Community Vulnerability through Food Security

CAPACITY	BEFORE MCPP	WITH MCPP
A: Legal Compliance & Responsive Development Plans	Legal compliance of municipal plans: ✗ No policy or programme for addressing vulnerable groups Responsiveness of planning instruments ✗ No programme for vulnerable groups ✗ Local Economic Development (LED) Lacks tangible interventions to address basic needs of communities .	Legal compliance of municipal plans: ✓ Policy for Transversal Groups to address the issues and needs of vulnerable groups. ✓ Food Security Strategy ✓ Food Security Programme Responsiveness of planning instruments ✓ Food Security Strategy and Programme in place
B: Sound Evidence Base	Data to inform planning and service delivery ✗ No evidence-base on household vulnerability, socio-economic information ✗ No track record in implementing inclusive, community-scale initiatives.	✓ Data to inform planning and service delivery ✓ Vulnerability and settlement scale socio-economic indicators, data and profiling and projections ✓ Monitoring food production programme - 18 months period, document performance of fruit trees and vegetables, problems & lessons

CAPACITY	BEFORE MCPP	WITH MCPP
C: Processes for Participation	Extent of participatory processes for planning × Limited consultation in LED × No participation in programmes × No participation vulnerable group programme × Limited collaboration among municipal departments & partnering with external stakeholders (mines, government departments & others) for co-ordinated regional impact Nature of participatory processes × Vulnerable groups neglected in policy making participatory processes. × Municipal councillors and senior officials not always able to advise on and guide development in the area. Outcomes of participatory processes × Updating of needs assessment for Integrated Development Plan (IDP) wards × Rubber stamping of municipal planning proposals (compliance)	Extent of participatory processes for planning ✓ Extensive community collaboration in Food Security Programme (FSP) ✓ Five communities in wards 27 and 37 in 12 months, between 2023 and 2024. ✓ 886 people actively participated (Including) ✓ 264 youth and 36 people with disabilities participated – vulnerable groups ✓ Multi-stakeholder development of the FSP included the municipality's community services and LED departments, two Anglo American Platinum mines (Twickenham and Der Brochen Mototolo Complex), the Limpopo Department of Agriculture and Rural Development (LDARD) and a community youth group (Mphanama Youth Development Hub). Nature of participatory processes ✓ Engagements, facilitate dialogue between participants and between different stakeholders. ✓ Workshops on planting and caring for fruit and vegetables, facilitated by the MCPP implementing team and conducted by the LDARD's local office in Strydkraal. Topics covered included planting demonstrations, tree care and vegetable management. ✓ Onsite service coaching has improved capacity amongst community (especially vulnerable groups) for household food production. Outcomes of participatory processes ✓ Implementation of Food Security Programme
D: Municipal Systems and Functions	Alignment of plans and policies × No plans, policies or strategies to tackle the food insecurity especially focusing on vulnerable groups. Collaboration between municipal role players × Lack of clarity of the role of different role players in the development value chain, especially in improving livelihoods × Distrust and lack of interaction between the municipal officials and impoverished communities. × Limited coordination and collaboration between the Community Services, LED, and IDP departments.	Alignment of plans and policies ✓ Foundational instruments created and adopted (food security strategy, transversal policy draft) for LED, ✓ Policy and plan implemented ✓ Material and support Mantshatlala Disability Centre, including borehole upgrade, water infrastructure Collaboration between municipal role players ✓ Community Services, LED, and IDP departments have clarity on strategic development value chain and the role of different stakeholders, through training workshops. ✓ Improved coordination across municipal departments (Community Services, LED, and IDP) ✓ Greater readiness for joint planning and delivery with mines and other partners

"I learnt a lot from the Department of Agriculture during the course of implementing the Food Security Programme. I will apply this knowledge in supporting agriculture-based Local Economic Development initiatives in the municipality." – Municipal official

"Through the MCPP, fruit trees and vegetable seeds were provided to community members, and boreholes were drilled for the Mantshatlala Disability Center. This... led to a more resilient, self-sufficient community with improved quality of life and stronger social cohesion."

"I want to express my gratitude and appreciation for the professional support provided by the MCPP, the local mines and extended service providers..." – FTLM Municipal Manager

"Through the MCPP, fruit trees and vegetable seeds were provided to community members, and boreholes were drilled for the Mantshatlala Disability Center. This... led to a more resilient, self-sufficient community with improved quality of life and stronger social cohesion."

CAPACITY	BEFORE MCPP	WITH MCPP
E: People/ Teams Capacity	Nr of people involved in strengthening capacity ✗ No knowledge, experience on large scale community programme, in LED or Community Services project implementation ✗ No knowledge/experience of fruit tree/vegetable planting ✗ No training and capacity development in place for food security, LED implementation Participant capacity ✗ Half of all participants had never grown food before ✗ No experience Municipal Team Capacity ✗ Limited experience in programme implementation & collaboration ✗ The Community Services, LED, and IDP departments were working in silos.	Nr of people involved in strengthening capacity ✓ 10 Officials Community Service Department, LED, IDP participated in design, implementation and have recorded significant improvement in capacity. ✓ 886 community members supported across five communities in two wards in AAP's area of influence (Including) 264 youth and 36 people with disabilities (12 months, between 2023 and 2024). ✓ Training and coaching through capacity building workshops (2023, 2024) to participants in the food security programme. These included: - Six information, awareness and registration meetings (five with communities and one at the Mantshatlala Disability Centre) - Six starter pack distribution meetings (five with communities and one at the Mantshatlala Disability Centre) - Five tree planting demonstrations. - Six vegetable management workshops and planting demonstrations (five with communities and one at the Mantshatlala Disability Centre). Participant capacity ✓ Knowledge and skills on household level food production transferred to vulnerable groups (youth and disabled) - All recipients planted fruit trees. 99% of trees planted; 76% survived after 18 months - 70% of recipients produced vegetables in Year 1 (2023); 33% continued in Year 2 despite water shortages - 17% of participants planted additional fruit trees in 2024, up to - 15% sold produce; others improved food access ✓ Mphanama Youth Hub capacitated to conduct community monitoring Municipal Team Capacity ✓ All participants Community Services, LED, and IDP departments (Directors and municipal officials) reported: - Increased clarity on relationships with a range of role players. - New confidence and skills among the (LED, Community Services) ✓ Greater readiness for joint planning and delivery with mines and other partners ✓ Improved coordination and collaboration across municipal departments ✓ Strong emphasis on importance of believing work that is done is important and a change in the participants confidence when engaging with others - collaboration
G: Investment Facilitation & Impact	Collaboration between municipality and external stakeholders ✗ No processes for sustained collaboration ✗ No agreements to partner for development	Investment spin-offs ✓ The first sustained collaboration between AAP mines in the Eastern Limb and FTLM on a programme for vulnerable groups. Results can enable upscale.
H: Meaningful & Sustained Partnering	✗ Limited collaboration	Collaboration between municipality and external stakeholders ✓ The multi stakeholder, community focused FSP demonstrates that: - Genuine collaboration is possible, even in fragmented environments - Doing together is the most powerful form of capacity building - Community-led food production is viable and inclusive - This model is replicable for future mine-municipality-community investments

4.3 Before and After Picture: Coordinating Integrated Development Planning and Investments

The Challenge: Sustainability, alignment and impact of industry and government investment

The Fetakgomo Tubatse Local Municipality (FTLM) faced institutional planning, budgeting, operational challenges after the amalgamation. Its population is growing but is not concentrated in key nodes, as many villages and developments are on traditional authority land, which makes planning for services difficult. Furthermore, the merger meant that the municipality did not have a long-term vision and lacked coordinated, integrated planning. The lack of integration has implications for local economic development (LED) in the municipal area. The municipality initially requested the MCPP implementing team's assistance to develop its Integrated Development Plan (IDP). This was an obvious point of intervention, as the IDP is one of the primary legally mandated strategic documents for municipalities. The lack of a long term vision and development plan for the municipal region resulted in ad hoc industry and government investment, not enabling the area to leverage of all the investment in the region.

Main Challenges:

- Lack of common and unified vision for development in the municipality.
- Lack of strategic development direction, with an IDP that was used to ensure legal compliance and track operational targets, rather than plan development and with no long-term plans in place.
- Lack of integration between departments. The IDP was produced by the dedicated IDP department head and two planning officers, without the involvement of municipal line departments (apart from annual strategic sessions).

The MCPP intervention was based on the following assumptions:

- Awareness of interdependencies between partners and building trust will result in less duplication and improved alignment of effort.
- A shared development strategy for the future of the entire area would guide contributions to the area's future, as well as inform investment plans (i.e. resettlement plans, SLPs, infrastructure investment) decision-making of private and government stakeholders.
- Enabling integration between line departments, ward-based planning is key to strategic development impact.
- Co-ownership of development requires that all stakeholders understand their specific roles and responsibilities.
- Building the capacity of local councillors will strengthen municipal leadership for a future Fetakgomo Tubatse..
- The psychological safety of municipal teams will improve their confidence and will support the MLM to take the lead in development.

Main Objective: Strengthen collaboration for investment impact

▶ **ENTRY POINT:** Legally required instruments and processes that will enable collaboration on development

The IDP was the entry point for the development of strategic planning instruments in FTLM. The IDP Team was engaged and supported in reviewing statistics and gathering the latest credible data, as well as highlighting the IDP's strategic importance and purpose. The team and administrative leadership were supported with strategic prioritisation through work sessions between line departments and ward plan review. Engagements were supported by Limpopo CoGHSTA, District and other role players. Workshop facilitation support included facilitation of interdepartmental engagements, as well as council and administration engagements to support prioritization of projects (strategic focusing).

💡 **INTERVENTION:** Coordinating Integrated Development Planning and Investments

Strengthen IDP preparation, update and facilitation with in-service Coaching and technical support: Regular two-day workshops with the IDP Unit and senior municipal managers. From March 2022, the MCPP implementing team has held more than 10 working sessions (at least quarterly) with the IDP Unit team and senior management.

Municipal and Team Functionality: The workshops enabled the MCPP implementing team to repair some of the fractures caused by the amalgamation and to address the lack of communication and cooperation within the municipality. This was done by ensuring that all line departments understood their contribution to the IDP and to the municipality's collective vision, and that they were aware of the struggles and contributions of their colleagues and different

stakeholders involved in the municipality. The arrival of a new municipal manager helped to mobilise and focus municipal officials, as he was determined to move the municipality from being a rural municipality to becoming “a developed platinum city for sustainable human settlements. He facilitated engagements and accepted the MCPP’s assistance with shaping his team’s strategic development capacity.

Establishment of the Mining Forum in October 2023: At the Forum meetings, officials and politicians engaged with the mines, and mines presented progress reports on their social labour plans (SLPs). The social facility assessment, investment proposals and spatial analyses of SLP investment conducted by the MCPP were used to inform engagements with the Mining Forum and to showcase the need for collaborative investment. Connections were made, despite some division between the mines and the municipality’s political heads. Subsequently, the municipality set up an SLP Forum and developed internal guidelines to assist in coordinating contact and SLP development processes between the municipality and the mines going forward. These were informed by the MCPP-developed Infrastructure Asset Transfer Guidelines, a “Strengthening Mine–Municipal Collaboration” position statement. The SLP prioritization was informed through a framework (based on learning generated through the SLP prioritisation tool in Tsantsabane).

Development of the City Development Strategy (CDS) 2043: Building on the energy of a new vision, growing coordination and improved planning through amendments to the IDP, notably the Service Delivery and Budget Implementation Plan (SDBIP), the municipality requested assistance in developing its CDS 2043. The CDS will serve as the municipality’s long-term planning document and be the blueprint for the growth and development of Fetakgomo Tubatse, with the ultimate goal of better service delivery and creating a sustainable, liveable city for all its inhabitants.

The MCPP team assessed social facilities, identifying infrastructure needs for the municipality based on the most optimal location according to population, and assessed the current infrastructure in relation to population. The Strategic

Planning Unit (four officials) and the MCPP implementing team have begun work on the CDS, which was completed in March 2024.

Development of Regional IDPs (RIDPs): The idea for the RIDPs emanated in both a desire and a need to ensure (1) the optimisation of the diverse development potentials of the FTLM – especially in relation to the deeply challenging contextual challenges in the newly amalgamated municipality, and (2) meaningful and sustained community and stakeholder involvement in the preparation, budgeting for, and implementation of plans based on these potentials. As ward-based planning had not yielded the maximum investment impact from investors, such as the mine SLP projects.

The municipality was separated into six ward clusters, each with unique socioeconomic characteristics: Steelpoort, Atok, Burgersfort, Praktiseer, Apel and Ohrigstad. These regions represent key nodes with a growing population and a specific development focus. For example, Ohrigstad for agriculture, Apel for IT and innovation, Steelpoort for industrial services and Burgersfort as the main hub and anchor for the municipality. This RIDP work is supported by the social facilities assessment done for the CDS. A three-person IDP team received capability development through extensive in-service coaching and technical support to take the lead in developing process and technical outputs.

Community engagement roadshows in August 2023, at which the MCPP implementing team and the municipality’s Strategic Planning Unit explained the RIDPs to communities in all the wards.

Councillor training workshop: After consolidating the data collected on the roadshows, a councillor training workshop was held to familiarise politicians with the RIDPs and CDS and to promote integrated and regional thinking. The response from councillors was enthusiastic and supportive, with the mayor strongly voicing his support to move the municipality to city status and praising the improved efficiency and relations with municipal officials (especially the IDP office).

Outcomes: Foundation for partner collaboration in regional resilience

Results achieved through MCPP support (2020-2024):

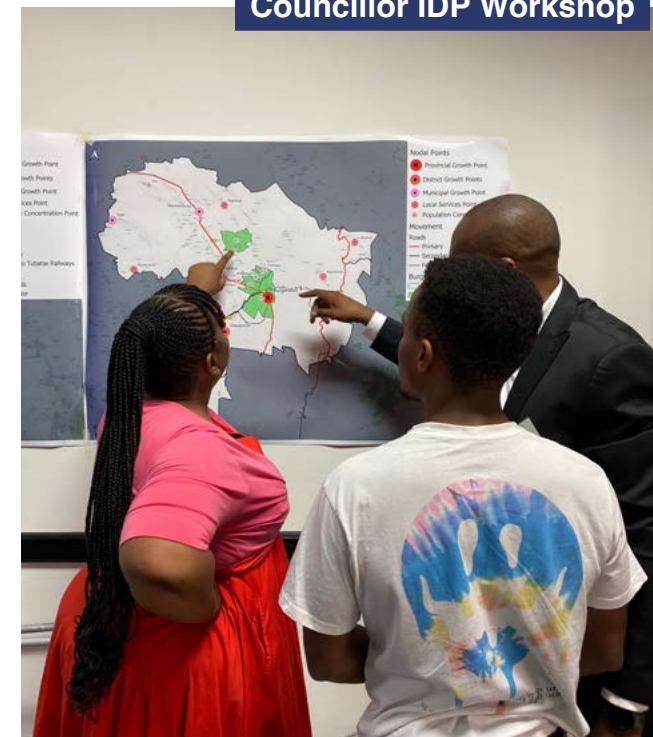
- Institutionalisation of municipal and ward-level prioritisation, budgeting and decision-making for development impact.
 - IDP Evidence base strengthened, and agreement to adapt IDP with a developmental focus
 - Embedding integrated interdepartmental prioritisation and planning with line departments, IDP unit, MM Office
 - Joint strategy development, prioritisation for political and administrative leadership
 - Agreement to move from ward based priorities to 6 sub-regions for development impact
 - Introduce, develop and embed Regional IDPs for place-based prioritization and development impact
- Co-develop City Development Strategy for FTLM (with contribution from Municipality)
 - Strategy for industry & government investment alignment & funding
 - Identify alignment challenges and opportunities for SLP investment
 - Long-term regional plan approved by LM and industry partners
- SLP Policy Decision-making
 - Shared evidence base and analyses
 - Framework for Eastern Limb AAP Mines SLP decision-making
 - Improved collaboration, increased partner knowledge on gaps (Mines have access to Asset Transfer Guidelines, Municipality instituted SLP policy on agreements, MOAs and monitoring for impact.)

Institutional and individual shifts:

- The municipal IDP team has taken ownership of the IDP, as the strategic municipal planning process and instrument to support interdepartmental and political and administrative alignment, and based on credible data sources and evidence.
- The municipality understands that the IDP needs to be embedded and that all departments need to be involved in the key results areas, and so were better prepared for the municipality's annual IDP Strategy Session.
- The municipal social facility assessment and investment plan developed through MCPP, and the SLP investment analyses enabled the municipal and mine representatives to recognise the importance of collaboratively identifying, prioritising and agreeing on projects. This would ensure that the projects are not merely of short-term value to doorstep communities, but also contribute to the broader mining region ecosystem and the municipal asset portfolio, where relevant.

- The RIDPs will assist in targeting investments towards regional growth (not at individual ward-level), ensuring that infrastructure is not duplicated and is placed in areas that yield maximum impact for communities.
- Interdepartmental collaboration and participation in strategic planning processes, communication and collaboration have improved among municipal directors and senior managers from the departments of technical services and infrastructure development, community services, LED, development planning, and corporate services, budget and treasury.
- The municipal teams have a new energy, are eager to engage and are actively involving more stakeholders.
- The CDS has already been used by FTLM to engage various sector departments including provincial structures on FTLM growth and future plans.

Councillor IDP Workshop



COORDINATING INTEGRATED DEVELOPMENT PLANNING AND INVESTMENTS

Contributing towards: Resilient economy. Thriving communities. Decrease in household socio-economic and settlement vulnerability.

Problems we are working on: Improved investment alignment and impact. Improved capability for strategic development facilitation and Infrastructure maintenance.

