

INCEPTION REPORT FOR THE MATJHABENG LOCAL MUNICIPALITY LOCAL ECONOMIC DEVELOPMENT STRATEGY 2019



Provided For:

Matjhabeng Local Municipality

319 State Way,

Welkom

Tel: 057 391 3611

Web: www.matjhabeng.fs.gov.za



Provided by:

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1. Project Background

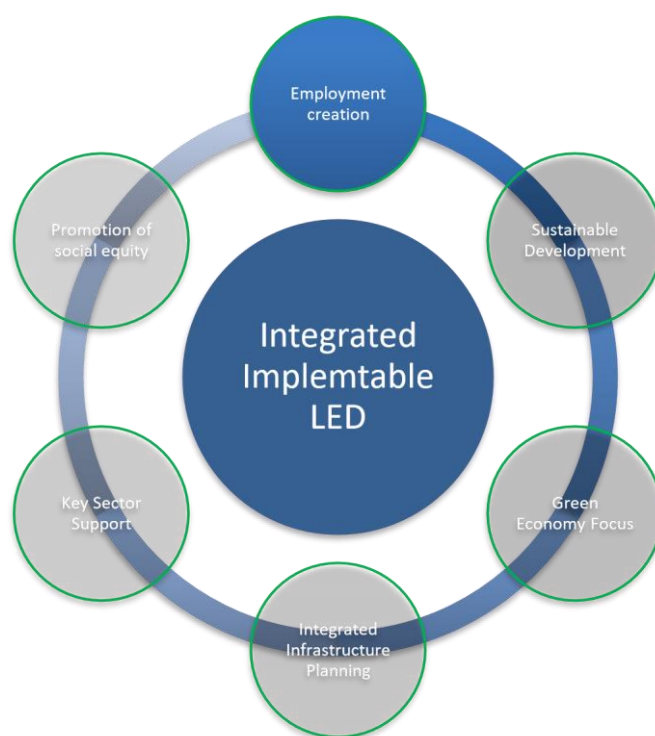
1.1. Introduction

This Inception Report is submitted to the Matjhabeng Local Municipality (MLM) for conducting the necessary research to formulate the Municipal Local Economic Development Strategy (LED). This inception report will outline the necessary methodology, project schedule, timeframe and budget to complete the LED as per the client's specifications.

It is envisaged that this study will assist the municipality with the implementation of LED in Matjhabeng in an integrated manner; building upon the strengths of the area and identify areas for support. Importantly, the LED will incorporate new opportunities within the sphere of provincial economic development policy as set out in the PGDS and the Free State. This review will assist Matjhabeng to fulfil its mandate of improving the overall economic and social conditions prevailing in the municipal area, and to bring sustainable economic change that benefits all. In addition to these objectives it will also see to it that knowledge transfer will occur with the training of local knowledge with the necessary tools to assist in the compilation of the LED.

The approach is indicated graphically and follows a **strategic planning systems approach** to long term integrated municipal planning. This incorporates an implementation orientated approach that aligns economic data and trends to potential municipal responses thus developing a short, medium- and long-term range of activities for Matjhabeng to undertake **in supporting their LED strategy and achieving increased localised employment, investment and ultimately socio-economic benefit and growth in Matjhabeng.**

The inception report that follows outlines the team's key approach to LED Review and Alignment, details an in-depth methodology that sets out each key activity that will be undertaken during the project and aligns it to specific deliverables mentioned in the terms of reference.



1.2. Study Goal and Objectives

The project team understands the Matjhabeng DM LED Review to involve, inter alia, the following objectives:

1. **Updated socio-economic and all relevant data and statistics** to illustrate the current trends and figures for the MLM.
2. **Evaluation Framework** that assesses the alignment and impact of relevant national, provincial and local policies, initiatives and development plans.
3. **Critical assessment of economic status quo** and identification of challenges and opportunities for the area.
4. **Economic opportunities for development** will be identified through a potential analysis and presented at local economic profile.
5. **Stakeholder consultation** will be done within various economic sectors and spheres of government in order to gain valuable information that will further inform the LED Strategy analysis and help to identify critical areas for intervention.
6. **Skills transfer** that incorporates local knowledge towards capacity building with regards to LED assessment, development and implementation.