Short Term Results (towards outcomes) achieved through MCPP support:

- ✓ Institutionalisation of municipal and ward-level prioritisation, budgeting and decision-making for development impact.
 - IDP Evidence base strengthened, and agreement to adapt IDP with a developmental focus
 - Embedding integrated interdepartmental prioritisation and planning with line departments, IDP unit, MM Office
 - Joint strategy development, prioritisation for political and administrative leadership
 - Agreement to move from ward based priorities to 6 sub-regions for development impact
 - Introduce, develop and embed Regional IDPs for place-based prioritization and development impact
- ✓ Co-develop City Development Strategy for FTLM (with contribution from Municipality)
 - Strategy for industry & government investment alignment & funding
 - Identify alignment challenges and opportunities for SLP investment
 - Long-term regional plan approved by LM and industry partners
- ✓ SLP Policy Support and Framework for Eastern Limb SLP decision-making

Key results and outputs: Coordinating Integrated Development Planning and Investments

CAPACITY	BEFORE MCPP	WITH MCPP
A: Legal Compliance & Responsive Development Plans	Legal compliance of municipal plans: ✗ Outdated Integrated Development Plan (IDP), with no strategic intent strategy, budget ✗ No evidence on development trends, no vision Responsiveness of planning instruments: ✗ No development strategy for investment - Ward based planning and project prioritization ✗ Social facilities are developed ad-hoc on the basis of community requests (not in line of regional needs and standards, not maintenance budgets) ✗ Limited credible instruments to support planning ✗ The lack of integration has implications for local economic development (LED) in the municipal area	Legal compliance of municipal plans: ✓ IDP updated with the most recent information and City Development Strategy (CDS), Regional IDPs are vehicles to guide development ✓ IDP 2021/2022: Strengthened IDP and institutionalised planning process ✓ IDP 2022/2023: Substantial improvement in collaboration ✓ Regional IDP 2023/2024 templates and draft IDPs for the respective subregions Responsiveness of planning instruments: ✓ Fetakgomo Tubatse Local Municipality (TLM) launches Regional IDPs for 6 Regions. Each region has an economic focus for diversification of the economy post mining ✓ The IDP process is now used as a tool to bring together different departments, as well as councillors and staff, for effective planning ✓ Development of the City Development Strategy (CDS) 2043: The CDS will serve as the municipality's long-term planning document and be the blueprint for the growth and development of Fetakgomo Tubatse, with the ultimate goal of better service delivery and creating a sustainable, liveable city for all its inhabitants
B: Sound Evidence Base	Data to inform planning and service delivery: ✗ StatsSA outdated data ✗ Different municipal plans used different datasets ✗ No vulnerability & diversification profiling, spatial-demographic analyses, settlement growth projections ✗ No information on mining, mining sector investments ✗ No detailed information on planned projects ✗ No standards or backlog assessment for community facility requests in Social and Labour Plans (SLP)	Data to inform planning and service delivery: ✓ Quality of StatsSA data not confirmed. MCPP assisted FTLM with projections based on StatsSA data ✓ Baseline evidence on population and settlement growth and projections, climate change projections and vulnerabilities. Updated settlement scale demographics and projections ✓ Information on mining activity sourced and included in updated plans ✓ Information on mining sector investments sourced from SLPs and mining houses. AAP took all efforts to be transparent and to share information that should be in the public domain ✓ Assessment of accessibility to municipal social facilities - a first for the municipality and use for mines
C: Processes for Participation	Extent of participatory processes for planning: ✗ Limited collaboration among municipal departments & partnering with external stakeholders (mines, government departments & others) for co-ordinated regional impact ✗ Mining houses did not participate in municipal planning processes, for various reasons ✗ Mining houses ran their own participation processes with doorstep communities, essentially duplicating municipal participatory processes Nature of participatory processes: ✗ Not interactive, focused on information sharing ✗ Municipal councillors and senior officials not always able to advise on and guide development in the area Outcomes of participatory processes: ✗ Updating of needs assessment for IDP wards ✗ Rubber stamping of municipal planning proposals (compliance)	Extent of participatory processes for planning: ✓ IDP Strategic Planning processes - 2022, 2023, 2024 - Joint work sessions for all municipal line departments - Political and administrative leadership - At least 60 people per year ✓ Community engagement roadshows in August 2023, - socialising Regional Integrated Development Plans (RIDP) to communities in all the wards Nature of participatory processes: ✓ All of these engagements were carefully designed to be interactive and to facilitate dialogue between participants and between different stakeholders, by utilizing innovative facilitation techniques Outcomes of participatory processes: ✓ Prioritisation and integration of projects and resource allocation ✓ Agreement on regional prioritization (combining ward level IDPs) for development impact ✓ Agreement on need for industry collaboration through CDS ✓ The participatory workshops went beyond needs assessment, as they focused more on increasing the knowledge, and facilitate engagements on development dynamics and prioritization

CAPACITY	BEFORE MCPP	WITH MCPP
D: Municipal Systems and Functions	Alignment of plans and policies: × No buy-in from top management in the municipality. Individual programmes not co-ordinated, left up to heads of department, silo approach × No shared evidence and spatial data sets used in plans × No priority alignment between short- & medium-term planning and budgeting × No strategic prioritization in IDP Collaboration between municipal role players: × Lack of strategic development direction, with an IDP that was used to ensure legal compliance and track operational targets, rather than plan development and with no long-term plans in place	Alignment of plans and policies: ✓ IDP Processes, systems and practices embedded in processes ✓ Shared evidence base and analyses ✓ IDP used to integrate line department and municipal prioritization and budgeting through the office of the MM ✓ City Manager and Mayor driving the CDS. Co-ordinated action planning with all Directors and Senior Managers involved Collaboration between municipal role players: ✓ Improved coordination and collaboration across municipal departments (Community Services, LED, and IDP) ✓ Establishment of the Mining Forum where officials and politicians engaged with the mines, and mines presented progress reports on their Social and Labour Plans (SLPs). The social facility assessment, investment proposals and spatial analyses of SLP investment conducted by the MCPP were used to inform engagements with the Mining Forum and to showcase the need for collaborative investment
E: People/ Teams Capacity	× The IDP was produced by the dedicated IDP department head and two planning officers, without the involvement of municipal line departments (apart from annual strategic sessions) × Lack of clarity on roles and responsibilities of line Departments × Councilors are not aware of the importance of regional planning for greater impact	✓ After extensive in-service coaching and reflective learning, the Community Services, LED, and IDP departments (10 people) are confident and have recorded significant improvement in capacity. They are clear on their responsibilities and have established relationships with a range of role players ✓ Interdepartmental collaboration and participation in strategic planning processes, communication and collaboration have improved among municipal directors and senior managers from the departments of technical services and infrastructure development, community services, LED, development planning, and corporate services, budget and treasury Three person IDP Team reported: ✓ New confidence and skills among the Directors and municipal officials (LED, Community Services) - Value of three-person IDP team received capability development through extensive in-service coaching and technical support to take the lead in developing process and technical outputs ✓ Value of more than 10 working sessions (at least quarterly) with the IDP Unit team and senior management expressed ito: - Escalate the IDP's strategic importance and purpose - Preparation for use (i.e., IDP that is strategically clear for all stakeholders, impactful and implementable) - Reviewing statistics and gathering the latest credible data. - Workshop facilitation and planning to enable prioritisation of strategic projects ✓ Strong emphasis on the importance of believing work that is done is important and a change in the participants confidence when engaging with others - collaboration Councillors' engagements and training workshop reported: ✓ Value of familiarising with the RIDPs and CDS and to promote integrated and regional thinking

CAPACITY	BEFORE MCPP	WITH MCPP
G: Investment Facilitation & Impact	Project planning: ✗ Project identification and prioritization not done in a strategic manner Investment spin-offs: ✗ There is no joint vision on the development agenda for FTLM. ✗ SLP projects are determined in an ad hoc way	Project planning: ✓ The municipal IDP team has taken ownership of the IDP, as the strategic municipal planning process and instrument to support interdepartmental and political and administrative alignment, and based on credible data sources and evidence Investment spin-offs: ✓ Launch of the CDS established a platform for a joint vision between FTLM, industry partners, mines and sector departments ✓ CDS and IDP used to develop a Framework for SLP decision-making Eastern Limb Mines > CDS and Regional IDPs can be used for identifying priority projects for maximum impact. Used in industry engagements and applications for funding by FTLM City Manager 2024 with National Treasury
H: Meaningful & Sustained Partnering	Collaboration between municipality and external stakeholders: ✗ No processes for sustained collaboration ✗ Lack of common and unified vision for development in the municipality	Collaboration between municipality and external stakeholders: ✓ The first municipality in Limpopo with Sub-Regional IDPs ✓ First municipality to embed SLP Guideline - to align mine & traditional leader & government investments ✓ Buy-in from mining forum to align investment for impact

"My experience while working with MCPP, made it easier to understand the implementation of projects and also learning on how major projects can be handled especially during the strategic planning session whereby you need to align all the projects and make the Councillors understand the administration processes. When dealing with the CDS, also helped to analyze all the catalytic projects to filter well in the IDP." - Managing admin in Accounting office

What can you do differently because of the MCPP?

"Data collection, capturing and facilitating"

"We managed to collect data, managed to consolidate RIPS for each cluster and lastly, we overcame challenges"

"Engage with government, Navigate the entire local sphere (not just the municipality), Plan"

"Implementation of projects, Development of IDP processes"



Ward Councillor Workshop

PART 5:

Amandelbult Mine Outcomes & Outputs



5.1 Moses Kotane & Thabazimbi Local Municipalities - Amandelbult Mine

Context and Challenges Faced by AAP, Amandelbult and Government

THE REGION



Amandelbult Mine is located on the border of Limpopo and North-West Provinces in close proximity to Thabazimbi Town

Thabazimbi Local Municipality



Sparsely populated, with concentrations in the east where the settlements are growing fast (around mining operations).



Tourist attractions, agriculture, game farming, and rich mineral deposits. The mining sector employs almost 50% of the labour force and contributes over 80% towards the area's gross value add.

Moses Kotane Local Municipality



Large and remote rural area (53% is under jurisdiction of Traditional Authorities), 107 villages, Mogwase (10 000) and Madikwe (4000) are the only towns.

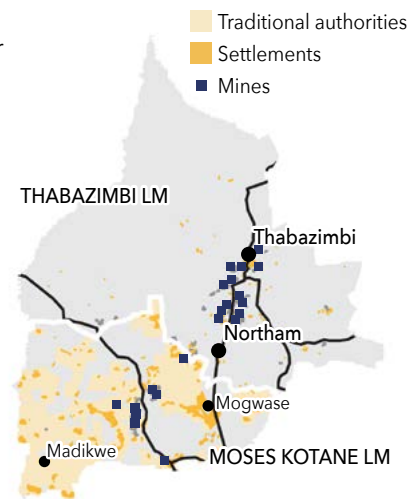


The economy leans heavily on the mining sector, which accounts for 55% of the overall economic production and employing 39% of the workforce.

SETTLEMENTS IN MINING AREAS

Amandelbult was facing high levels of dependencies from both communities and local municipalities for employment and service delivery. Thabazimbi Local Municipality had to deal with the implications of the closure of iron ore mining, the service delivery needs of the growing informal settlement Smashblock (on Amandelbult's doorstep), in particular water quality and quantity, and community protests about housing, roads and bridges. The dominance of the mining sector makes the region especially vulnerable, as any transitions in mining activities would have a major impact, especially given the declining local economy.

Moses Kotane Local Municipality was facing planning challenges caused by its remoteness, arid climate and its apartheid legacy of acting as labour sending area for the western limb platinum mines to the South. Challenge of competition for investment between escalating needs in 34 wards, compounded by the fact that socio-economic development investments by Traditional Authorities and mining companies were largely ad hoc and focused on the respective 'doorstep communities'.



GOVERNANCE CHALLENGES

- Tensions in Thabazimbi Local Municipality due to service delivery and financial viability, with ongoing local municipal management changes and court cases between political parties resulting in severe organisational challenges. As a result Amandelbult made the decision to kick-start the MCPP programme in Moses Kotane.
- The Moses Kotane municipality also faced several governance challenges: a lack of municipal income, financial sustainability, competition for investment, and lack of service delivery.

AAP AMANDELBULT CONCERNS

- **Increasing dependency on the mines:** Lack of economic diversification leads to increasing dependency of both the municipality and communities on Amandelbult mine for access to infrastructure, services, employment, and economic development.
- **Covid repercussions:** The municipalities started to depend on the mine for support with access to ground water during the COVID 19 pandemic.
- **Adhoc investment:** Uncoordinated SLPs, infrastructure and SED investments leading to limited impact and sustainability.
- **Ineffective handover and maintenance of infrastructure:** Infrastructure developed by mine not maintained when transferred to municipalities.
- **Lack of Responsibility:** Increased dependency and no foresight or action from the municipalities to play their mandated role in galvanizing action for post-mining economic diversification and mine closure.

MCPP Collaboration Agreement and Objectives

Due to Thabazimbi's instability Amandelbult requested the MCPP to kick-start capability support within Moses Kotane Local Municipality in 2020.

AAP and AA, in collaboration with MKLM Political and Administrative leadership, and CSIR, signed a MOU and agreed to implement the MCPP with the objective to:

- 1 **Increase community access to water in the MK region and sustainability of infrastructure investment by both government and Amandelbult, by strengthening municipal capability to manage water and water infrastructure - including groundwater infrastructure and water treatment works (in the 2 towns).**
- 2 **Contribute to sustainable infrastructure investment and a post-mining future by strengthening the capability for strategic development and infrastructure planning and financial viability.**

In August/September 2023, the Limpopo CoGHSTA intervened and re-introduced the MCPP to the new municipal management team. This assisted in ensuring collaboration from the municipal leadership and an agreement between the municipality, Amandelbult Mine and the Limpopo Provincial Government to support with: **(1) A municipal wide local economic development strategy and, (2) Addressing critical capacity gaps to operate water and wastewater infrastructure, especially in Thabazimbi Town.**

Moses Kotane Local Municipality Overview of Results and Outputs

The programme was designed as a medium-term programme (2021-2026, 2026-2031). Whilst the intended outcomes have not been achieved by the downscale and wrap up of current focus areas in 2024, significant results have already been achieved.

Through the MCPP team's dedicated and context-specific support, the active collaboration of the Moses Kotane MM, Development Planning, Management, Groundwater and Technical Teams (see below), progress is evident.

Table: Moses Kotane In-service Coaching Results

TEAMS THAT COLLABORATED CLOSELY IN IN-SERVICE COACHING AND ACHIEVING THE RESULTS	NO OF INDIVIDUALS ACTIVELY INVOLVED ANNUALLY
Groundwater	16
IDP	5
Long-Term Strategy	16
Long-Term Strategy (Water)	4
Water Treatment Works	17
TOTAL	59

In spite of a very low base, within the short period of 4 years (2021-2024), the programme contributed to:

- Improving access to water in all the water treatment works and setting in place a foundation for managing borehole infrastructure and groundwater in the Western Region;
- The first regional development vision and long term development strategy, with intense collaboration and buy-in from all municipal departments, administration and political leadership, as well as with involvement from industry and traditional authorities.
- Improving the foundational capacity of the institution and responsible teams to deliver on its water delivery and development planning functions; and
- Embedding practices and generating guidance (through the learning across the MCPP Sites) to kick-start meaningful industry collaboration and improving the impact of investment.

A high-level overview of outputs delivered by the MCPP in collaboration with Moses Kotane Municipality is provided in the table below.

The outputs have contributed to institutional capacity, as they were used as 'mechanisms' to strengthen capability to contribute to the specific objectives (as agreed by partners in the programme). This has been done to solve problems whilst systematically addressing critical constraints to enable the establishment of a sound foundation in municipal institutions to deliver functions, generate revenue, and meet requirements to access government funding.

A brief summary on results and progress in achieving the Moses Kotane MCPP objectives, followed by a snapshot view on "Before and After MCPP", is provided in Sections:

[Before and After: Moses Kotane Local Municipality - Borehole Operations & Maintenance](#)

[Before and After: Moses Kotane Local Municipality - Water Treatment Works](#)

[Before and After: Moses Kotane Local Municipality - Foundation of Rural Resilience & Economic Diversification](#)

For more detail on the specific initiatives please see [MCPP Journey](#) & [MCPP website](#).

Groundwater Management Training



Moses Kotane Local Municipality: High Level Overview Outputs Generated through MCPP

INTENDED IMPACT	INCREASE COMMUNITY ACCESS TO WATER		STRENGTHENED PARTNER COLLABORATION FOR INVESTMENT IMPACT
MCPP Objective	Strengthen municipal capability to manage water and water infrastructure		Strengthening the municipal and partner capability for regional strategic development planning and land development management
Partner pain point Kickstart 2020	Impact of lack of borehole operations and maintenance on water availability in communities is a major concern for Amandelbult and AAP, especially given continuous investment in water infrastructure		Moses Kotane Local Municipality's (MKLM) economic monoculture has contributed to vulnerability and dependency, with limited diversification or support for broader economic ecosystem development. In addition, MKLM's constrained revenue base, driven by low property rates has further hindered its financial viability and capacity to deliver services efficiently
Service Results Improvement supported by the MCPP Collaboration	Foundation set in place for Groundwater Infrastructure Asset Information required to improve management of boreholes and maintenance of borehole infrastructure		Development of the First-Ever Long-Term Development Strategy (LTDS) for MKLM (Collaboration between municipal departments, 13 Traditional Authorities, five mining houses, local businesses, and communities). Improved settlement data, first informal cadastre, incorporated over 100,000 Households previously not on the municipal system
Institutional Capacity Focus Areas	ACCESS TO QUALITY DRINKING WATER: WATER TREATMENT WORKS (WTW) Lead by: Technical Services	ACCESS TO GROUNDWATER Lead by: Technical Services	LONG-TERM DEVELOPMENT PLANNING AND DEVELOPMENT MANAGEMENT Lead by: Municipal Manager, IDP, Development Planning
Summary of Key Outputs generated	✓ Pella Standard Operating Procedure (SOP) ✓ Madikwe WTW Standard Operating Procedure ✓ Molatedi WTW Standard Operating Procedure ✓ Framework for Operation & Maintenance (O&M) for Pella, Madikwe and Molatedi ✓ Molatedi Plant Performance report ✓ Madikwe Plant Performance report ✓ Design standard for procurement of pumps ✓ Input to Water Services Development Plan (integration of WTWs and groundwater) ✓ Input into relevant chapters of WSDP Strategy (including Service Level Profile, Water Services Infrastructure) ✓ Inventory list of donated assets from mine to Local Municipality (LM) ✓ Strengthening Capacity: Overview of activities and results	✓ On-site verification of boreholes: West region ✓ Borehole Infrastructure Assessment Report: West Region (Including borehole maps, visual condition assessments) ✓ Updated asset database of location and yield of existing boreholes around village of Uityk ✓ Groundwater monitoring and management procedures ✓ Hydro census assessment ✓ Groundwater availability and trends ✓ Chemical/Quality assessment report ✓ Training manual for borehole operators ✓ Coordinates of visited boreholes ✓ GIS database for groundwater and boreholes ✓ Groundwater SOPs ✓ Donation of water level meters x 3 ✓ Peer Learning: Borehole Operators ✓ Strengthening Capacity: Overview of activities and results	✓ COVID Vulnerability indicators and maps ✓ Development Profile: Spatial data and evidence for development planning ✓ High level review of MKLM strategic Planning tools ✓ Repackaged 2023/2024 Integrated Development Plan (IDP) ✓ Public Participation framework ✓ Basic tracking system to monitor the progress of projects reflected in the IDP ✓ Capital Investment/Expenditure Framework ✓ Framework for Long-Term Development Strategy (LTDS) ✓ Draft Long-Term Development Strategy ✓ Memorandum of Understanding (MOA) between LM and Traditional Leaders ✓ MKLM Informal Cadastre for the 107 traditional authority villages in MKLM ✓ Compilation of indigent register ✓ Compilation of client billing database ✓ Strengthening Capacity: Overview of activities and results

Thabazimbi Local Municipality Overview of Results and Outputs

In Thabazimbi the programme was originally planned as medium-term programme (2021-2026, 2026-2031). Due to political instability, the programme was utilised to support institutional priorities and mitigate service delivery risks. During the time the Municipality was under Administration, the programme provided a foundation for Water Services and Local Economic Development Planning. AAP requested support in Q3 2024 with mapping and visual condition assessment of the boreholes and associated infrastructure in Thabazimbi.

Through the MCPP team's dedicated and context-specific support, and the collaboration of the small (and disrupted) Thabazimbi teams (See Table below) progress is evident.

Table: Thabazimbi In-service Coaching Results

TEAMS THAT COLLABORATED CLOSELY IN IN-SERVICE COACHING AND ACHIEVING THE RESULTS	NO OF INDIVIDUALS ACTIVELY INVOLVED ANNUALLY
Groundwater	7
IDP	8
LED	6
Water Treatment Works	10
TOTAL	31

Sharing Information on Geospatial Evidence



In spite of a very low base, within the short period of 1 year (end of 2023 to 2024), the programme contributed to:

- Improving access to water in all the water treatment works and setting in place a foundation for managing borehole infrastructure and groundwater in the Western Region;
- The first regional development vision and long term development strategy, with intense collaboration and buy-in from all municipal departments, administration and political leadership, as well as with involvement from industry and traditional authorities.
- Improving the foundational capacity of the institution and responsible teams to deliver on its water delivery and development planning functions; and
- Embedding practices and generating guidance (through the learning across the MCPP Sites) to kick-start meaningful industry collaboration and improving the impact of investment.

A high-level overview of outputs delivered by the MCPP in collaboration with Moses Kotane Municipality is provided in the table below.

The outputs have contributed to institutional capacity, as they were used as 'mechanisms' to strengthen capability to contribute to the specific objectives (as agreed by partners in the programme). This has been done to solve problems whilst systematically addressing critical constraints to enable the establishment of a sound foundation in municipal institutions to deliver functions, generate revenue, and meet requirements to access government funding.

A brief summary on results and progress in achieving the Moses Kotane MCPP objectives, followed by a snapshot view on "Before and After MCPP", is provided in Sections:

[Before and After: Thabazimbi Local Municipality - Wastewater Management](#)

[Before and After: Thabazimbi Local Municipality - Borehole Operations & Maintenance](#)

[Before and After: Thabazimbi Local Municipality - Strengthening Capability to Unlock Thabazimbi's Economic Opportunities](#)

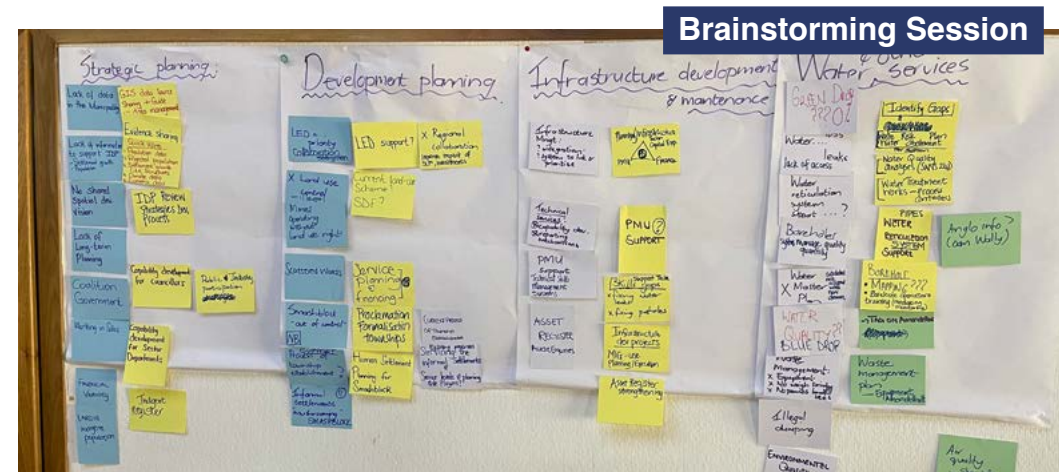
For more detail on the specific initiatives please see MCPP Journey or MCPP website.

Thabazimbi Local Municipality: High Level Overview Outputs Generated through MCPP

INTENDED IMPACT	INCREASE COMMUNITY ACCESS TO WATER	SUSTAINABLE REGIONAL DEVELOPMENT AND RESILIENT COMMUNITIES
MCPP Objective	Strengthening municipal capability for groundwater infrastructure mapping and asset management	Strengthening the municipal and partner capability a municipal wide local economic development strategy
Partner pain point Kickstart 2020	Impact of lack of borehole operations and maintenance on water availability in communities is a major concern for Amandelbult and AAP, especially given continuous investment in water infrastructure	Together with service delivery challenges, the lack of collaboration and a shared economic strategy, negatively impacts the impact of Amandelbult and other mining company investments Social and Labour Plans (SLP), infrastructure etc)
Service Results Improvement supported by the MCPP Collaboration	MCPP created a baseline for "Green drop score" (official Dept Water & Sanitation (DWS) score to reflect wastewater quality and management capacity) with a shift from 0% (2021) before MCPP to 40% (2024) after MCPP. Significant improvement in the information required to improve management of boreholes and maintenance of borehole infrastructure Significant Improvement in Institutional capacity evident in Official DWS Green Drop Score.	Strengthened Institutional capacity - Approved Local Economic Development (LED) Strategy; Improvement in the functionality of teams and individuals. Strengthened collaboration for local economic development.
Institutional Capacity Focus Areas	GROUNDWATER AND WASTEWATER MANAGEMENT Lead by: Technical Services	PLANNING FOR A SHARED FUTURE Lead by: Development Planning, LED
Summary of Key Outputs generated	✓ Water and Sanitation Technical Capability Assessment Report ✓ Standard operating procedures for Oxidation Ponds ✓ Final Process Audit Report for Thabazimbi Waste Water Treatment Works (WWTW) ✓ Borehole Condition Assessment Report ✓ Borehole Location Maps ✓ Inventory list of donated assets from mine to Local Municipality (LM) ✓ Strengthening Capacity: Overview of activities and results	✓ Final draft LED charter ✓ Adopted Local Economic Development Strategy ✓ Industry engagements on shared vision for the region. ✓ Strengthening Capacity: Overview of activities and results



Site Assessments



Brainstorming Session

Value and Recommendations for Amandelbult Mine and AAP

1. Groundwater Management

Moses Kotane - Groundwater & Borehole Management: Leverage on Solid Foundation

There has been great value generated with process controllers that participated in the ground water initiative in the Western Region. Through the initiative a “train the trainers” approach was followed using the on the Western regions with intentions of the MKLM groundwater supervisors provide “training” to the process controllers on the Eastern Region.

Recommendations:

- Continued mentoring to the supervisors on the Western Region so that they are able to train the Eastern Region process controllers.
- Update the ground water management plan to understand recharge rates.
- Continued mentoring to improve ground water monitoring support.
- Transfer of Mines boreholes to the LM in line with the necessary legal requirements for asset transfer.
- A technical assessment on boreholes in the Eastern Region for maintenance implications.

Thabazimbi - Groundwater and Infrastructure Management: Foundational requirements

In Thabazimbi the technical support enabled setting in place base information to kick-start groundwater and infrastructure management, as well as identification of operational and infrastructure gaps.

Critical foundational capacity priorities include:

- Detailed technical assessment of boreholes.

- Develop a hydrocensus report and groundwater management plan to guide operations and maintenance. Ensure water use licenses are available and boreholes are registered with DWS
- Establish and embed consistent monitoring capacity. Register process controllers.
- Establish and embed maintenance capability
- A water master plan and a Water services development plan.
- Transfer AAP boreholes in line with legal requirements and legislative requirements including land parcels.

2. Towns/Settlements Water Quality (Access to Water and Waste Water Treatment)

Moses Kotane - Water Infrastructure: Embed Practices, Support Master Plan

There has been significant improvement in the operations of the 3xwater treatment works as demonstrated with the increase of the Blue Drop score in 2024. The following is recommended for continued improvement of the water treatment works for the towns.

- Continued mentoring support to management for improved budgeting for routine maintenance.
- Compile a water safety plan for the 3x Water treatment works.
- Develop a Water Master Plan to support forward planning of water infrastructure for development needs.

Thabazimbi - Wastewater Infrastructure: Escalate capacity

Through MCPP interventions, basic risks have been mitigated and foundational capacity has been kick-started. Given the severe institutional challenges and capacity gap and the SLP investment in WWTW, it is critical that the foundational capacity is being developed with Thabazimbi.

- Develop a Wastewater Risk Abatement Plan to support green drop assessments
- Strengthen compliance monitoring for water quality
- Technical support for upgrades of Thabazimbi Wastewater treatment plant.
- Register process controllers.



3. Regional Economic Diversification (Post-Mining Future):

The Final Draft Long Term Development Strategy (LTDS) in Moses Kotane and Local Economic Development Plan (LED) provide guidance on municipal and regional priorities and strategy for socio-economic development.

The LTDS and LED enabled collaboration of private sector parties. The processes and plans provide a foundation for aligning industry investment (including SLP and SED) for developmental impact.

The processes strengthened municipal capacity as well as broader industry collaboration in the municipal region.

To sustain and enhance capability development progress made, it is recommended that:

- The Moses Kotane municipality is encouraged to actively use the LTDS as a mechanism to:
 - Take the next step to develop scenarios, and identify critical catalytic investments to unlock infrastructure and rural resilience; and
 - Engage industry, traditional authorities, and government leaders in the region to align planned development investment in support of a shared vision.
- In Thabazimbi, it is recommended that Amandelbult and the Thabazimbi municipal leadership (IDP and LED) elevate the value of the LED to prioritise service and infrastructure investment/maintenance required to unlock planned investment in the municipality, and is used to inform SED investment in the Mine and by other role players.

- Amandelbult can play a key role in setting the tone for collaborating with other industry players and the municipalities to:
 - Support appropriate and relevant development forums/compacts - moving beyond the mining industry.
 - Set in place relevant support to enable such a collective to identify and conduct joint funding applications, as well as meet requirements for unlocking infrastructure utilising relevant sources and decrease dependency on the mine.

- Amandelbult utilises the evidence generated and strategic direction to strengthen and fast-track SED and SLP investments.

Thabazimbi engagement on new priorities



5.2 Before and After Picture: Moses Kotane Local Municipality - Borehole Operations & Maintenance

The Challenge: Lack of borehole management and maintenance becoming a community crises

Moses Kotane Local Municipality (MKLM) is a water-strained municipality, with limited 'raw' water resources, dependent on both surface and groundwater sources and lies within the area of influence of Anglo American Platinum's (AAP) Amandelbult mine. It's a largely rural municipality with 107 dispersed villages that are primarily dependent on boreholes for water with the bulk of the area that falls under the jurisdiction of traditional leaders (TLs). The provision of water and sanitation services within the municipality is split administratively into the Eastern and Western region, with most of the eastern region receiving treated bulk water from Magalies Water Board, while communities in the West is more reliant solely on untreated groundwater for domestic water supply.

Rural settlements are characterised by limited formal economic activity, significant reliance on groundwater, and huge demand for municipal infrastructure investment and service delivery. Service delivery challenges affecting vulnerable communities include:

- Limited groundwater data and monitoring (yield, extraction, quality).
- Lack of groundwater management and maintenance practices, instruments, and processes.
- Inadequate staff capacity (resources and technical expertise) to manage boreholes.
- Infrastructure inefficiencies leading to water insecurity.
- Inadequate municipal capabilities related to groundwater management for current and future populations.
- Poor management of groundwater resources poses a risk to sustainable water supply due to inadequate current data on borehole infrastructure assets.

Over-abstraction, water quality concerns and poor management of groundwater resources pose risks to safe and sustainable water supply for vulnerable communities.

For AAP, these conditions limited the effectiveness, visibility, and sustainability of community investments. Strengthening municipal delivery systems and partnering capacity was critical for ensuring impact in host communities and aligning with SLP and Sustainable Mining Plan objectives.

Main Objective: Strengthening municipal capability for groundwater infrastructure mapping and asset management

► ENTRY POINT: A Responsive Start

This initiative began in the second quarter of 2024. The entry point for obtaining buy-in from the municipality was responding to a request from the new municipal manager and his team during a realignment session where they requested assistance with water related issues. The intention before political complexities was for the MCPP to assist with PMU support but that all changed when the new team came into office. In Addition, AAP also requested that the MCPP conduct a situation analysis of the water services in the municipality to identify where the gaps are that cause water challenges. The MCPP commenced with a borehole infrastructure and reticulation scheme condition assessment as the first step of the situation analysis.



INTERVENTION: Strengthening municipal capability for groundwater infrastructure mapping and asset management

The groundwater initiative focused on the mapping of existing boreholes as a practical entry point into solving water service delivery in the municipality. The MCPP collaborated with the municipality in conducting an assessment that sought to address critical water constraints. The objective of this was to:

- Conduct borehole infrastructure and reticulation schemes condition assessment.
- Mapping of water reticulation networks for Smashblock, Northam, Rooiberg and Leerpoot and identifying operators as part of a situation analysis of water services in Thabazimbi.
- Water infrastructure status review, capability assessment and confirmation of institutional arrangement.

Outcomes: Strengthening municipal capability for groundwater infrastructure mapping and asset management

Following a phased approach, the MCPP set some foundational building blocks in place to:

- For MKLM and AAP to take steps towards groundwater management and borehole infrastructure maintenance.
- Protect infrastructure value and groundwater resources.
- Improve institutional and staff capacity.
- Identify requirements for revenue sustainability and accessing government capital and maintenance funding (reducing long-term reliance on mine contributions).
- Enable partner collaboration to expand water services.



GROUNDWATER AND BOREHOLE INFRASTRUCTURE MANAGEMENT

Contributing towards: Sustainable access to groundwater for Moses Kotane Villages.

Problems we are working on: Improved access to groundwater and capacity for groundwater management.

Short term evidence/results:

Significant improvement in information required to improve management of boreholes and maintenance of borehole infrastructure.

Municipal Capacity Foundation set in place for Ground Water Management and Infrastructure Maintenance. Improvement in team and staff capacity.



Groundwater Management Training

Key results and outputs: Borehole operations and maintenance

CAPACITY	BEFORE MCPP	WITH MCPP
A: Governance, Compliance & Legal Rights	✗ Non-compliance ✗ No monitoring ✗ Lack of knowledge re legal and regulatory compliance	✓ SOP Groundwater Level Monitoring (2022) ✓ Monitoring introduced & roll out started Western Region (2022) ✓ Data submission started ✓ Operational procedures developed and introduced ✓ Providing technical coaching and support to Moses Kotane Local Municipality (MKLM) officials w.r.t legal and regulatory compliance, i.e. water use authorization, value of and need to improve "Silver Drop" - scoring system for improved groundwater management
B: Operational Planning, Risk Management & Processes (SOPs)	✗ No Standard Operating Procedures (SOP) ✗ No coherent operational planning, risk assessment and management in Western Region (highly dependent on groundwater), nor Eastern region	✓ SOPs introduced: - SOP Groundwater Level Monitoring (2022) - SOP Borehole Pump Operating and Yield Testings (2024) - Dip Meter Building Instructions (2024) - Logbook for borehole operators to capture operational and monitoring data ✓ Operational planning, risk assessment and management improved - Western Region: Groundwater Risk Assessment (2021) - 140 boreholes assessed: 71/140 not operational; 2022 Dec 61/130 not operational - Eastern Regions: Groundwater Risk Assessment (2024) (129/208 operational) - Satellite office critical constraints identified and addressed with management (Lack of sufficient finances, equipment, and vehicles - having just one vehicle available when pumps at boreholes in 50+ villages need to be restarted after loadshedding) - In-service coaching and work sessions technical teams, management teams and borehole operators

CAPACITY	BEFORE MCPP	WITH MCPP
C: People & Skills (Cross-Cutting) Core to groundwater management is capability of borehole and pump operators, volunteers, and Superintendents	Borehole operators: × Unempowered but responsible for all boreholes within one village × Not officially trained, no access to tools and equipment × Large percentage volunteers - no training Technical team: × No suitable skilled staff, (technicians and supervisors, no experience boreholes or groundwater management options) × Critical constraints (equipment, funding) for basic operation No internal collaboration	Borehole operators equipped on core capacities, i.e. groundwater basics, management, monitoring: ✓ 15 operators in-service coaching in assessment (11 in 2020-2021 West Region, 4 in 2023 Eastern region) ✓ 29 borehole operators trained on Groundwater Monitoring (2021) ✓ 13 borehole operators on-site coaching (2023-2024) ✓ 13 pump operators, responsible for 64 boreholes trained (2023-2024) of which 41 out of 64 boreholes were operational Technical team: ✓ Technical team members (3 team leaders, 3 supervisors (Water Loss Official included), 2 Heads of Units (acting), 2 technicians 2 millwrights 1 intern in-service coaching and training (2023-2024) i.e. yield testing ✓ In-service coaching on legal requirements Critical constraints addressed: ✓ Digital monitoring tools, i.e. Kobo App ,developed to enable improved tracking of groundwater supply and borehole conditions ✓ Field logbooks and basic job cards developed (data capture, maintenance tracking, decrease repair turnaround time, evidence of task carried out) ✓ Operators capacitated to build basic water level meters with material costing less than R500 and donation of 2 demo versions Improved collaboration through facilitated work sessions: ✓ Functionality of service teams ✓ Between satellite offices and management teams - shifted practices and communication, thus planning and budgeting; ✓ Across various functional areas (Technical Services, Project Management Unit (PMU), Planning, Integrated Development Planning (IDP)) ✓ Between Administration and Council leadership
D: Infrastructure & Asset Management	× No updated asset register × No Infrastructure Asset Management Plan (AMP) Groundwater Infrastructure: × No accurate record of location and condition of boreholes × No infrastructure assessment × No maintenance plans	• Asset register improvement -commissioned by Municipality ✓ Infrastructure Asset Management Self-Assessment & Improvement plan (2023) - step towards AMP Groundwater Infrastructure: ✓ Infrastructure assessment for maintenance planning - Assessment of groundwater and water supply infrastructure in the western area, which included a hydrocensus and water quality testing in selected areas (in 2021), visits to 34/107 villages, interviews with 34 borehole operators and the assessment of 140 boreholes - Inventory and maps of current and planned supply sources (in 2023) - Groundwater Infrastructure Assessment Report Western Region (2023) ✓ Maintenance plans foundation - Condition assessments of boreholes enabled the right systems to be put in place for planning, prioritising, and budgeting for maintenance

CAPACITY	BEFORE MCPP	WITH MCPP
E: Monitoring, Data & Reporting	× No monitoring of borehole yield or quality × No monitoring and management of extraction × No equipment to monitor × No SOPs × No experience or system to monitor and record data	✓ Monitoring introduced - Groundwater level monitoring - water quality monitoring training & coaching - Logbook introduced - Cell phone app developed to capture data on water supply infrastructure for ongoing infrastructure assessment. NOT YET ROLLED OUT ✓ Improve equipment, cost and context relevant - 3 Water Solinst level meters for supervisors (2022) - DIY water level meters for pump operators introduced (2023), - Training and Dip Meter Building Instructions (2024) ✓ Set SOPs in place - SOP Groundwater Level Monitoring (2022) - SOP Borehole Pump Operators (2024)
F: Strategic & Integrated Planning (& budgeting)	× Water and Sanitation Services Planning outdated × No Groundwater Management Plan × Groundwater not integrated into Water Services Development Plan (WSDP) and Spatial Development Framework (SDF)	✓ Groundwater Management Plan kick-started - Hydrocensus Report (in 2021) - Hydrogeological Resource assessment report (desktop) (2024)
G: Financial Systems, Revenue & Funding Access**	× Institutional challenges. Limited annual planning and budgeting × Lack of revenue and cost recovery for service delivery due to large percentage indigent and limited cost recovery on traditional land and on non-revenue generating water (leaks, losses, or not billed, or illegal connections)	✓ Ensure that decision-makers and councillors understand what and why budget is required for maintenance of groundwater resources. ✓ Revenue engagements can be facilitated based on the work done in the LTDS and Informal Cadastre

What can you do differently because of the MCPP?

"We can work as a team. We can make use of dip stick. We have easy access to technical expertise."

"We got all the encouragement we needed: 1. Checking borehole water levels using electronic instrumentation before we used to throw a long rope inside; 2. Teamwork and sharing of ideas; and 3. Bringing team together."

"Borehole testing / yield analysis. Documentation of vital data from boreholes."

"1. Communication has improved amongst the team; 2. Responsibility and accountability of each member has improved; and 3. We have become more solution orientated, instead of waiting for help, we initiate."

"Communication, teamwork and commitment."

"We are able to collect data. We know how to solve problems. Our technical skills have improved."

5.3 Before and After Picture: Moses Kotane Local Municipality - Water Treatment Works

The Challenge: A Fragmented Landscape Undermining Impact

The water supply in Moses Kotane Local Municipality(MKLM) is geographically and infrastructurally complex. While peri-urban areas rely on bulk water supply, the eastern flank depends on a combination of surface water from three water treatment plants and boreholes serving 107 sparsely distributed villages. The challenges raised by DWS were serious and included but not limited to the following:

- A lack of systematic operations, leading to inefficiencies in plant performance.
- Poor water quality, with frequent failures to meet national safety standards.
- Inadequate monitoring and compliance, with microbiological programs not aligned with SANS 241:2015, posing potential health risks to communities.
- Aging and deteriorating infrastructure, leading to frequent breakdowns and service disruptions.
- Limited technical capacity, affecting plant operations and maintenance.
- Recurring water shortages, impacting both residential and industrial users, including the mining sector.

Main Objective: Strengthening municipal capability for water treatment plant operations

▶ ENTRY POINT: A Responsive Start

The intervention in Moses Kotane Local Municipality (MKLM) began with the need to address the standardisation of process unit tasks across all three of their water treatment plants (Pella, Molatedi and Madikwe). This initial focus was agreed upon by work teams as a key entry point for capability development. The primary goal was to address challenges faced during the onboarding of new plant process controllers and to meet the regulatory requirement for a preliminary operations and maintenance (O&M) plan, as outlined in the Blue Drop Programme.

💡 INTERVENTION: Strengthening municipal capability for water treatment plant operations

MCPD support thus aimed to build foundational capacity for sustained improvements in water treatment operations, enhance regulatory compliance, and ultimately support the municipality's ability to deliver safe drinking water to its residents. The objective of this was to:

- Support improved plant operations.
- Develop standard operating procedures.
- Technical support and in-service coaching for process controllers and management.
- Improving plant maintenance.
- Improving the quality of water delivered to constituents.

The emphasis of the work done was on:

- Providing hands-on technical support aimed at improving the performance, maintenance, and efficiency of water treatment works (WTWs).
- Upskilling municipal water treatment teams by equipping them with the expertise required to address both current and future water provision challenges.