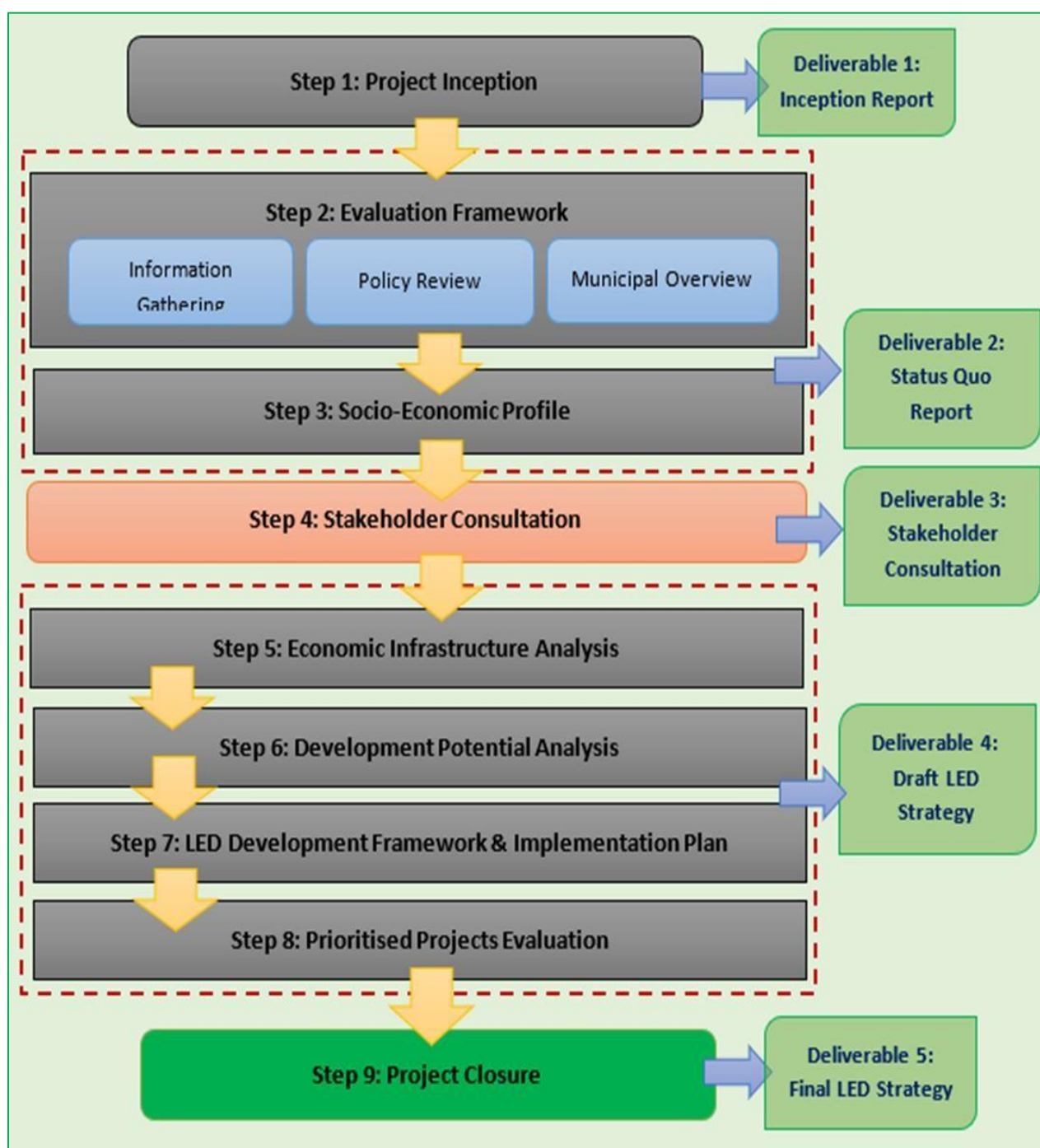
Based on the project team's experience and expertise, as well as taking cognisance of the COGTA LED guidelines and the most recent developmental thinking in this regard, the goal for the strategy is being interpreted as follows:

To formulate a Local Economic Development Strategy, which is **aligned with relevant** provincial and national government **strategies**, to guide the Matjhabeng Local Municipality in terms of **coordinating various role players to facilitate development**, coordinate **focused LED implementation**, **unlock latent economic development potential**, **encourage private sector investment** and **create economic development and job opportunities** for the poor in its drive to alleviate poverty. Strategic guidelines will guide implementation in a structured manner which can be **measured with a performance monitoring system**.

2. Project Methodology

The methodology that is suggested for this study is shown in Diagram 1 and briefly discussed thereafter.

Diagram 1: Proposed Project Methodology



2.1. Methodology Action Steps

Phase	Actions to be undertaken
Step 1. Project Inception	1.1 Confirmation of the project scope

	1.2 Finalisation of work plan
	1.3 Initial Stakeholder Consultation List Identification
	1.4 Finalisation of Study Work Plan (with timelines and deliverables)
	1.5 Collation of required documentation, data & information
Deliverable 1: Inception Meeting and Report	
Step 2. Evaluation Framework	2.1 Review LED plans, IDP's and initiatives within the Matjhabeng Local Municipality
	2.2 Alignment with the NDP, FSPGDS, MDG, IDP and other relevant legislation and documentation
	2.3 Identify LED support structures and review success and shortcomings of structures for the municipality
	2.4 Determine key alignment processes in place between Matjhabeng and the Free State Province
	2.5 Determine the successes and shortcomings of existing monitoring and evaluation mechanisms
	2.6 Determine the LED Capacity needs within the municipality
Step 3. Socio-economic Profile	3.1 Update socio-economic indicators with all relevant demographic indicators such as age, household income, access to basic services, etc. to 2018
	3.2 Expand on spatial demographic indicators and the analysis of the study area
	3.3 Review sector performance analysis from Quarterly Reviews
	3.4 Overall economic trends, performance, and structure analysis of key sectors: agriculture, mining, trade and commerce, etc
	3.5 SWOT Analysis
Deliverable 2: Status Quo Report and Presentation	

Phase	Actions to be undertaken
4. Stakeholder Consultation	4.1 Stakeholder consultation within key economic sectors in each of the local municipality
	4.2 Business surveys to ascertain business perspective and insights towards business confidence and opportunities within LM
	4.3 Interview key stakeholders within each of the main economic sectors and government departments/role players
	4.4 Database development of key industries and businesses within the Matjhabeng LM
	4.5. Address key economic constraints and opportunities
	4.6. Undertake realistic LED scenario planning with Key Stakeholders in Workshop Setting
Deliverable 3: Stakeholder Consultation	
5. Economic Infrastructure Analysis	5.1 Identify and high-level evaluation of critical economic infrastructure within the Matjhabeng LM
	5.2 Integration of key infrastructure considerations for local economic development
	5.3 Areas of key interventions required to facilitate local economic development
6. Development Potential Analysis	6.1. Analysis of key sectors in Matjhabeng in terms of their development potential for the municipality
	6.2 Use profile as basis to identify key LED interventions and subsequent focus areas based on the SE Profile and LED Development Process
	6.3 Review the available resource base for potential exploitation and beneficiation and identify development constraints
	6.4 Determine the growth potential of sectors and incorporate potential structural impacts
	6.5 Identify business and linkage opportunities within the sectors