Outcomes: Strengthen municipal capability to manage water and water infrastructure

Strengthened technical experience and operations in all three Water Treatment Works (WTWs); impacts more than 13 000 users. Water Quality Improved, Blue drop score has increased from 68.5 % (2021) and 69.25% (2023). Field quality monitoring has improved, enhanced process control and regulatory compliance, supporting the delivery of safe drinking water.

- Introducing structured operational frameworks, including preventive maintenance strategies, monitoring systems, and compliance protocols, to enhance the reliability of water quality and supply.
- Developing standard documents

In summary:

- The intervention started in 2021.
- Water team was supported through organizational change.
- Inservice coaching and on the job training was provided to process controllers at all 3 Water treatment plants for improvement management.

GROUNDWATER AND BOREHOLE INFRASTRUCTURE MANAGEMENT

Contributing towards: Safe drinking water to residents of Moses Kotane.

Problems we are working on: Municipal capacity for water quality and infrastructure management (with specific reference to water treatments works).

Short term evidence/results:

Sustained improvements in municipal water treatments operations and regulatory compliance.

Water Quality Improved, Blue drop score has increased from 68.5 % (2021) and 69.25% (2023).



Technical Coaching Sessions on Operational and Maintenance Practices

Key results and outputs: Capability for water treatment works operations

CAPACITY	BEFORE MCP	WITH MCP
A: Governance, Compliance & Legal Rights	× Non-compliance × No minimum level of management and monitoring × Lack of knowledge re legal and regulatory compliance	✓ 2 Operations and Maintenance (O&M) plans for Molatedi and Madikwe, ✓ Guidelines on conducting on-site water quality analysis as required by SANS 241:2015 standards. ✓ Providing technical coaching and support to Moses Kotane Local Municipality (MKLM) officials w.r.t legal and regulatory compliance
B: Operational Planning, Risk Management & Processes (SOPs)	× Little to no compliance monitoring × No operational water monitoring equipment and chemicals × No documented processes or procedures for management of treatment works and compliance monitoring	✓ A total of 11 Standard Operating Procedures (SOPs) - 4 for Pella, 4 for Madikwe, and 3 for Molatedi - were co-developed, ✓ 3 quality monitoring guideline documents ✓ Updated logbooks
C: People & Skills (Cross-Cutting) Core to groundwater management is capability of borehole and pump operators, volunteers, and Superintendents	× No clarity re critical capacity constraints (equipment, funding, monitoring, planning, maintenance manuals or procurement) for basic operation × No internal collaboration × Lack of communication between Local Municipality (LM) management and process controllers on site × Many Process Controllers had not received the necessary training to perform their roles effectively	✓ Hands-on Technical Support: Providing direct support aimed at improving the performance, maintenance, and efficiency of the water treatment works (WTWs) ✓ Upskilled Municipal Teams: Equipping municipal water treatment teams with the necessary expertise to address both current and future challenges related to water provision ✓ Onsite training was delivered to all process controllers (about 10) across the MKLM WTWs on the use of MCP-donated instruments. The training followed a train-the-trainer model with 3 demonstration sessions conducted at each of the 3 treatment works

CAPACITY	BEFORE MCPP	WITH MCPP
D: Infrastructure & Asset Management	✗ No updated asset register ✗ Inadequate budget for planned maintenance ✗ Poor maintenance and monitoring of subcontractors	✓ Infrastructure Asset Management Self-Assessment Training & Improvement plan (2023) – step towards AMP ✓ Convened cross-functional meetings between operations, maintenance, procurement, and Project Management Unit (PMU) to improve coordination, reduce communication gaps, and enhance responsiveness to technical challenges ✓ Supported correct sizing and procurement of high-lift pumps for Pella WTW, addressing a recurring infrastructure failure in the municipality, improving service reliability ✓ Produced a plant performance report for Madikwe WTW, which provides evidence-based insights for continuous improvement and operational planning
E: Monitoring, Data & Reporting	✗ No monitoring of borehole yield or quality (no level monitoring, no flow metering) – Quality issues with pollution, No monitoring and management of extraction ✗ No equipment to monitor ✗ No Standard Operating Procedures (SOP) ✗ No experience or system to monitor and record data	✓ Gaps in monitoring of groundwater and water quality identified ✓ Awareness raising and training of staff on need for Water quality monitoring ✓ Donated 2x water testing kits for compliance monitoring to the value of R180k ✓ Field quality monitoring has improved, with operators now regularly using the donated instruments and interpreting results effectively. This has enhanced process control and regulatory compliance, supporting the delivery of safe drinking water
F: Strategic & Integrated Planning (& budgeting)	✗ Water and Sanitation Services Planning outdated ✗ No Water Master Plan ✗ Municipal Boreholes: ✗ No demand, recharge, infrastructure planning	✓ Evidence updated and shared between Municipality and AAP. ✓ Support with development of an Operations and Maintenance plan for Molatedi WTW ✓ Established processes to improve communication and integration between internal municipal departments, finance, procurement, PMU etc. ✓ Fostered collaborative planning between the Local Municipality (LM) and the Department of Water and Sanitation (DWS) on the development of the Water Services Development Plan (WSDP). ✓ Developed standard specifications for pump specifications to support contracting. ✓ Asset Management Training for 4 officials.
G: Financial Systems, Revenue & Funding Access**	✗ Institutional challenges. Limited annual planning and budgeting ✗ Lack of revenue and cost recovery for service delivery due to large percentage indigent and limited cost recovery on traditional land and on non-revenue generating water (leaks, losses, or not billed, or illegal connections)	✓ Awareness raising and training of staff on infrastructure asset management, maintenance planning and budgeting • No Interventions planned
H: Collaboration with partners for water	✗ Minimal collaboration with external partners.	✓ Collaboration between municipal departments such as Operations, Maintenance, Procurement, and the Project Management Unit (PMU) resulted in more coordinated responses to technical issues and greater responsiveness from management to on-the-ground needs ✓ Alignment with the Department of Water and Sanitation (DWS) and the integration of MCPP support into strategic planning processes.

#TeamWork: “Since starting work at this plant I have not been selected for training. Even my rating as a Process Controller will drop. At least MCPP is giving us on-the-ground training and demonstrating plant operations. All the work you do with us is appreciated. May God bless you. We are learning more about plant operations.” - Process Controller

#MCPP Engagement: “I will encourage another friend from the Municipality to join MCPP because this engagement is helping in the development of SOP and also shows technologies on how to make work easier and have data. This engagement is also ongoing and doesn’t use most of them time, they encourage team work and also to be independent.”

5.4 Before and After Picture: Moses Kotane Local Municipality - Foundation of Rural Resilience & Economic Diversification

The Challenge: No joint development direction for government, mines, traditional leaders

MKLM has lacked an integrated, long-term development vision to steer coordinated socio-economic transformation. Development efforts have often been ad hoc, with minimal alignment between municipal plans, national and provincial government strategies, industry stakeholders, and the governance structures of Traditional Leaders (TLs), who have authority over more than half of MKLM's land area. This lack of integration has undermined the municipality's ability to attract and direct investments strategically and sustainably.

A key factor exacerbating these issues is MKLM's overreliance on the mining sector as the dominant economic driver. This economic monoculture has contributed to vulnerability and dependency, with limited diversification or support for broader economic ecosystem development. At the same time, MKLM's constrained

revenue base, driven by low property rates and the cadastre-less status of the traditional areas, has further hindered its financial viability and capacity to deliver services efficiently.

In response to these challenges, Anglo American, through its Municipal Capability and Partnership Programme (MCP), partnered with MKLM to support the development of a Long-Term Development Strategy (LTDS). This partnership aimed to:

- Address disjointed planning between sectors, stakeholders, and spheres of government, which led to duplicated efforts, inefficiencies, and missed opportunities for inclusive growth.
- Improve institutional alignment and build strategic coherence within MKLM's development planning and infrastructure investment functions.

- Enhance municipal capabilities, particularly in long-term planning, integrated data management, scenario planning, and economic forecasting.
- Navigate complex land tenure and governance dynamics by fostering meaningful engagement with Traditional Leaders, ensuring inclusive and locally rooted planning processes.

The LTDS support, therefore, was not only about enhancing municipal capacity—it was a strategic initiative to align local development with the Social and Labour Plan (SLP) and the broader goals of Anglo American's Sustainable Mining Plan. By strengthening MKLM's planning environment and institutional coherence, the MCP aimed to lay the foundation for resilient, inclusive, and sustainable socio-economic development in the municipality.

Main Objective: Strengthen collaboration for investment impact

► ENTRY POINT: A Responsive Start

Preliminary Assessment Report by the Department of Cooperative Governance and Traditional Affairs (CoGTA) for the Draft IDP (2022–2027), ensuring it met national and provincial requirements. These efforts helped clarify the strategic intent and direction of the IDP and reinforced the need for a more sustained and future-oriented development vision. This contributed directly to the rationale for initiating the LTDS, as the need for a long-term, coordinated development roadmap became more evident during this period.



INTERVENTION 1: Strengthen strategic intent of Municipal Integrated Development Plan

Technical and process facilitation, as well as in-service coaching support through:

- Draft IDP (2022–2027), ensuring it met national and provincial requirements. Establishing the rationale for initiating the LTDS, as the need for a long-term, coordinated development roadmap became more evident during this period.
- IDP for the 2023/2024 financial year, ensuring that it was more succinct, coherent, and strategically sound—qualities essential for it to act as an immediate operational plan aligned with emerging long-term goals. Facilitated the first Strategic Planning Session

between MKLM administrative officials and political leadership. This was a milestone engagement, bringing together approximately 40–60 stakeholders for a joint deliberation on service delivery challenges. The session marked a turning point, producing shared resolutions that were tabled before council and included in 2023/24 IDP and included buy in for LTDS from political leadership'

- Public Participation Strategy Framework (2023) to enhance participatory governance and build the inclusive decision-making culture required to support both the IDP and the LTDS.
- Aligned short- and medium-term planning (via the IDP and Service Delivery and Budget Implementation (SDBIP)) (2024).

INTERVENTION 2: Collaborative development of strategy for resilient rural region

A total of eight facilitated sessions were held across different stakeholder groups and phases of development. These included internal planning, consultation, validation, and reflection sessions, all geared towards ensuring an inclusive and implementable long-term vision.

Key Milestones in the Co-Development Process:

- Scoping and Strategic Direction (2023) - The process involved cross-departmental officials from key municipal departments, including Planning, Water and Sanitation, Infrastructure, LED, and Budget and Treasury.
- Appointment of a Task Team by the Municipal Manager which Head of Units from IDP, Water and Sanitation, Planning and Development as well as Performance Management Systems
- Several internal work sessions with about 20 Officials (2023), including officials from IDP, Development Planning, Community Services, Human Resources, Corporate Social Services, Budget and Treasury Office as well as Infrastructure and Technical Services. This included unpacking long-term priorities, map spatial and service delivery needs across 107 villages and 2 urban areas and define foundational pillars for inclusive and sustainable development.
- Draft Long Term Development Strategy (2023) - workshopped with officials and some political representatives.
- Traditional Leaders (TLs) Engagements (2024) - Conducted two consultative engagements with Traditional Leaders (TLs) representing 13 Traditional Houses—including Kameelboom, Bakubung, Bapong 2, Batlokwa-bo, Barokologadi ba ga Maotwe, Bakwena ba Manamela, Bataung, Batlako ba Matutu, Bapo II, Amatlubi, and Bagatla ba Kgafela.** These sessions aimed to secure buy-in for the Long-Term Development Strategy (LTDS), support the development of an informal cadastre, and ensure

alignment with traditional spatial governance systems and land use management practices.

- Mining and Business Collaborative Workshop (2024) - Facilitated a multi-stakeholder Long-Term Development Strategy (LTDS) workshop with 31 participants, bringing together representatives from various sectors. Attendees included 10 officials, the municipal manager and key officials from—Development Planning, Budget and Treasury, Local Economic Development, Integrated Development Planning, and Infrastructure Technical Services—as well as 11 representatives from the mining sector (Anglo American Platinum, Northam Platinum Zondereinde, Siyanda Bakgatla Platinum, Pilanesberg Platinum, and Wesizwe Platinum), 1 representative from local businesses (Sun City), and 3 community members from Mantsero village. The session served as a platform to obtain input, validate development priorities, and reinforce a shared commitment to collaboration in the implementation of the LTDS.
- Final Long Term Development Strategy (2024).

INTERVENTION 3: Improve capacity for joint land governance in traditional areas

- Mapping of over 100,000 Households across traditional villages through Informal Cadastre - As part of the LTDS process, This spatial dataset now provides the municipality with a detailed, georeferenced understanding of settlement patterns, helping to inform land use planning, infrastructure investment, and community service delivery.
- Improved Access to Settlement-Level Data to generate and consolidate data sets on demographics, land use, infrastructure gaps, and socio-economic conditions at both ward and settlement levels. This has significantly enhanced the municipality's capacity for data-driven planning, enabling the alignment of resources with identified needs in its 107 villages and two urban areas.

Outcomes: Foundation for partner collaboration in regional resilience

Following a phased approach, the MCPP in collaboration with Moses Kotane Local Municipality's Management and Long Term Strategy Team:

- Set in place foundational building blocks to strengthen legal compliance, improve spatial and settlement scale evidence and growth projections, and set in place sound and value adding participatory processes.
- Made strides in strengthening municipal systems and functions, such as service delivery planning and land management, as well as the capacity of teams, individuals responsible for planning and in enabling political decision-makers, traditional authorities and industry partners to actively contribute to planning for a shared future; and
- Supported role players and institutions to take the first steps to collaborate in meaningful ways, align investment for financial viability and partner for impact.



FOUNDATION FOR PARTNER COLLABORATION IN REGIONAL RESILIENCE

Contributing towards: Improved economic diversification in MK region. Decrease in household socio-economic and settlement vulnerability.

Problems we are working on: Improved capability for strategic development facilitation. Improved investment impact.

Short Term Results (towards outcomes) achieved through MCPP support:

- ✓ Approved development agenda (priorities) and vision.
- ✓ Intergovernmental, industry and traditional leadership commitment to long-term development plan.
- ✓ Foundational development planning capacity (institution, teams, individuals, internal and external collaboration).
- ✓ Critical institutional requirements are met to access development funding (asset register, management, township and land development regulatory requirements).

Municipal Manager Addressing the Session Attendees and Reflecting on MCPP Journey



Development of the First-Ever Long-Term Development Strategy (LTDS) for MKLM:

Moses Kotane Local Municipality successfully produced its first-ever Long-Term Development Strategy, co-developed through an inclusive, multi-stakeholder process.

Resulted in:

- Collaboration between municipal departments, 13 Traditional Authorities, five mining houses, local businesses, and communities—marking the first time all key stakeholders collaborated toward a unified development vision for the region since the establishment of the municipality.
- Formalised Industry Commitment to Economic Development - Memorandum of Agreement (MOA) and an Economic Development Charter, capturing commitments from the municipality, mines, and local businesses to jointly address regional development priorities.
- Agreement for land management between traditional leaders and municipality - resulted in the first coordinated framework between traditional authorities and the municipality to guide joint land use management, reducing conflict over spatial planning and improving regulatory alignment.
- Improved settlement data, first informal cadastre, incorporated over 100,000 Households previously not on the municipal system to inform land use planning, infrastructure investment, and community service delivery, enabling the alignment of resources with identified needs in its 107 villages and two urban areas.
- Foundation for Revenue Enhancement and Billing System Reform - The informal cadastre is now being used as a foundation to explore municipal revenue enhancement, including the future rollout of a billing system in traditionally governed areas.
- Functionality of Municipal Teams - Interdepartmental team of 34 municipal officials actively participated in development of LTDS, processes and capacity development sessions.

Key results and outputs: Foundation of rural resilience and economic diversification

CAPACITY	BEFORE MCPP	WITH MCPP
A: Legal Compliance & Responsive Development Plans	Municipal Legal Compliance: × No Local Economic Development (LED) Strategy × Spatial Development Framework updated × BUT no shared vision with traditional leaders, mines × IDP, no strategic intent strategy, budget, no evidence on development trends, no vision. × Capital Expenditure Framework × No Land use management scheme × No Updated Cadaster (Rural Villages) Responsiveness of Municipal Planning Instruments to Mining, Rural and Traditional Authority (TA) context: × No Shared Development Vision/Strategy for region × No Infrastructure Master Plan (107 Villages) × No public participation strategy	Municipal Legal Compliance ✓ Long Term Strategy, foundation for LED × Spatial Development Framework, can be reviewed WITH shared vision and spatial data ✓ IDP, WITH integrated prioritization & strategy, Vision. Evidence on development trends. Budget not funded yet × Capital Expenditure Framework × Land use management scheme ✓ Agreement Traditional Leaders, Informal Cadaster (Rural Villages) Responsiveness of Municipal Planning Instruments to Mining, Rural and Traditional Authority (TA) context: ✓ Long Term Development Vision and Strategy responsive of mining, rural region × Spatially informed long term development strategy foundation for Infrastructure Master Plan ✓ Public participation strategy for the Integrated Development Plan (IDP), Long Term Development Strategy (LTDS)
B: Sound Evidence Base	Data to inform service delivery, infrastructure, billing, IDP: ✓ StatsSA outdated information × No updated demographics and projections × No data on settlement change in villages × No spatial specific updated & projected demand calculation for service delivery × No address list for rural villages × No updated indigent record × No updated cadaster (to inform land use scheme/billing) Data to inform economic development: × No climate change implications rural region × No socio-economic data ward, village, settlement × No shared evidence on mining × No information of planned investments/projects	Data to inform service delivery, infrastructure, billing, IDP: ✓ StatsSA outdated information ✓ Updated settlement scale demographics and projections ✓ Updated data & trends on settlement change in villages ✓ Spatial specific updated & projected demand calculation for service delivery × Agreement on importance of address list for rural villages reached with TAs × No updated indigent record ✓ Informal cadaster developed (to inform land use scheme/billing) – added 100 000 households to municipal system Data to inform economic development: ✓ Climate change implications for rural region & agriculture options ✓ Socio-economic data ward, village, settlement × Require shared evidence on mining transitions × Require information of planned investments/projects
C: Processes for Participation	Intra-Municipal Strategy Development Processes & Collaboration: × No joint strategy and prioritization between line departments in IDP, Spatial Development Framework (SDF) or Local Economic Development (LED) × No joint strategy and prioritization between Political and Administrative Leadership in IDP, SDF or LED × Ward based engagements of the municipality in IDP process without strategic prioritization for the region Future-Oriented Development Planning Processes: × Mines, Industry and TAs not involved in municipal development plans since establishment of the Moses Kotane Municipality	Intra-Municipal Strategy Development Processes: ✓ First ever joint strategy and prioritization between line departments through MCPP facilitated strategy engagements IDP 2022, 2023, IDP 2024 people attended ✓ First ever inter-departmental steering committee and working group responsible for long term development plan, (collaboration between various departments, jointly 14 people engagements) ✓ First ever joint resolutions, joint strategy and prioritization process between Political and Administrative Leadership in IDP and Long Term Development Strategy – 2 sessions, councillor & senior leadership – 2x2 days Future-Oriented Development Planning Processes: ✓ 13 Traditional Authorities, five mining houses, local businesses, and communities collaborated in development of vision for the region. ✓ A total of eight facilitated sessions were held across different stakeholder groups and phases of development. These included internal planning, consultation, validation, and reflection sessions, all geared towards ensuring an inclusive and implementable long-term vision.

CAPACITY	BEFORE MCPP	WITH MCPP
D: Municipal Systems and Functions	Alignment of Strategy, Plans, Priorities: × No shared evidence and spatial data sets used in plans × No priority alignment between short- & medium-term planning and budgeting. × No strategic prioritization in IDP × No Geographic Information System and data Land management: × No land use management base data, × No cadaster for the whole of the municipal area × No collaboration between Traditional Leaders and Municipality on land allocation and settlement growth management Infrastructure plans and asset management: × No infrastructure master plans in place × Limited asset management instruments and data × No spatial evidence baseline to improve infrastructure investment and service delivery planning	Alignment of Strategy, Plans, Priorities: ✓ Shared evidence and spatial data sets for use in plans ✓ Aligned short- and medium-term planning (via the IDP and Service Delivery and Budget Implementation (SDBIP)) with the emerging priorities and vision of the LTDS ✓ Strategic prioritization in IDP × X No Geographic Information System and data Land management: × No land use management base data, × No cadaster for the whole of the municipal area ✓ Agreement with TAs to collaborate in spatial governance and the development of an informal cadastre covering approximately 100,000 households in traditional villages Infrastructure plans and asset management: ✓ No infrastructure master plans in place ✓ Limited asset management instruments and data ✓ No spatial evidence baseline to improve infrastructure investment and service delivery planning.
E: People/ Teams Capacity	Municipal Development Planning, IDP, LED, Infrastructure Asset Management: × No experience in long-term development strategy development × Limited experience with spatial evidence, tools, GIS, modeling and analyses of development dynamics × Limited technical planning experience of integrated development (accept IDP team) × Limited experience in participatory process and work session design × Limited to no experience in collaborating with TAs and industry partners (accept LED team) × No processes in place for mine and municipal collaboration, except SLP sign off	Municipal Development Planning, IDP, LED, Infrastructure Asset Management: ✓ More than 34 municipal officials participated in intensive workshops, strategic sessions, and reflection meetings ✓ 40 Senior Managers and Political Decision-makers exposed to development dynamics in region, development planning in strategic planning work sessions ✓ Core team 14+ participants supported to co-design the LTDS process (Municipal Manager and 13 senior officials from Integrated Development Planning, Local Economic Development, Water and Sanitation, the Project Management Unit, Corporate Social Services, Community Services, Budget and Treasury, and Corporate Support Services) Narrative self-assessment of programme participants: ✓ 70% acknowledged strengthened collaboration and teamwork ✓ 60% noted increased ownership and accountability in executing work ✓ All mentioned cross-departmental collaboration improved, breaking siloed approaches ✓ All mentioned collaboration with mines and traditional leaders became more strategic and purposeful
F: Contributing to Financial Viability	Financial Viability: × No updated cadastre to enable billing × No data on customer base, indigent register × Water and Infrastructure plans not reflecting population growth and projections in development plans	• LTDS foundational for potential revenue generation, and targeted service delivery ✓ Development of an informal cadastre covering approximately 100,000 households in traditional villages ✓ Settlement demographic data, enabling service and infrastructure costing

CAPACITY	BEFORE MCPP	WITH MCPP
G: Investment Facilitation & Impact	× No guidance for economic and infrastructure investment in the region × No active facilitation of investment alignment × No experience in developing bankable projects and project pipelines.	× LTDS provides guidance on regional priorities and strategy for socio-economic development, to enable alignment of private sector and partner investment, including SLP. Not done yet × No active facilitation of investment alignment × No experience in developing bankable projects and project pipelines
H: Meaningful & Sustained Partnering	× No processes for sustained collaboration × No agreements to partner for development	✓ Signed Memorandum of Agreement (MOA) for the implementation of the Long Term Transformation and Development Strategy (LTDS). Needs to be followed up and supported ✓ Economic Development Charter signed by partners, and mechanisms created for ongoing dialogue and collaboration. ✓ Traditional leaders affirmed that the LTDS stakeholder workshops marked a significant step forward in building trust and facilitating improved collaboration with municipal structures

Participant quotes gathered during the LTDS Handover and Reflection session:

What are three (3) things you and/or your team able to do differently because of MCPP?

- "Teamwork, Collaborative Planning and Confidence on Approach."
- "Able to agree on certain issues related to service delivery. Able to work together & share information. Able to have same vision & focus on the same directions."
- "Critical thinking. Facing difficult questions. Teamwork."
- "Effective use of GIS and the cadastre. Plan better for assets management. Management of municipal land"
- "Collaboration, planning and punctuality."
- "Collaboration with different units/departments. Taking initiatives. Thinking outside the box."

Quotes:

Building Future Moses Kotane (City): "Working as teams, that alone service delivery cannot be realised. Partnering collaboratively with other institutions. Working with diverse people and best lessons learnt in planning from various countries. Proposal when requesting funding from MCPP, support of officials in providing information to ensure that today's credible LTDS for MKLM is realised beyond just five years. Continuous monitoring to ensure implementation of the strategy. Let this be a pilot project Teamwork the mines operates to ensure sustainability." - Coordinator: Dev of LTDS

Collaboration: "[MCPP] enhanced my ability to differentiate between the strategy and operational issues / activities. I also learned the value of having the long-term strategy vs. short term strategy. The knowledge that I acquired will add value into the municipality and enable us to deliver effective service delivery to our communities. The most important part is the collaboration between the municipality on all relevant stakeholders improved my technical ability." -Team member who participated in the development of the long-term strategy



5.5 Before and After Picture: Thabazimbi Local Municipality - Wastewater Management

The Challenge: Lack of wastewater maintenance impacting livelihoods

The Thabazimbi Local Municipality is facing severe challenges in managing wastewater in the (1) Northam Oxidation Ponds, which are poorly operated, maintained, and managed, and the (2) Thabazimbi Activated Sludge Works, which is totally vandalised and is now non-functional. Serious environmental and human rights impacts were raised and complaints lodged with Human Rights Commission (HRC) following sewage leakage in natural water sources. Given Amandelbult Mine's investment in the new Northam Waste Water treatment Works and its concerns about municipal capacity to maintain and manage these, AAP, the Mine, Thabazimbi Management team and Limpopo Province requested MCPP to support with foundational capacity to improve the management and management capacity of waste water.

Challenges included:

- Significant challenges in wastewater management including outdated infrastructure, non-functional treatment plants, lack of operational support.
- Water sources polluted by sewage and non-functional wastewater treatment plant in Thabazimbi.
- Limited availability of baseline and technical documentation for water and sanitation services
- Conditions of WWTWS: (1) Northam Oxidation Ponds: poorly operated, maintained, and managed; (2) WWTW Thabazimbi: old and non-functional.
- Lack of Operation and Maintenance (O&M) management support and resulting lack of decision-making capability due to the limited technical resources and knowledge in Water and Sanitation units.
- Limited technical capability to address water related issues, lack of operating staff (key management, technical & finance positions).

Main Objective: Strengthen capacity for wastewater management and infrastructure maintenance

► ENTRY POINT: A Responsive Start

MCPP initiated targeted interventions to assess these critical challenges and support with enhancing wastewater management in the region. These efforts intended to support environmental sustainability and contribute to long-term service delivery improvements and ensure safe wastewater management practices to the communities.

💡 INTERVENTION: On-site Technical Support

On-site technical support & capability development at operational level, with a focus on Northam Oxidation Ponds, which are poorly operated, maintained, and managed.

Status Quo Assessment to highlight priority refurbishments for the WWTWs. Including Thabazimbi Activated Sludge Works (which was totally vandalised and non-functional at the time).

SOP and Operations and Maintenance manual was developed, including operational responsibilities for operators and planned maintenance and training.

On-site assessments, collaboration with operator, as well as manager, supervisor and MISA, to inform the assessment provided opportunities for in-service engagement on operational risks and challenges. Coaching to plant operators on evaluating plant performance (in the absence of water quality monitoring instruments and possible long turn-around time associated with third party labs), and responding to Green Drop monitoring requirements by the Department Water and Sanitation (DWS).

Outcomes: Strengthen maintenance capacity for waste water infrastructure

Following a phased approach, the MCPP in collaboration with Thabazimbi LM set in place the foundation (in alignment with DWS' national Drop programmes) required to:

- Start management and maintenance of waste water.
- Comply to legislation and reliably deliver water services.
- Protect infrastructure value and increase revenue.
- Improve staff capacity.

Site Assessments



MANAGEMENT OF WASTEWATER AND INFRASTRUCTURE

Contributing towards: Improved water quality.

Problem we are working on: Improved capacity for wastewater maintenance and management.

Short term evidence/results:

Significant Improvement in Institutional capacity evident in Official DWS Green Drop Score.

MCPP created a baseline for "Green drop score" (official Dept Water & Sanitation score to reflect wastewater quality and management capacity) with a shift from 0% (2021) before MCPP to 40% (2024) after MCPP.



Site Assessments

Key results and outputs: Improvement in wastewater management

CAPACITY	BEFORE MCPP	WITH MCPP
A: Governance, Compliance & Legal Rights	2023: ✗ Non-compliance. ✗ Human Rights Commission complaints	2024: ✓ Legal compliance: - Data submission - Improved effluent discharge quality - Operational procedures
B: Operational Planning, Risk Management & Processes (SOPs)	2023: Northam Oxidation Ponds: ✗ No Process Audit, ✗ No Risk Abatement Plan, No Risk Register ✗ No Standard Operating Procedures (SOP) Waste Water Treatment Works Thabazimbi: ✗ No Process Audit ✗ No Risk Abatement Plan, No Risk Register ✗ No SOP	2024: Northam Oxidation Ponds: ✓ Status quo assessment of infrastructure & capacity constraints ✓ Operational advice: Operations, Embankment management ✓ Plant performance evaluation and mitigation advice ✓ Risk register ✓ SOP Waste Water Treatment Works Thabazimbi: ✓ Process and performance evaluation & advice ✓ Process audit report ✓ SOP

CAPACITY	BEFORE MCPP	WITH MCPP
C: People & Skills (Cross-Cutting) Core to groundwater management is capability of borehole and pump operators, volunteers, and Superintendents	Water and Sanitation Services: ✗ Vacant senior positions, i.e. critical roles like Water and Wastewater Quality Officers and Section Heads. One superintendent overloaded responsibility ✗ Lacking operational practices and limited technical knowledge of operators and process controllers ✗ No training Northam Oxidation Pond: ✗ 1 general worker (no experience or training), two operators (limited training, no experience), no superintendent Waste Water Treatment Works Thabazimbi: ✗ 2 general workers (no experience or training), 1 process controller (acting supervisor) with limited technical experience Project Management Unit Limited Capability & No internal collaboration	After MCPP: Progress made, no staffing, but active in-service coaching on plants & work sessions with management Water and Sanitation Services: ✓ Acting Manager Water & Sanitation, Project Management Unit (PMU) Technician, Water & Waste Water Quality Officer - Training, coaching and work sessions ✓ New confidence and skills amongst the Waste Water Treatment Wrok (WWTW) plant operators, Water & Sanitation technical and supervisory teams ✓ Plant operators (process controllers) demonstrate eagerness to learn and to improve services - they want to provide improved service delivery to affected communities, where they also live Northam Oxidation Ponds: ✓ Strengthened capacity - three (3) operators (1 general worker, 2 operators) ✓ 5 on-site technical coaching and advisory sessions enabled i.e. Embankment management, Basics of operation for oxidation ponds, Influent/effluent sampling and quality monitoring as part of regulatory requirement Waste Water Treatment Works Thabazimbi: ✓ Improved technical capacity of the Process Controller (acting as the Supervisor) ✓ Six (6) on-site technical coaching and advisory sessions to general workers and acting supervisor (Nov 2023 - Sept 2024) ✓ Improved coordination across municipal departments between Water and Wastewater teams, between Technical Services- Water and PMU and Asset management, IDP
D: Infrastructure & Asset Management	✗ No updated asset register ✗ No Infrastructure Asset Management Plan Waste Water Treatment Works Thabazimbi: ✗ No infrastructure assessment ✗ No maintenance plans, no planned maintenance ✗ No operational 'housekeeping'	✓ Interdepartmental capacity development resulted in: Infrastructure Asset Management Self-Assessment & Improvement plan (2024) Waste Water Treatment Works Thabazimbi progress made includes: ✓ Infrastructure assessment - Infrastructure Status Review, Capability Assessment and Institutional arrangements for Thabazimbi Local Municipality Water Services Report ✓ Basic Maintenance Plans (limited budget, limited maintenance) - O&M manuals for Northam Oxidation Ponds - Process audit report for Thabazimbi WWTWs ✓ Operational Housekeeping started - Plant performance evaluation & coaching based on physical observations - Municipality investment of gardening tools for the upkeep of the embankments for the Oxidation Ponds
E: Monitoring, Data & Reporting	✗ No reporting to DWS. Green drop Score 0% ✗ No Effluent Quality Monitoring	✓ Data reporting to DWS enabling Green Drop Score assessment, improvement to 40% ✓ Introduced water quality monitoring training & coaching

CAPACITY	BEFORE MCPP	WITH MCPP
G: Financial Systems, Revenue & Funding Access**	× Institutional challenges. Limited annual planning and budgeting × No funding applications	No intervention planned – however, through MCPP: ✓ Process Audit report supports approved funding application for the refurbishment of the Thabazimbi Wastewater Treatment Works to the value of R 49 million ✓ Co-identification of capability gaps and development of recommendations for funding application - effective sanitation services to the Thabazimbi town
H: Collaboration with partners for water		Evidence to guide SLP Investment: Thabazimbi Water Infrastructure Status Review, Capability Assessment and Institutional Arrangements report provides information related to WWTWs operational status, municipal resources and technical capabilities to monitor and manage WWTW asset infrastructure to inform and guide mine investments in the region and SLP prioritization.

"In my line of work I have to assist with regulatory compliance for the municipality. I often find it helpful to engage the MCPP for assistance and being able to complete the DWS forms. I also have hope that working with MCPP we will be able to document the challenges for the wastewater treatment works, the impact of no action, the need for change, and foster for corrective action by relevant parties."

"Working together with MCPP Specialists, I am able to document compliance information and the MCPP team are able to engage on the ground to understand the dynamics, challenges, and will work with us to hopefully find solutions."

"MCPP helped me make sure that I give people water and make sure that our boreholes are working. They also helped to make sure that our sewer plant is working."

"Work together in developing the strategies to achieve our goals"

"Sharing of information to enable teamwork"

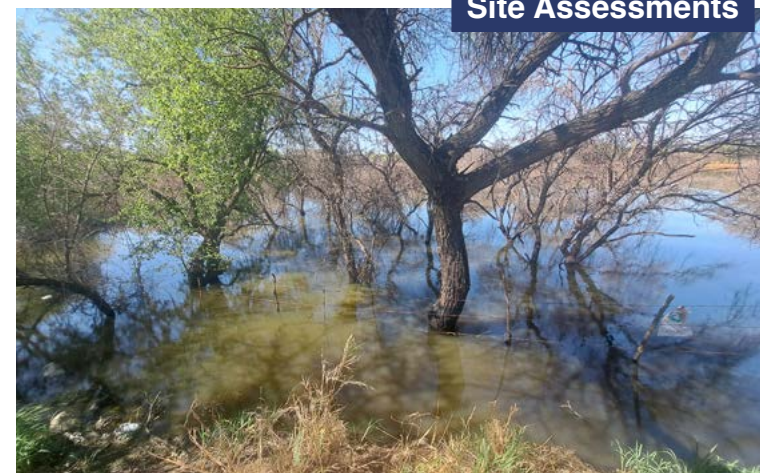
"Information collaboration with other departments."

"Putting systems into place. Information sharing."

"Training of process controllers. Support from maintenance team, including mobilization and tools of trade. Provision of external technical expertise on wastewater treatment works."

"Continue to work as a team and support each other. Continue support from management. Need support to fix failed process units."

Site Assessments



5.6 Before and After Picture: Thabazimbi Local Municipality - Borehole Operations & Maintenance

The Challenge: Lack of borehole management and maintenance becoming a community crises

With the reduction in water volumes from the Magalies Water Board, the Thabazimbi Local Municipality depends heavily on groundwater to sustain households, businesses, and essential services. Thabazimbi's water supply issues over the years have been classified as a major crisis, with communities at times being without water for weeks on end, and when they do get access, the quality is questionable due to:

- Lack of accurate geospatial data for groundwater infrastructure mapping, which has hindered effective monitoring and maintenance.
- Uncertainty on the operational status of boreholes, which has led to inefficiencies in water distribution.
- No structured Operations & Maintenance (O&M) plans which increase the risk of service disruptions.
- Lack of up-to-date records limited strategic decision-making and investment planning.

The impact of lack of borehole operations and maintenance on water availability in communities such as in Smashblock is a major concern for Amandelbult and AAP. It also raised concerns given the continuous investment in water infrastructure and the need to hand management of boreholes over to Thabazimbi.

Main Objective: Strengthening municipal capability for groundwater infrastructure mapping and asset management

► ENTRY POINT: A Responsive Start

This initiative began in the second quarter of 2024. The entry point for obtaining buy-in from the municipality was responding to a request from the new municipal manager and his team during a realignment session where they requested assistance with water related issues. The intention before political complexities was for the MCPP to assist with PMU support but that all changed when the new team came into office. In Addition, AAP also requested that the MCPP conduct a situation analysis of the water services in the municipality to identify where the gaps are that cause water challenges. The MCPP commenced with a borehole infrastructure and reticulation scheme condition assessment as the first step of the situation analysis.

⚙️ INTERVENTION: Strengthening municipal capability for groundwater infrastructure mapping and asset management

The groundwater initiative focused on the mapping of existing boreholes as a practical entry point into solving water service delivery in the municipality. The MCPP collaborated with the municipality in conducting an assessment that sought to address critical water constraints. The objective of this was to:

- Conduct borehole infrastructure and reticulation schemes condition assessment.
- Mapping of water reticulation networks for Smashblock, Northam, Rooiberg and Leerpoot and identifying operators as part of a situation analysis of water services in Thabazimbi.
- Water infrastructure status review, capability assessment and confirmation of institutional arrangement.

The emphasis of the work done was on:

- Building capability through technical coaching and training.
- Strengthening Institutional Capacity by addressing critical water services constraints through the mapping and assessment of groundwater infrastructure conditions.
- Early October 2024, the municipality was placed under Section

Outcomes: Strengthening municipal capability for groundwater infrastructure mapping and asset management

Following a phased approach, the MCPP set some foundational building blocks in place to:

- For TzLM and AAP to take steps towards groundwater management and borehole infrastructure maintenance.
- Protect infrastructure value.
- Improve institutional and staff capacity.
- Enable partner collaboration to expand water services.

139 (1C) where the municipal council was dissolved, and an administrator was appointed to see operations. MCPP water experts continued to provide onsite technical support and capability development at operational level to mitigate risk and strengthen service delivery despite organizational changes

In summary:

- The intervention started in quarter 2 and ended in December 2024 due to funding related issues.
- Water and Sanitation team was supported through organizational change.
- Boreholes in the Thabazimbi municipality were assessed for their condition and the municipality was subsequently provided with location information to support their asset infrastructure register.
- Access to baseline reticulation network as well as the number of borehole operators the municipality has.
- In-service coaching through implementation.

GROUNDWATER AND BOREHOLE INFRASTRUCTURE MANAGEMENT

Contributing towards: Sustainable access to groundwater for Thabazimbi

Problems we are working on: Improved access to groundwater and capacity for groundwater management

Short term evidence/results:

Significant improvement in information required to improve management of boreholes and maintenance of borehole infrastructure

Municipal Capacity Foundation set in place for Ground Water Management and Infrastructure Maintenance. Improvement in team and staff capacity.