	6.6 Identify comparative and competitive advantages and disadvantages
	6.7 Identification of potential LED projects for Matjhabeng
Phase	Actions to be undertaken
Step 7. LED Development Framework and Implementation Plan	7.1 Outline the economic future of Matjhabeng through a strategic visioning process and design Strategic LED Pillars (Thrusts) and Programmes
	7.2 Status of LED in local and district municipal structures and existing capacity and additional capacity required by LED Unit
	7.3 Relationship with external implementation agents and private sector investment opportunities
	7.4 Identify required programmes to achieve strategic goals as based on the previous steps
	7.5 Formulate key intervention areas and align municipal identified projects to these areas
	7.6 LED Spatial Development Perspective with GIS Mapping to spatially illustrate the economic focus areas
	7.7 Re-packaging of existing projects and development of new projects with the confirmation of programmes and projects by PSC
	7.8 Finalisation of Project Selection and Project Prioritisation based on selected criteria
	7.9 Identify the key implementing requirements of each project and ascertain critical partnerships
	7.10 Time frames and key actions must be identified for each economic development opportunity and tied into a specified time programme for LED
	7.11 Integrated Project Programming (cost, role players, drivers, timeframes etc.)
	7.12 Development of a detailed action plan for execution and implementation of programmes and projects. Determine short (<5 years), medium (5 – 10 years) and long term (10 years) implementation tools

	7.13 Monitoring and Evaluation Framework that will assist in future monitoring of LED interventions, projects, programmes and the KPI's coupled with each.
Phase	Actions to be undertaken
Step 8: Prioritised Project Evaluation	8.1 Project Evaluation of 5 prioritised projects to establish pre-feasibility of endeavours
	8.2 Preliminary assessment of capital expenditure, human resources, potential job creation, operational consideration, product offerings etc. to determine potential impact on local economy
	8.3 Assessment of infrastructure requirements and suitability for projects, identifying key considerations, constraints and critical components needed
	8.4 Assessment of most favourable area where potential development should take place
	8.5 Development of TOR draft for client to assist with the potential tendering and supply chain processes
	8.6 Identification of key stakeholders and potential funders for projects
Deliverable 4: Draft LED Strategy and Presentation - Meeting with the Management Committee (MACO)	
Step 9: LED Report and Presentation	9.1 Finalise Comprehensive LED Strategy Draft Report
	9.2 Circulated for comment
	9.3 Presentation/Workshop
	9.4 Incorporation of Comments and Feedback
	9.5 Final report development
	9.6 Presentation to Matjhabeng LM Council for adoption
Deliverable 5: Final LED Report	

3. Project Schedule

The purpose of this section is to schedule the activities for the submission of the deliverables. The project will commence on 1 April 2019, and the duration of the project with the deliverables and meetings are illustrated in the table below.

Month		April				May					June				July				August				
Week	Duration (Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Date (Mon - Fri)		1 - 5	8 - 12	15 - 19	22 - 28	29 - 3	6 - 10	13 - 17	20 - 24	27 - 31	3 - 7	10 - 14	17 - 21	24 - 28	1 - 5	8 - 12	15 - 19	22 - 26	29 - 2	5 - 9	12 - 16	19 - 23	26 - 30
Step 1: Project Inception	1																						
Project Inception Meeting and Presentation																							
Deliverable 1: Inception Report																							
Step 2: Evaluation Framework	4																						
Step 3: Socio-economic Profile	9																						
Status Quo Report Meeting and Presentation																							
Deliverable 2: Status Quo Report																							
Step 4: Stakeholder Consultation	9																						
Deliverable 3: Stakeholder Consultation Report																							
Step 5: Economic Infrastructure Analysis	9																						
Step 6: Development Potential Analysis	8																						
Step 7: LED Development Framework and Implementation Plan	8																						
Step 8: Prioritised Project Evaluation	9																						
Draft LED Report Meeting and Presentation with the MACO																							
Deliverable 4: Draft LED Report																							
Step 9: Final LED Report and Presentation	5																						
Final LED Report Meeting and Presentation																							
Deliverable 5: Final LED Report																							

Table 1: Project Schedule

4. Invoice Scheduling

The following budget has been allocated for the project duration. The invoice schedule is provided as per each of the deliverables completed.