Site Assessments

Key results and outputs: Improvement borehole operations and maintenance

CAPACITY	BEFORE MCPP	WITH MCPP
A: Governance, Compliance & Legal Rights	× Non-compliance × No minimum level of management and monitoring × Lack of knowledge re legal and regulatory compliance NOTE: NO INTERVENTION WAS PLANNED	✓ Asset Operations and Maintenance Plan and Manual provides guidelines on borehole management ✓ Guidelines on conducting on-site water quality analysis as required by SANS 241:2015 standards ✓ Providing technical coaching and support to Thabazimbi Local Municipality (TzLM) officials w.r.t legal and regulatory compliance
B: Operational Planning, Risk Management & Processes (SOPs)	× No information on reticulation networks of Smashblock, Northam, Rooiberg, Leeupoort × No operation and maintenance manuals for groundwater infrastructure, constraints with procurement of repair materials	✓ A borehole condition report (which describes the condition of each borehole including photographs of the borehole and its associated infrastructure) - this information is critical for water service planning and maintenance planning ✓ Spatial map of the boreholes - to aid access to infrastructure for repair and maintenance; and consolidation of the database

CAPACITY	BEFORE MCPP	WITH MCPP
C: People & Skills (Cross-Cutting) Core to groundwater management is capability of borehole and pump operators, volunteers, and Superintendents	✗ No clarity re critical capacity constraints (equipment, funding, monitoring, planning, maintenance manuals or procurement) for basic operation ✗ No internal collaboration	✓ Capability assessment of the TzLM Technical Services: Water & Sanitation team completed. The results indicated: - High vacancy rate (37%) across critical positions - Unqualified personnel in technical roles result in non-compliance with regulatory standards - Overreliance on acting personnel creates operational inefficiencies and risks service continuity - Limited technical capability due to a lack of structured training programmes for technical staff, operators ✓ Improved coordination between the Waste Water Treatment Works (WWTW) and groundwater team ✓ In-service coaching in borehole and reticulation mapping and condition assessment enabled: - New confidence and skills due to the technical coaching provided by the MCPP - Greater readiness for joint planning and delivery with mines and other partners No MCPP Interventions
D: Infrastructure & Asset Management	✗ No updated asset register ✗ No Infrastructure Asset Management Plan (AMP) Groundwater Infrastructure • Infrastructure Assessment ✗ No accurate record of location and condition of boreholes. ✗ No infrastructure assessment or map of boreholes or reticulation networks ✗ No maintenance plans for boreholes and related infrastructure ✗ No planned and budgeted maintenance	✓ Infrastructure Asset Management Self-Assessment Training & Improvement plan (2023) – step towards AMP No MCPP Interventions Groundwater Infrastructure Management: ✓ Infrastructure assessment for maintenance planning - A borehole Infrastructure Assessment & Mapping was conducted - 47 boreholes assessed - The assessment revealed that 23 boreholes (48%) were non-operational ✓ Maintenance gaps and priorities identified including - Infrastructure neglect due to non-maintenance - Lack of water quality monitoring against the prescripts of the Water Services Act - None of the functional boreholes underwent disinfection before water distribution (eg. Water quality at Thaba Park boreholes not compliant, Leeupoort has high fluoride content) - Assessment re ad hoc v/s planned maintenance - No routine maintenance taking place - Maintenance gaps for Reservoirs identified - e.g., the Northam reservoir was last cleaned 5 years ago ✓ Priorities for maintenance/refurbishment/management & monitoring plans and finance identified: - Smashblock 10 boreholes assessed - 3 are owned by the Local Municipality (LM), 6 sponsored by the mining community and 1 by a political party, only one is not operational - Thabazimbi town, 16 boreholes assessed - 14 are owned by the LM and only 2 are sponsored by Anglo American - Regorogile - high areas still without water supply, exacerbated by the lack of spatial planning by the municipality - Rooiberg - three boreholes, only one is operational No MCPP Support for Infrastructure Asset Management and Maintenance
E: Monitoring, Data & Reporting	✗ No monitoring of borehole yield or quality (no level monitoring, no flow metering) - Quality issues with pollution, No monitoring and management of extraction ✗ No equipment to monitor ✗ No SOPs ✗ No experience or system to monitor and record data	✓ Gaps in monitoring of groundwater and water quality identified ✓ Awareness raising and training of staff on need for groundwater level monitoring ✓ Water quality monitoring No MCPP Interventions

CAPACITY	BEFORE MCPP	WITH MCPP
F: Strategic & Integrated Planning (& budgeting)	✗ Water and Sanitation Services Planning outdated ✗ No Water Master Plan ✗ No Groundwater Management Plan ✗ Groundwater not integrated into WSDP (outdated) and Spatial Development Framework (SDF) Municipal Boreholes: ✗ No demand, recharge, infrastructure planning	✓ Evidence updated and shared between Municipality and AAP
G: Financial Systems, Revenue & Funding Access**	✗ Institutional challenges. Limited annual planning and budgeting ✗ Lack of revenue and cost recovery for service delivery due to large percentage indigent and limited cost recovery on traditional land and on non-revenue generating water (leaks, losses, or not billed, or illegal connections)	✓ Awareness raising and training of staff on infrastructure asset management, maintenance planning and budgeting
H: Collaboration with partners for water	• AAP Boreholes Managed by independent service provider	✓ Collaboration on borehole management with AAP and Amandelbult Mine ✓ Borehole location data and maps were created to support the municipality and its partners in decision-making ✓ Borehole condition assessment completed to support maintenance planning and infrastructure investment ✓ Water and Sanitation department - Greater readiness for joint planning and delivery with mines and other partners



Groundwater Infrastructure Assessments

5.7 Before and After Picture: Thabazimbi Local Municipality - Strengthening Capability to Unlock Thabazimbi's Economic Opportunities

The Challenge: Enabling collaboration and unlocking local economic opportunities

Whilst Thabazimbi Local municipal region is home to various tourism, game farming, agriculture and other opportunities, it remains reliant on a declining mining sector, which employs almost 50% of the labour force and contributes over 80% towards its Gross Value- Add (GVA). The area is characterised by fast-growing settlements and growing service delivery challenges. The need to position the region for a post-mining future is evident. Active collaboration and alignment of business, industry/mine and government investment is required.

Within this context, it was concerning that TzLM had no updated Local Economic Development (LED) strategy and that the LED Forum (started in 2022) has not been operational since its launch. The need for an LED strategy was an auditor general finding on the Thabazimbi IDP and a priority support request from Limpopo COGHSTA..

Together with service delivery challenges, the lack of collaboration and a shared economic strategy, negatively impacts the impact of Amandelbult and other mining company investments (SLP, infrastructure etc). Setting the foundational economic analyses and first phase of a local economic development plan in place.

Main Objective: Strengthen capacity to collaborate and unlock economic opportunities

▶ ENTRY POINT: A Responsive Start

As an entry point for partnering, the MCPP implementing team provided crucial evidence on development trends (demographics, settlement growth and environmental data) to empower engagements on development in the municipality, supplemented by SPLUMA bylaw and IDP support. However, at the beginning of 2023, in response to the evolving political landscape of the municipality, there was a request to prioritise support with the development of an LED strategy as a key contribution of AAP via MCPP.

💡 INTERVENTION: Facilitate collaboration and provide technical support for an updated LED strategy

Thabazimbi LM had an existing but nonfunctional LED forum. The LED support provided by the MCPP focused on enabling collaboration between mines, local government, the business community and other stakeholders to ensure a shared economic vision, centered around economic diversification. Developing a LED strategy was the vehicle used to strengthen this collaboration.

The MCPP implementing team took a collaborative approach in the development of the LED strategy. Stakeholders were engaged in the inception of the process not only to ensure that they buy-in into the strategy but also to enable partners to have a shared economic vision for the municipal region. Stakeholders developed and proposed a Thabazimbi LED charter that all stakeholders would sign as illustration of commitment to the area. The aim was to ensure that work continues despite political complexities.

The emphasis was on:

- Delivering an updated LED strategy developed through a collaboration where critical stakeholders were involved from inception – a bottom-up approach.
- Identify alternative economic opportunities for diversification to reduce over-reliance on the mines in the area.
- Strengthening institutional capacity by addressing the lack of an updated LED strategy as a critical constraint limiting economic development in the municipal region.
- Strengthening internal collaboration, especially between LED and IDP units.
- Development of an LED charter that will strengthen the LED forum

In summary:

- The intervention was kick-started through a reprioritization session with Province, AAP, TzLM and the MCPP.
- Engagement sessions were conducted with various stakeholders from the Mining sector, Business sector, NGOs, Municipality, Province and the district.
- The partners requested that the MCPP develop an LED strategy as well as a charter, that will support both the LED strategy and the existing forum.

Outcomes: Strengthen Capacity to Collaborate and Unlock Economic Opportunities

Following a phased approach, the MCPP set some foundational building blocks in place for:

- Analyses, preparation, engagement and approval of a Local Economic Development Strategy;
- Collaboration and partnership between provincial, district, LM, Mines and industry on co-creating an LED strategy that is centered around a diversified economy. Engaged stakeholders include:
 - Mining sector - 12 participants (4 Mining houses and 8 municipal officials);
 - Commerce and agricultural sector - 14 participants (13 businesses and 1 municipal official);
 - Government sector - 11 participants (6 municipal officials, 1 SANParks, 2 Waterberg District Municipality and 2 Northam Platinum mine);
 - Labour/NGO/Community Development - 3 participants; and
- Combined session with mines, commerce and agriculture - 25 participants (5 TzLM, 13 Commerce, 3 COGHSTA, 4 Mines, 2 SANParks, 1 Waterberg DM).
- Alignment with the municipality's IDP to coordinate with key priorities and strategic objectives aimed at promoting sustainable development and improving the quality of life for the people of TzLM.
- Alignment with the municipality's SDF to leverage its spatial and economic potential, ensuring that resources are effectively allocated to support sustainable growth, enhance local livelihoods, and drive overall economic development within the municipality.

Inception Meeting



"It is certainly a monumental document worthy of all the effort all the stakeholders put in in its establishment. It is certainly a perfect guideline for all community stakeholders to start carving out a new future for the town and region" - Business sector participant

"how can our company as a role player from the private sector can assist in the implementation of the new 2024 strategy? I want to express our deep interest in bringing about positive changes in the socio-economic situation the entire community finds itself in" - Business sector participant

STRENGTHEN CAPACITY TO COLLABORATE AND UNLOCK ECONOMIC OPPORTUNITIES

Contributing towards: Resilient economy. Thriving communities. Decrease in household socio-economic and settlement vulnerability.

Problems we are working on: Improved investment alignment for impact. Improved capability for strategic development facilitation. Infrastructure maintenance.

Short term evidence/results:

- Strengthened Institutional capacity - Approved LED Strategy;
- Improvement in the functionality of teams and individuals.
- Strengthened collaboration for local economic development.

LED Stakeholder Engagement Sessions



Key results and outputs: Strengthening Capability to Unlock Thabazimbi's Economic Opportunities

CAPACITY	BEFORE MCPP	WITH MCPP
A: Legal Compliance & Responsive Development Plans	Legal compliance of municipal plans: ✗ No updated Local Economic Development (LED) strategy Responsiveness of planning instruments: ✗ Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs (COGHSTA) identified this as provincial priority. ✗ Dependency on the mining sector, Thabazimbi predominantly relies on the mining sector, as it employs almost 50% of the labour force and contributes over 80% towards its Gross Value-Add (GVA)	Legal compliance of municipal plans: ✓ Updated LED strategy with a shared vision focusing on economic diversification ✓ LED strategy adopted by the administrator for the period 2024-2029 Responsiveness of planning instruments: ✓ Post-mining futures considered in the updated LED strategy. ✓ An updated LED strategy whose focus is in the following strategic focus areas: - Economic diversification - Infrastructure development - Education and skills development - Governance and administration - Environmental sustainability - Economic infrastructure and technology
B: Sound Evidence Base	Data to inform planning and service delivery: ✗ StatsSA outdated data ✗ Different municipal plans used different datasets ✗ No settlement growth projections ✗ No information on mining activity ✗ No information on mining sector investments ✗ Indigent register outdated ✗ No spatial-demographic analyses ✗ No vulnerability & diversification profiling ✗ No detailed information on planned projects	Data to inform planning and service delivery: ✓ Quality of StatsSA data not confirmed. MCPP assisted Thabazimbi Local Municipality (TzLM) with projections based on StatsSA data. ✓ Preparation of LED and IDP used the same datasets ✓ Updated settlement scale demographics and projections ✓ Updated data & trends on settlement growth ✓ Information on mining activity sourced and included in updated plans ✓ Information on mining sector investments sourced from Social Labour Plans (SLP) and mining houses. ✓ AAP took all efforts to be transparent and to share information that should be in the public domain

Sharing Population Data



Brainstorming Session



CAPACITY	BEFORE MCPP	WITH MCPP
C: Processes for Participation	Extent of participatory processes for planning: × Limited consultation on spatial planning and LED × Limited progress by existing LED Forum × Consultation with industry and business organisations limited × Mining houses did not participate in municipal planning processes, for various reasons Nature of participatory processes: × Not interactive, focused on information sharing × Stakeholders operate in disconnected silos and lack a common goal or shared understanding of the challenges and opportunities for the area × Municipal councillors and senior officials are not always able to advise on and guide development in the area. × Political contestations negatively impact participatory processes Outcomes of participatory processes: × No active participation as participatory processes are used as a 'tick-box' exercise × No progress made in the development of an LED strategy	Extent of participatory processes for planning: ✓ Collaboration and partnership between provincial, district, local municipality, Mines and industry on co-creating an LED strategy that is centered around a diversified economy. Engaged stakeholders include: - Mining session – 12 participants (4 Mining houses and 8 municipal officials) - Commerce and agricultural session – 14 participants (13 businesses and 1 municipal official) - Government session – 11 participants (6 municipal officials, 1 SANParks, 2 Waterberg District Municipality and 2 Northam Platinum mine) - Labour/NGO/Community Development – 3 participants - Combined session with mines, commerce and agriculture – 25 participants (5 TzLM, 13 Commerce, 3 COGHSTA, 4 Mines, 2 SANParks, 1 Waterberg DM) Nature of participatory processes: ✓ Carefully designed engagement sessions as interactive and to facilitate dialogue between participants and between different stakeholders, by utilizing innovative facilitation techniques ✓ Stakeholders signed an LED charter for the re-establishment of the LED forum to ensure work on the LED strategy continues despite political complexities ✓ Collaborative approach in the development of the LED strategy where stakeholders were engaged in the inception of the process not only to ensure that they buy-in into the strategy but also ensuring that partners have a shared economic vision for the municipal region Outcomes of participatory processes: ✓ Stakeholder sessions: move from compliance & silo approach to active participation w.r.t objectives of LED strategy & acknowledgment of shared futuristic economic vision for the municipality ✓ Improved Technical Capability of LED officials ✓ Improved collaboration with external partners on LED matters ✓ Improved alignment with mines to ensure that the municipality maximises the investment made through SLP and other initiatives
D: Municipal Systems and Functions	Alignment of plans and policies: × Lack of alignment between LED and other planning instruments such as the Integrated Development Plan (IDP) and Spatial Development Framework (SDF) Collaboration between municipal role players: × Lack of clarity of the role of different role players in the development value chain, especially in LED × Distrust and lack of interaction between municipal officials and councillors × Limited collaboration between LED and IDP Units	Alignment of plans and policies: ✓ Alignment with IDP to coordinate with key priorities and strategic objectives ✓ Alignment with SDF to leverage its spatial and economic potential ✓ LED process demonstrated importance of collaboration with government and other industry partners ✓ Improved capability of the institution to create an environment that is inductive for investment through the prioritization of infrastructure maintenance ➢ There is an opportunity for mine Social Labour Plans, Socio-Economic Development programmes and the LED alignment Collaboration between municipal role players: ✓ Active LED forum has improved collaboration with external partners on LED matters ✓ Improved alignment with mines to ensure that the municipality maximises the investment made through SLP and other initiatives ✓ Improved collaboration between LED and IDP Unit ✓ Commitment from all stakeholders in the LED Forum to co-creating an LED strategy through a bottom-up, inclusive approach

CAPACITY	BEFORE MCPP	WITH MCPP
E: People/ Teams Capacity	Team functionality: ✗ Constant LM administration changes impacted on the intended capability development and work done ✗ LED team demotivated in uncertain and isolated institutional context ✗ Psychological safety of the LED team compromised	Team functionality: ✓ LED team has improved confidence to take the LED strategy forward ✓ Psychological safety is a challenge under circumstances that is very uncertain ✓ On request of Limpopo CoGHSTA, MCPP facilitated a team-building session to strengthen the municipality's functionality and coordination within and across municipal departments
F: Contributing to Financial Viability	Not Applicable	Not Applicable
G: Investment Facilitation & Impact	Project planning: ✗ Project identification and prioritization not done in a strategic manner Investment spin-offs: ✗ Heavily dependent on the mining sector	Project planning: ✓ 33 initiatives identified for inclusion in the LED strategy during the stakeholder engagement workshops. These were evaluated in terms of impact. Thereafter, only the top 15 were prioritized for implementation to ensure efficient use of resources and fast results Investment spin-offs: ✓ Identification of alternative economies for diversification to reduce overreliance on the mines in the area ➤ Insights into local economic development opportunities and how collaborative implementation of LED projects can inform future SLPs
H: Meaningful & Sustained Partnering	Collaboration between municipality and external stakeholders: ✗ Lack of shared investment agenda for the area ✗ Different plans (internal to municipality; internal to mining houses; external among different partners) were not aligned ✗ No shared vision for the future and no approved or agreed municipal plan to guide investment and development of different stakeholders ✗ Collaboration between partners on LED was non-existent and the Thabazimbi LED Forum defunct	Collaboration between municipality and external stakeholders: ✓ Thabazimbi now has a development strategy and LED formulated through a legitimate and collaborative process ✓ There are now coordinated and relevant points of entry for consultation with the mines. A LED Forum was established in 2022

Narratives/ stories collected during the reflection and learning session held with the IDP Team:

Adopt a project and let's collaborate: *"My story started when we were sharing contacts of the stakeholders with the Team, and from there i was part of the co-reviewing team, it was not an easy journey because of the instabilities in the municipality however with patience , resilience, and collaboration of various stakeholders we managed to have an end product that included everyone."* -Official in local municipality.

Capacity Building: *"It is rewarding to experience the capacity building the MCPP provide to stakeholders. The workshops held with stakeholders were effective."*

Resilience Team: *"My story started when we were sharing contacts of stakeholders with the team, and since then there were lot of communications via emails and calls, I then attended engagement sessions with various stakeholders where they showed eagerness to own or co-review the LED strategy and want to own it, it was not an easy journey as there were always change of management every now and then, however we managed to bring our resilience and patience until the end. Our resilience paid off now we have the final document, which is well structured and can be easily implemented if we come together as public and private institutions."*

PART 6: Strengthening Capacity and Collaboration



Municipal Capability &
Partnership Programme



6.1 Introduction

The MCPP has been instrumental in fostering collaboration, partnerships, and internal alignment among various municipal teams, industry partners, and government departments.

A benefit of the Municipal Capability and Partnership Programme (MCPP) was being able to bring together teams from the different municipalities to learn from each other and, in so doing, enhance the effectiveness of interventions. Three areas of cross-municipal engagements were:

1. creating a community of practice for infrastructure and asset management
2. managing disaster response and recovery
3. collaborating to enhance investment impact, and planning for a post-mining future.

The latter also leveraged on the collaboration between AA and the CSIR contribution as technology partner, enabling access to national socio-economic spatial specific indicators and projections, as well as models to determine impact of large scale interventions on jobs, the economy, as well as settlement growth/decline in specific regions.

Through a series of Programme-wide events from 2022 to 2024, the MCPP has created opportunities for adult and peer learning, promoted knowledge sharing, and invested in innovative practices through the sharing of practical solutions to common challenges.

As the programme set in place foundational institutional capacity in support of its objectives in most areas of work during Phase 1, it also started moving towards institutionalising capacity and increasingly activating collaboration and partnerships that can collectively contribute to a post-mining future and resilience in mining regions.

A few brief highlights are provided in this section with regards to:

- Municipal knowledge sharing and peer learning initiatives;
- Mine-Municipal Collaboration; and
- Local government capacity, governance, and collaboration.

6.2 Municipal Knowledge Sharing and Peer Learning Initiatives (2022-2024)

A benefit of the Municipal Capability and Partnership Programme (MCPP) was being able to bring together teams from the different municipalities to learn from each other and, in so doing, enhance the effectiveness of interventions. Two areas of cross-municipal engagements were creating a community of practice for infrastructure and asset management and managing disaster response and recovery.

The MCPP has been instrumental in fostering collaboration, partnerships, and internal alignment among various municipal teams, industry partners, and government departments.

Through a series of Programme-wide events from 2022 to 2024, the MCPP has created opportunities for adult and peer learning, promoted knowledge sharing, and invested in innovative practices through the sharing of practical solutions to common challenges.

Participants:

- **Municipal Teams:** Officials from various departments such as Development Planning, Technical Services, Community Services, and Finance.
- **Industry Partners:** Representatives from mining companies and industry experts.
- **Government Departments:** Officials from provincial and national government departments, including CoGTA and the Department of Health.
- **Partner Organization Contributions:**
 - South African Local Government Association (SALGA) logistics and invitations Asset Handover Training Sessions
 - Minerals Council of South Africa, invitations to mine partners

- Venue and accommodation for Mine-Municipal Asset Handover work session Limpopo October 2024
- Council for Scientific and Industrial Research (CSIR)
 - Venue for all municipal training events, Gauteng, CSIR Campus,
 - Municipal team facilitators for all municipal training events, Gauteng, CSIR Campus

The MCPP's initiatives have had a significant impact on fostering collaboration and enhancing the capabilities of municipal officials. Participants have reported increased understanding of planning frameworks, improved networking, and practical solutions to common challenges. The events have also facilitated the sharing of best practices and the development of action plans for critical areas such as asset management and capital investment.