Table 2: Itemised Budget

Steps		Urban-Econ	Torpod	Total
Step 1	Project Inception	R 33 400	R 1 200	R 34 600
Step 2	Evaluation Framework	R 43 600	R 18 500	R 62 100
Step 3	Socio-economic Profile	R 100 600	R -	R 100 600
Step 4	Stakeholder Consultation	R 82 600	R 68 500	R 151 100
Step 5	Economic Infrastructure Analysis	R 35 800	R 76 600	R 112 400
Step 6	Development Potential Analysis	R 41 800	R 10 400	R 52 200
Step 7	LED Development Framework & Implementation Plan	R 54 200	R 7 600	R 61 800
Step 8	Prioritised Project Evaluation	R 70 600	R 24 600	R 95 200
Step 9	Final LED and Presentation	R 25 940	R -	R 25 940
Subtotal (Vat Excl)		R 488 540	R 207 400	R 695 940
Grand Total (Vat Incl)		70%	30%	R 800 331

Table 3: Invoice Schedule

Deliverable:	Date	Invoice (Vat incl.)
Deliverable 1: Inception Report	05-Apr-19	R 39 790
Deliverable 2: Status Quo Report	14-Jun-19	R 187 105
Deliverable 3: Stakeholder Consultation Report	28-Jun-19	R 173 765
Deliverable 4: Draft LED Report	26-Jul-19	R 369 840
Deliverable 5: Final LED Report	30-Aug-19	R 29 831

Total: Vat Incl.	R	800 331
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5. Communication & Cooperation

This section refers to the communication process and protocol that needs to be followed during the project life cycle and the formal contact persons for both the client and service provider. All formal communication will run through the project champion and manager. They are indicated as follows:

Project Leader (Client): Leboghang Shabe

Tel: 073 900 9011 | E-mail (w): Leboghang.Shabe@Harmony.co.za

Harmony Gold

Welkom

Free State

South Africa

Website: <https://www.harmony.co.za/>



Project Champion: Lebogang Kobue

Tel: 082 835 4286 | E-mail (w): Lebogang.Kobue@matjhabeng.co.za **Matjhabeng**

Local Municipality

Welkom

Free State

South Africa

Website: <http://www.matjhabeng.fs.gov.za/>

**Project Manager (Service Provider):****Wynand Myburgh**

Branch Manager:

Mangaung

BSc(Environmental
Geography) MSc(T&RP)

Pr. Pln A/2213/2015

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<http://www.urban-econ.com>



6. Way Forward

The following actions are deemed as the way forward for the project:

- Inception Meeting and presentation of Draft Inception Report
- Compilation of stakeholders list with assistance of client;
- Previous work or information available to the client that will assist in the formulation of the project reports;
- Conclusion of Deliverable 1: Inception Report by:
 - Inclusion of additional information and comments
 - Approval and adoption of Final Inception Report
 - Submission of first invoice
 - Adoption and signing of SLA

- Commencement of steps 2 – 4 to complete Deliverable 2: Status Quo Report



Annexure A: Inception Report PowerPoint Presentation



Matjabeng Local Municipality: Development of the Local Economic Development Strategy –

Draft Inception Report Presentation

Presented by Wynand Myburgh

2 April 2019



Presentation Layout:

1. Expected Outcomes
2. Project Team & Roles
3. Project Experience
4. Methodology
5. Project Schedule
6. Budget breakdown & Invoice Schedule
7. Communication & Cooperation



1. Expected Outcomes

- Project Scope & Objectives:
 1. Overview
 2. Social Economic Profile of Matjhabeng Local Municipality
 3. Potential Analysis
 4. Key strategic Interventions/ Legislative Framework
 5. Partnering and Role Clarification
 6. Financial Mechanism and Sustainability
 7. Institutional Arrangements
 8. Implementation
 9. Monitoring, Evaluation and Reporting