These reflections highlight the value of the MCPP's approach in promoting collaboration, knowledge sharing, and practical problem-solving among municipal teams, industry partners, and government departments.

Value summary:

- Municipal teams were equipped to perform tasks, such as managing assets, making informed investment decisions, and collaborating across departments.
- Participants were able to self-assess and apply learning through individual development plans and spatial development frameworks.
- Challenges, such as lack of trust, communication gaps and shifting roles, were addressed.
- Planners registered with SACPLAN who completed the capital expenditure training were able to claim 14 Continued Professional Development points, as the course was accredited.

Peer Learning: Intra Municipal and Inter Municipal

Given the unique but shared challenges, capacity demands, complexities and lack of engagement with the realities, opportunities and implications of mining regions in transition, municipal development planning teams and management were invited to a work session dedicated to reflect, share experiences and explore how the programme could best support both municipal teams and industry partners. The session took place over three days (in 2022) and was attended by LED, IDP and spatial planning teams from municipalities who participated in the MCPP, as well as a representative from COGTA.

Purpose: Informal knowledge-sharing sessions to promote inter-municipal collaboration in a “learning-by-doing” environment.

Value:

- August 2022: Platinum - Fetakgomo Tubatse: 6, Mogalakwena 7, Moses Kotane: 2, Thabazimbi: 3
- Together with Gamagara, Tsantsabane, Blouberg & Musina

Mogalakwena: “In Mogalakwena, it is all about ‘connection’ – attentively paying attention to the knowledge that the municipality can learn from past mistakes and by having the tough conversations and interrogating our processes.”

Moses Kotane: “Importance of using strategic sessions as productively as possible – preparing for that, facilitation, alternative methods to share & get input was highlighted by the LMs.”

Thabazimbi: “In the establishment of their LED forum, the LM has taken the approach of having a chairperson that is from the private sector, rather than the municipality taking this role.”

Critical Cross-Functional Training: Capital Expenditure Framework Training and Implication for Action (Municipal Working Groups)

Investing in and managing infrastructure and assets require cross-cutting and interdepartmental capabilities. A community of practice enhances the implementation and value of sector-specific instruments and processes, and fosters shared learning and developmental leadership throughout the municipal region value-chain. Shared purpose and belief are critical for agency, motivating an environment conducive to knowledge-sharing, learning, reflection and innovation, resulting in enhanced service delivery. The MCPP prioritises working with teams rather than individuals because collaborating across departments and levels encourages:

- Clarity: Teams understand their contributions within the municipal value chain.
- Trust: Teams build trust within and across departments.
- Communication: Teams communicate more effectively within and across departments along the value chain.
- Knowledge-sharing: Teams share successful experiences which promotes continuous learning and innovative solutions.

Purpose: Capital Expenditure (Investment) Framework Training CPD-accredited course covering regulatory requirements, investment planning, and practical case studies. The focus was on developing, reviewing, aligning and integrating municipal SDFs with infrastructure planning and budgeting processes (capital investments).

Outcome: Improved understanding of Municipal Spatial Development Frameworks (MSDFs), infrastructure planning, and budgeting processes.

- October 2022: Blouberg: 5, Fetakgomo Tubatse: 7, Mogalakwena: 7.
- Together with Gamagara, Tsantsabane, Blouberg & Musina

Fetakgomo Tubatse:

“The course was informative, especially coming from the IDP. It gave me more understanding on Spatial Planning. I was very interested in infrastructure priorities and how to calculate backlogs, linking these to asset management and capital prioritisation. I welcomed the course.” – IDP Manager’

“This course was very helpful to me in understanding the aspects of the Municipal Spatial Development Framework and alignment and integration with the IDP, infrastructure planning and budget process.” – IDP Officer’

Mogalakwena:

“This course helped me to understand the alignment between the Capital Expenditure Framework and the Municipal Strategic Development Framework as well as the importance of costing of municipal backlogs and the implications for the prioritising of projects for the Municipal Budget.” – Acting Manager: Development Planning.”

“The course will assist in developing costs for costing of capital expenditure projects and also help to plan for future demand (which was always lacking). Hopefully this course could expand in future with asset management to enhance it.” – IDP Officer

“Critical information and knowledge acquired... Would appreciate it if such a programme could be cascaded to all municipalities as well as council and municipal managers. This will ultimately see the difference in planning and implementation of Government Programmes.” – Director: Development Planning & Development Services

Critical Cross-Functional Training: Capital Investment Framework Training and Implication for Action (Municipal Working Groups)

Purpose: Purpose: Training on the alignment of MSDF with IDP, CEF, and other planning frameworks.

Outcomes: Enhanced integration of spatial planning with municipal budgeting and project prioritization.

- March 2023: Moses Kotane: 6, Thabazimbi: 4

Moses Kotane:

"Planning should/must be approached holistically and NOT in silos. The relationship/alignment between SDF, IDP, CEF, IUDF and SDBIP must be amplified/stressed to relevant stakeholders."

"Very informative course. The presenters are clearly experts in this field and able to facilitate and present the information and application of knowledge clearly and in such a way that it's easily understandable."

"I would recommend this to all councils and love to attend another course like this (or similar topics such as asset management). I really learned a lot."

Thabazimbi:

"Got to understanding the alignment of the CEF/CIF and the Spatial Development Framework. The exercises made us practically understand the selection of projects based on its importance."

"Departments in the municipality are interlinked. A project can't commence without IDP, SPLUM & Finance."

"Everything happens in space. The value is that capital expenses help scale up the company's operations & initiate growth."

Infrastructure Asset Management Training, Self-Assessment and Improvement Plans

The focus was on building the capability of municipal teams for robust and proactive asset maintenance and management practices. The training enabled the municipal teams to establish a baseline and develop action plans for improving their asset management practices. A key deliverable from the training was asset maintenance analysis and models for each municipality (which links to MCPP Infrastructure Maturity Index).

Purpose: Workshop and technical coaching on asset maintenance analysis and models.

Approach: Workshop and technical coaching on asset maintenance analysis and models.

Outcomes: Development of individual Asset Maintenance Analysis and action plans for improving asset management practices.

- September 2023: Fetakgomo Tubatse: 7
- 2024: Mogalakwena: 4, Moses Kotane: 9, Thabazimbi: 6

Mogalakwena:

"The programme has helped us with different programmes that it would have been much difficult to do on our own. The program has brought relief in some of our work functions by bringing people to assist us on programs we could not do on our own."

Moses Kotane:

"Our team's takeaway is that asset management is not purely a finance function. There key aspects are actually residing in the service delivery units. It is very crucial for the units to develop an integrated system of assessments of assets, strategy and plan developments."

Thabazimbi:

"We are now able to understand each department's role on the development of Assets Maintenance Plan, Investment Planning and Appraisal as well as the involvement of other stakeholders."



6.3 Mine-Municipal Collaboration

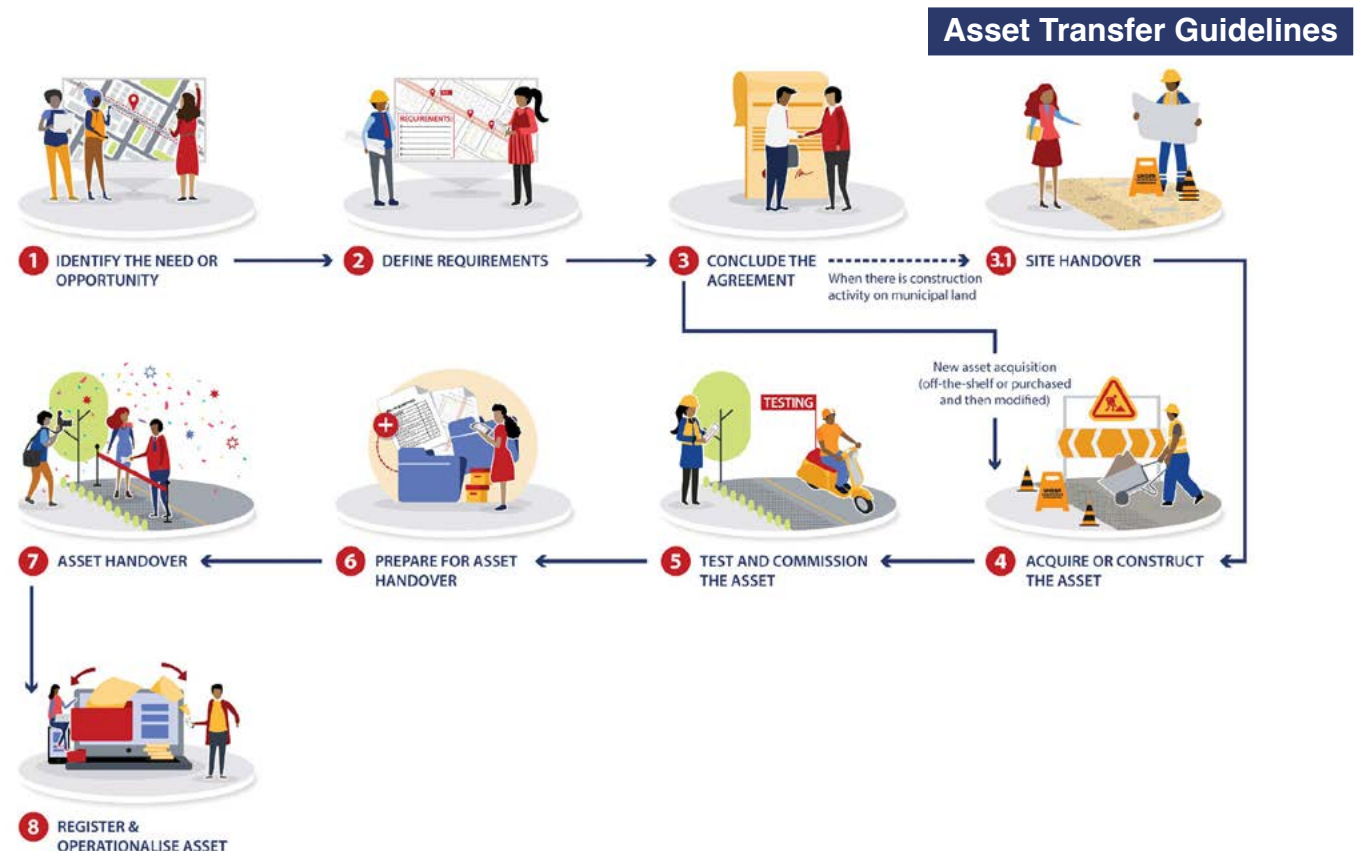
Infrastructure Asset Transfer Guidelines

Both mines and municipalities face significant challenges in developing, transferring and maintaining infrastructure assets. For mines, the challenge is the lack of maintenance and unsustainability of infrastructure that they invested in and handed over to municipalities, as part of SLPs or other commitments. For municipalities, the challenge is "receiving" infrastructure that does not generate income and is not aligned to municipal priorities and regional needs. Instead, it is often a liability in their asset portfolio, contributes to ongoing inequality at ward level and requires maintenance, which the municipality has not planned, budgeted or received funding for. The MCPP undertook the following:

- Commissioned research to explore process and regulatory requirements in the infrastructure asset handover process for both industry and municipalities.
- Developed a set of guidelines to highlight critical points of interaction and regulatory and practice tension.
- Held a series of industry engagements, to test and refine the guidelines.
- Tested the guidelines in municipal-specific engagements on asset maintenance and management.
- Finalised the guidelines (in process).
- Provided support to Venetia Mine for drafting memorandums of agreement to use in future handovers.

Value: Mines and municipalities are aware of the implications of transferring assets for their respective practices and requirements.

Challenges that remain include involving multiple roleplayers from all partners in the process; project prioritisation and selection, which is often the biggest issue for ensuring maintenance after development and so need to provide ongoing support and practice guidance to relevant staff. The guidelines and learning need to be shared and embedded with AA and other industry partners, the Minerals Council and DMRE.



Infrastructure Asset Transfer Guidelines Training and Endorsement Work Sessions

Workshop on legal and regulatory requirements for asset handover and best practices.

Purpose: The purpose of the engagement was to:

- Engage colleagues on the challenges and provide an overview of the legal and regulatory requirements for asset handover related issues that sites have raised in various engagements with the MCPP.
- Engagement and training through discussion and practice cases.

- Endorsement on the value and create opportunities for any inputs or comments on the guidelines
- Create opportunity for mines, municipalities & industry professional and regulatory bodies such as the Minerals Council SA, South African Local Government Association (SALGA) to generate best practices and ensure guidelines are robust, mitigate risks and address challenges, as well as comply with legal, accounting and good governance requirements.

Event	Number of Attendees per Organisation
July 2023: Asset Transfer Guidelines Training	17 Attendees: Representatives from Anglo American, Anglo American Platinum, De Beers Collaborative asset transfer guidelines workshop session with mines and business representatives:
August 2023 [Online]	51 Attendees: Representatives from Anglo American, Anglo American Platinum, De Beers ; Minerals Council; Impact catalyst and MCPP.
October 2024: Limpopo, Fetakgomo Tubatse Hosted by Minerals Council and SALGA	55 Attendees: Representatives from Mining houses: Anglo American, Marula Implats, Glencore, African Rainbow Minerals, Two Rivers Mine, Phalaborwa Mining Company, Exarro, Modikwa Platinum Mine Representatives from Municipalities: Musina Local Municipality, Mogalakwena Local Municipality, Fetakgomo Tubatse Local Municipality, Makhuduthamaga Local Municipality, Greater Giyani Local Municipality Other: CoGHSTA (Cooperative Governance, Human Settlements And Traditional Affairs) Limpopo Province, Department of Health, Minerals Council, SALGA, MCPP.

Participants experienced the session on the Asset Transfer Guidelines as overwhelmingly productive, value adding and of critical importance for both mining companies and municipalities.

Participant Insights from the day:

- Asset handover is not signing off responsibility
- Misalignment
- Understanding the finance aspect of the handover process
- The LM internal asset registry process
- The processes to be followed prior [to] assets handover
- How much regulatory compliance there is on the municipal side
- Municipality procedure in accepting assets are complex, more detail is necessary to inform asset handover.

Infrastructure Asset Management Training



Infrastructure Asset Management Training



Disaster Management Response and Recovery

Mining companies are required to assess their tailings facilities for safety and publicly disclose the findings of the assessments, in accordance with the Global Industry Standard on Tailings Management. They must also demonstrate that they are taking action to improve the safety and contribute to disaster responses, to mitigate risks of failure. Local municipalities are required to plan for and manage disaster response and recovery, including potential tailing dam failures, and to coordinate with other roleplayers. However, there are capacity and capability gaps related to emergency responses in the municipal areas where Anglo American operations are found.

Municipalities face the following challenges:

- Non-compliance with the regulations. The disaster risk management (DRM) function is poorly understood and local structures and processes are not in place, and perceptions that DRM is a district function.
- Lack of information. The integrated information management and communication systems required to adequately support DRM function are lacking.
- Inadequate resources. Municipalities lack the necessary resources (personnel, funding, etc.) for the DRM function.
- Limited collaboration, both internally (e.g., DRM does not participate in IDP processes) and externally (with other roleplayers, such as the mines).
- Lack of support from district municipalities, due to constrained resources and capacity, for the municipal DRM continuum.

MCPP Support to Municipalities

The support provided to the Thabazimbi, Fetakgomo Tubatse and Mogalakwena local municipalities in the Limpopo Province included:

- Scoping engagements, to identify a baseline for each municipality.

- Current reality assessment, to identify existing disaster management plans, DRM capacity and capability, and constraints to meeting legislative requirements.
- Engagements with external partners (district municipalities, National Disaster Management Centre, fire stations, other private sector stakeholders), to understand the mechanisms that they have in place to support the DRM function.
- Development of draft implementation plans, for each of the three municipality with recommendations for supporting and enhancing DRM capability. Finalise the DRM implementation plans.
- Present the response and recovery plans within the municipalities, including to community representatives, for understanding and input.

Value Added

- The local municipalities formed connections with other stakeholders, identified synergies and an understanding of the available resources and support mechanisms should a disaster occur.
- Mines in the different localities understood and committed to the importance of DRM and the need to work together.
- The regular engagements created a strong working relationship (and trust) between the MCPP implementing team and the municipal team.
- Establish closer collaboration and partnerships with roleplayers to support implementation within the municipal space.

Research to Strengthen SLP impact

In mining regions, an extremely important issue is the alignment and impact of SLPs – the DMRE, provinces and district municipalities have issued guidelines and requirements on processes and the types of investments required, but these rarely acknowledge site-specific contexts and risks.

For the mines, the emphasis is on the developmental impact of legally required and mostly needs-driven SLPs (which are largely regulated and prescribed by DMRE). For municipalities the focus is on the impact of needs-driven projects included in local IDPs (based on guidelines largely prescribed by provincial and district governments). Both mines and municipalities are under pressure to align their projects but, in practice, this merely means that partners are aware of or agree to sign off on the projects, and that municipal IDPs reflect SLP projects.

The work included research on SLP and IDP alignment and mine-municipal collaboration practices, and a tool to support SLP prioritisation for impact in the mining-region ecosystem developed in collaboration with Kolomela to prioritise SLP4 projects. The tool for SLP alignment offers an ecosystem lens to assess and enable the impact of SLP investment. The tool was adapted, to develop a decision-making framework, for Mototolo's SLP engagement with Fetakgomo Tubatse Local Municipality. The framework was infused with the social facility analyses and the evidence profiled for the Fetakgomo Tubatse strategic development plan to provide immediate support to

Value: Involving the partners in technical work sessions and generating/sharing evidence, rather than merely complying to regulatory requirements. The research finding that the issue is not “aligning plans” but how partners collaborate and share evidence. The SLP projects reflected in municipal IDPs were not selected, designed, implemented and monitored collaboratively and did not consider the potential unintended negative impacts of such investments. For example, the impact of non-revenue generating facilities on municipal asset portfolios and financial viability, or the impact of infrastructure requiring maintenance or equipment that is not aligned with municipal asset management and maintenance practices.

Challenges that remain include enabling industry and municipal partners to align diverse and contradictory regulatory timelines and processes; enabling shared evidence and development agendas in municipal areas

between various partners; incorporating into SLP evaluations the lens of municipal financial viability and service access as critical pathways to economic development, which requires DMRE engagement and awareness raising; and embedding and sharing practice learning, also with DMRE and others.

A Framework for Catalytic Impact in the Mining-Town Ecosystem

The MCPP identified and is actively experimenting with the value of mines and municipalities collaborating across the development value chain – not just at the point of SLP & IDP alignment. The MCPP undertook the following.

- Identified critical areas where leveraging collaboration can have catalytic impact.
- Developed and tested the collaboration value chain concept/model within the MCPP programme.
- Presented the framework and obtained buy-in from AA Businesses and MCPP Steering Committee.

Value: The framework provides a tool for sharing learning and reflecting on (and strengthening) collaboration practices, which is what is needed for partner investments to have a catalytic impact. Sharing the tool with municipal and mine partners will raise awareness and improve practice.

Challenges that remain include the pressures and regulatory requirements (it's a big ask for people to look across the value chain); packaging and sharing, to raise awareness that the answer is not in one tool, process, plan or set of investment projects; sharing with industry partners, DMRE and DCOG, COGHSTAs; and establishing a practice of industry collaboration and then moving beyond that to social compacts, which is what is required for regenerative mining towns.

Mine Alignment and Advocacy

In all areas, the MCPP undertook a series of engagements with business and mine partners. These sessions entailed mutual learning about the industry and municipal challenges, regulatory and institutional requirements and shared purpose. The MCPP implementing team could also share their experiences of collaborating with highly committed municipal teams and their challenges.

Facilitated MCPP engagements were held with AAP and Mogalakwena, AAP and the Eastern Platinum Limb Mines, AAP and Amandelbult, and Tungela Resources (while they were still part of the programme). De Beers and Venetia, Kolomela and Kumba, Sishen and Kumba,

Value: The MCPP's role as a vehicle to strengthen collaboration and bridge the gap between mines and municipalities. This is demonstrated by the shift in mine involvement, with mines actively participating in local area development plans.

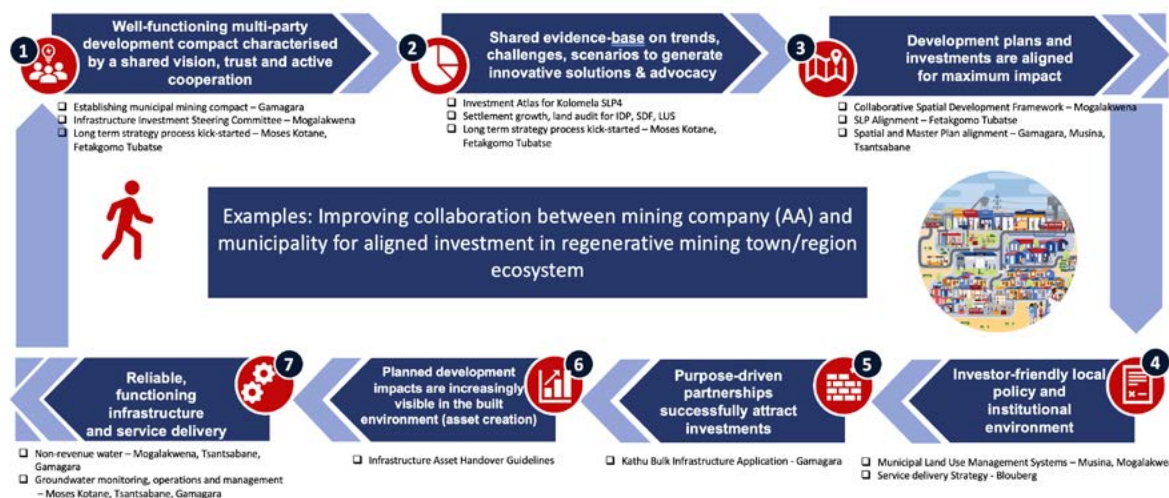
Challenges that remain include contradictory regulatory requirements, limited understanding of the possibilities that can be unlocked through collaboration (especially between mines' social economic development and municipal local economic development responsibilities); industry practices embedded in policies and performance systems; and opportunities for meaningful engagement.

Mine Alignment Session Burgersfort

2022 - Eastern Limb Mnes, AAP and MCPP



Collaboration Value Chain for Regenerative Mining Ecosystems



Activating Mine–Municipal Collaboration

These interventions took place in Mogalakwena and Fetakgomo Tubatse local municipalities.

From other regions, lessons from MCPP in Gamgara and Tsantsabane could be of specific value to AAP and are also briefly mentioned here.

Mogalakwena: Managing ad-hoc growth. The MCPP facilitated capability-development sessions for teams from Anglo American Platinum and Mogalakwena Mine on how the mine's planning (for housing, resettlement, infrastructure, mine expansion, large-scale land developments) and investments shape localities. These were followed by sessions that were part of the Mogalakwena Spatial Development Framework process and extended to non-Anglo mines. Discussions covered why local spatial and development management policies matter and the value for business of actively participating in shaping of these policies and ensuring that mine investments have a catalytic impact on nodal and other development strategies.

Mogalakwena: Industry alignment on water investment. The MCPP implementing team played a key role in activating partners and driving collaboration in the Mogalakwena Water Infrastructure Committee.

Fetakgomo Tubatse: Aligning investment for an urban future. The MCPP supported the municipality in developing a long-term vision, assessing SLP investments in relation to a regional Social Facility Plan and engaging in the Mining Forum around how to harness the value of investments for shared value.

The Mototolo Mine was also supported in the last quarter of 2024 with a framework (based on the above strategy and evidence base developed by MCPP) to enhance decision-making for SLP investment.

Gamagara-Tsantsabane Mining Region Compact: Planning for post-mining future. [Lesson of Value to Fetakgomo Tubatse Mining Region] The MCPP facilitated

the establishment of the Gamagara-Tsantsabane Mine-Municipal Compact (with Gamagara and Tsantsabane Local Municipalities, as well as the Office of the Premier), to actively support post-mining development in the region. The local area plans (SDFs) were used to develop two scenarios.

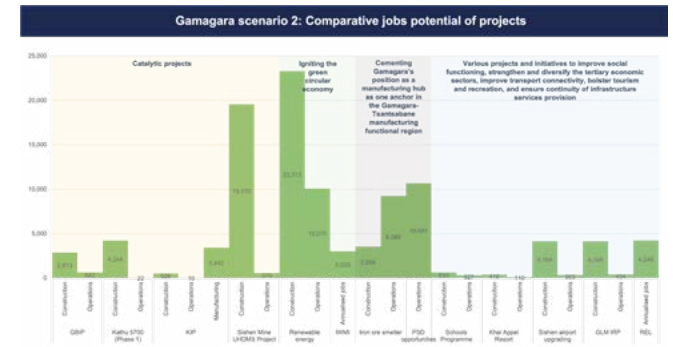
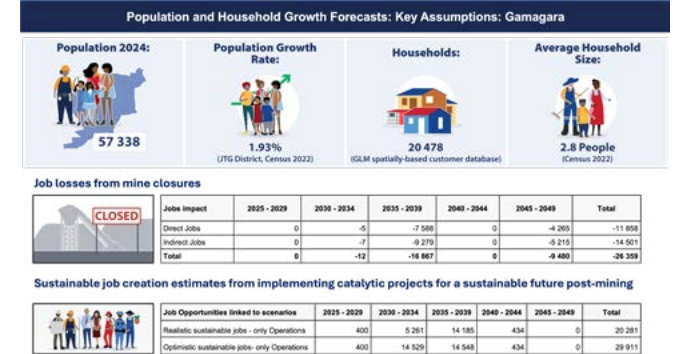
The CSIR contributed access to the use of its MIRO Model and national economic and settlement growth data set and projections (enabling regional economic modelling), which was utilised and to model the impact of mine closure intervention on the region's economy and on jobs, (1) Scenario without intervention, as well as (2) Scenario with intervention (considering a range of potential projects and investments). Active industry support and buy-in for the scenarios led to the development of a post-mining future strategy. The latter is actively lobbied, and project pipelines of industry and government investments are being developed, with critical catalytic project funding applications supported, i.e. Bulk Finance Infrastructure for Kathu and Postmasburg Bulk Infrastructure and Housing in support of industrial development.

Value: Starting small and doing something together, and recognising that development is not about catalytic projects but an ongoing commitment that requires change in behaviour and alignment of investments. This is demonstrated by the shift in mine involvement, with mines actively participating in local area development plans.

Challenges that remain include ongoing support, facilitation of partner collaboration, the value and importance of external facilitation, and strategic direction.

Gamagara Tsantsabane Mining Region

Compact November 2024



Planning for Post-Mining Future: Using municipal spatial planning frameworks, industry project and mine closure information and CSIR MIRO Model to develop scenarios and test strategies.

MCPP and Mogalakwena Mine

Collaboration



6.4 Governance and Reporting

Governance and quarterly reporting takes place with industry partners, municipal counterparts, at municipal level, between MCPP Teams, Municipality and mines.

MCPP is also responsible for reporting at national (DCOG) and provincial (CoGHSTA) level steering committees responsible for oversight and co-ordination of all municipal capacity development initiatives.

6.5 Conclusion and Value

The MCPP focus on capability development for partners and partnering proved extremely useful in enabling partners to start bridging gaps, which had been entrenched by perceptions, regulatory requirements, community demands etc.

Practice-embedded research and partner innovation, due to a shared commitment to address critical challenges, enabled the generation and support of innovative practices.

MCPP's medium-term commitment, adaptive and outcomes-based approach and high levels of partner

trust provided a foundation for practice innovation and enabled the design and facilitation of processes that were supportive of both industry and local government needs and regulatory requirements.

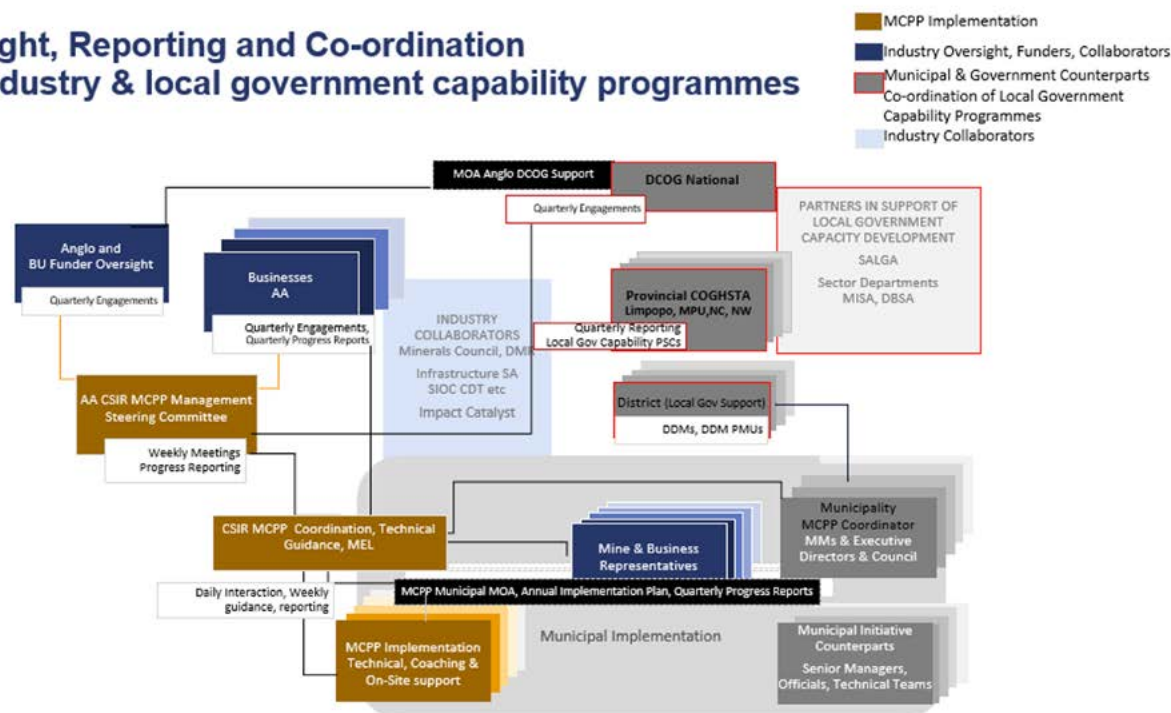
Facilitated partner engagement, reflection and learning enabled collaborative practice adaptation to ensure value.

Research and practice experience identified the additional demands faced by municipalities in mining regions, i.e., service and settlement growth pressures, complex and contradictory regulatory and process realities, need to participate in multiple mine engagement and legally required processes, parallel planning and engagement processes, and limited lines of sight on future of mine plans.

Value in activation and strengthening capability for partnering was evident.

Shared purpose contributed to substantive increases in meaningful and value-adding engagements and collaboration between industry and local government partners.

Oversight, Reporting and Co-ordination with industry & local government capacity programmes



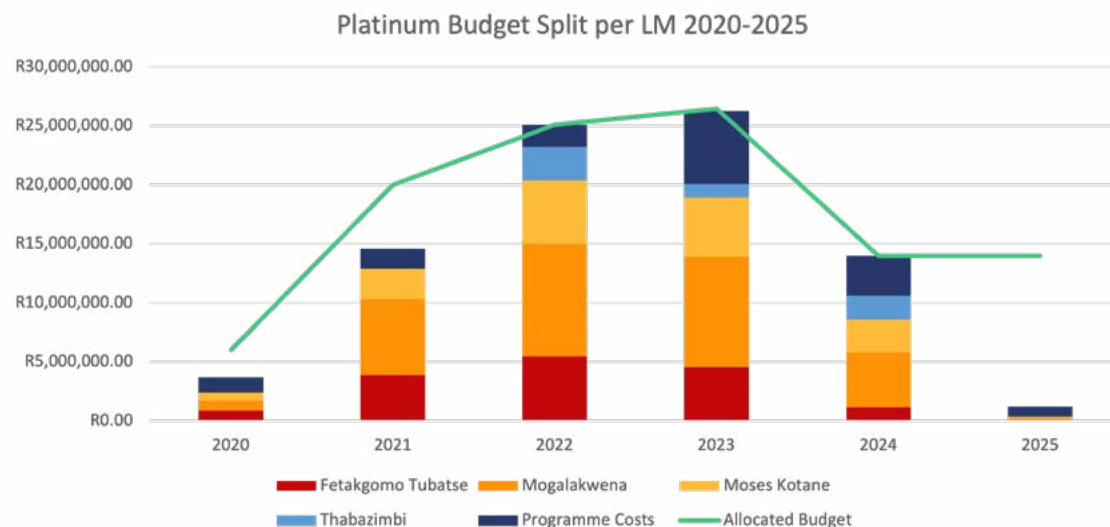
PART 7: Financial Overview



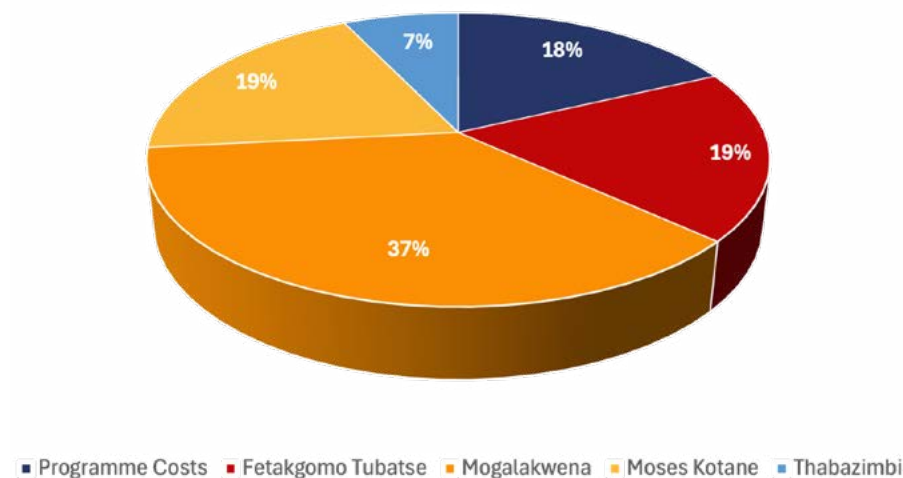
MCP

Municipal Capability &
Partnership Programme

7.1 Budget Split per Local Municipality 2020 - 2025



% Budget Allocation per LM 2020 - 2025



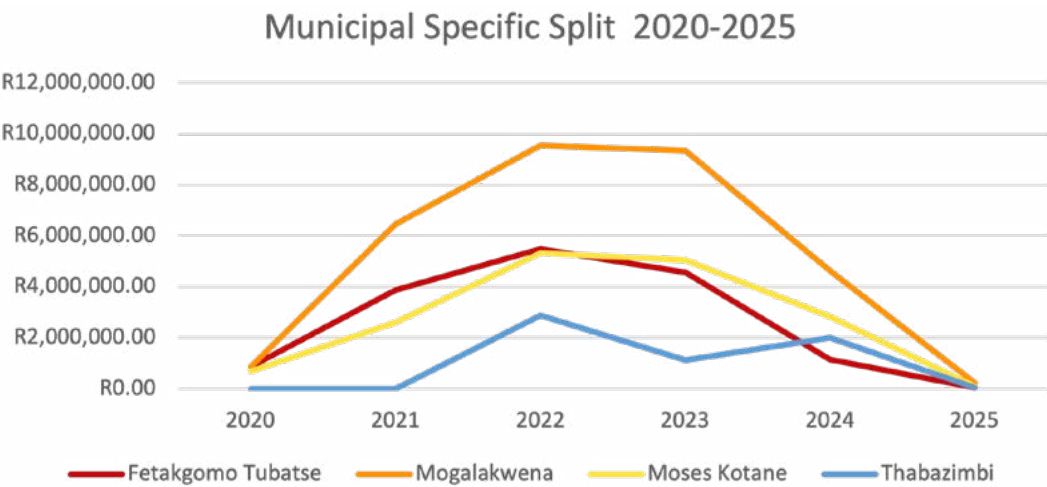
MUNICIPALITIES	2020	2021	2022	2023	2024	2025	TOTAL
Allocated Budget	R6,000,000.00	R19,978,650.66	R25,074,000.00	R26,453,070.00	R14,000,000.00	R14,000,000.00	R105,505,720.66
Programme Costs	R1,283,838.40	R1,691,680.29	R1,839,460.00	R6,200,000.00	R3,390,000.00	R828,240.00	R15,233,218.69
Fetakgomo Tubatse	R855,892.27	R3,858,323.52	R5,485,135.00	R4,562,000.00	R1,152,500.00	R26,710.00	R15,940,560.79
Mogalakwena	R855,892.27	R6,445,656.79	R9,540,135.00	R9,342,000.00	R4,632,500.00	R219,550.00	R31,035,734.06
Moses Kotane	R672,486.79	R2,595,656.79	R5,330,135.00	R5,042,000.00	R2,817,500.00	R95,430.00	R16,553,208.58
Thabazimbi	-	-	R2,879,135.00	R1,132,000.00	R2,007,500.00	R38,310.00	R6,056,945.00
TOTAL SPENT	R3,668,109.73	R14,591,317.39	R25,074,000.00	R26,278,000.00	R14,000,000.00	R1,208,240.00	R84,819,667.12

Note:

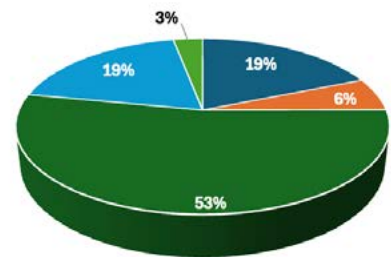
Over time 37% of the budget was spent in MLM due to its importance for AASA. This was mainly driven by major investments by the Business around the MRRP initiative in 2021 and 2022. The continuity of this work was then budgeted through the programme in 2023 and 2024.

The budget split includes the programme costs - which is broken into further detail in the following slide.

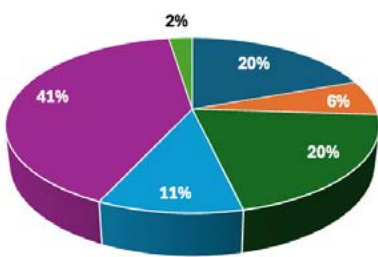
7.2 Local Municipality Cost Breakdown



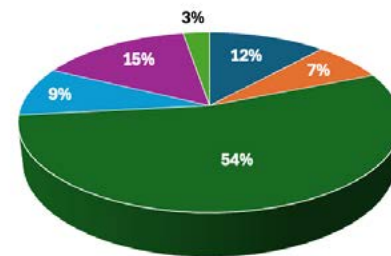
Fetakgomo Tubatse Split/Focus Area



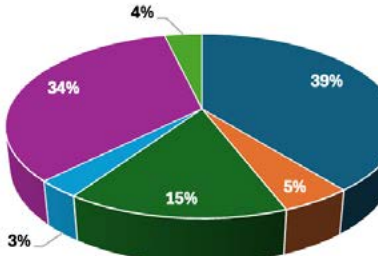
Moses Kotane Split/Focus Area



Mogalakwena Split/Focus Area



Thabazimbi Split/Focus Area



- Programme Contribution
- Strategic Planning
- Strategic Water Management

- LM- Coordination and Capability Dev.
- Infrastructure Asset Management
- Disaster Management

FOR MORE INFORMATION ON THE PROGRAMME PLEASE CONTACT:

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The Municipal Capability & Partnership Programme (MCPPE) is a collaboration between Anglo American and the Department of Cooperative Governance (DCoG) to strengthen municipal governance capability. The Programme includes commitment from Anglo American Platinum, De Beers and Kumba Iron Ore (and their participating mines), as well as the active involvement and co-ownership of participating municipalities. The Council for Scientific and Industrial Research (CSIR) is the value-add implementing partner and is enabled through the collaboration of a range of industry and government collaborators.

**Adaptive and
Emerging**



**Collaboration and
Partnering**



**Scaling for
Impact**



**Functionality of
Teams**