2. Project Team & Roles



Roles:

- Project Management
- Development Economists
- Economic Analysis, Planning & Strategy Formulation
- Skills Transfer & Training



Roles:

- Skills Transfer & Trainees
- Rural Development Inputs
- SDF, Infrastructure & LUMS Perspective Analysis
- Local Knowledge



2. Project Team & Roles



33
Years' Experience

18
Countries Worked In

6048
Projects Completed

6
Branches

90
Professionals



2. Project Team & Roles

Specialised Units & Services:



3. Project Experience

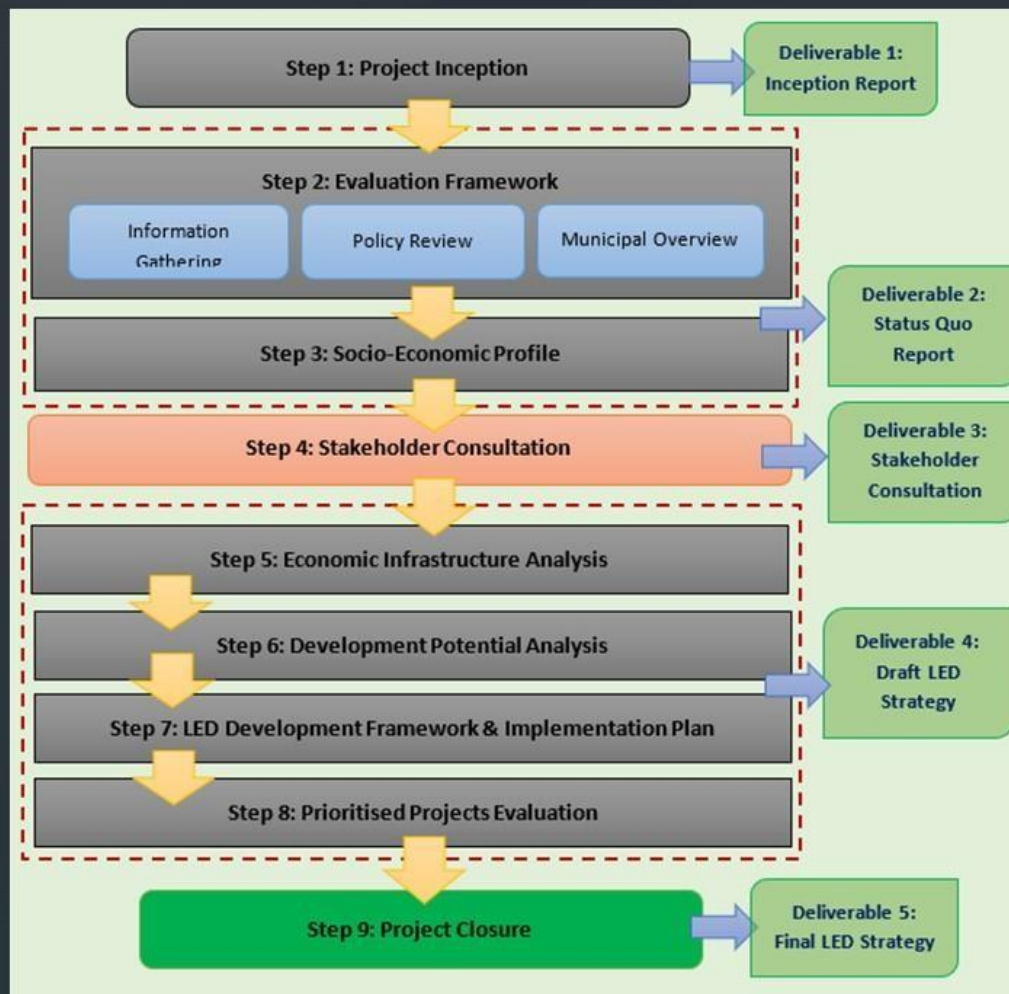
Urban-Econ Project Experience:

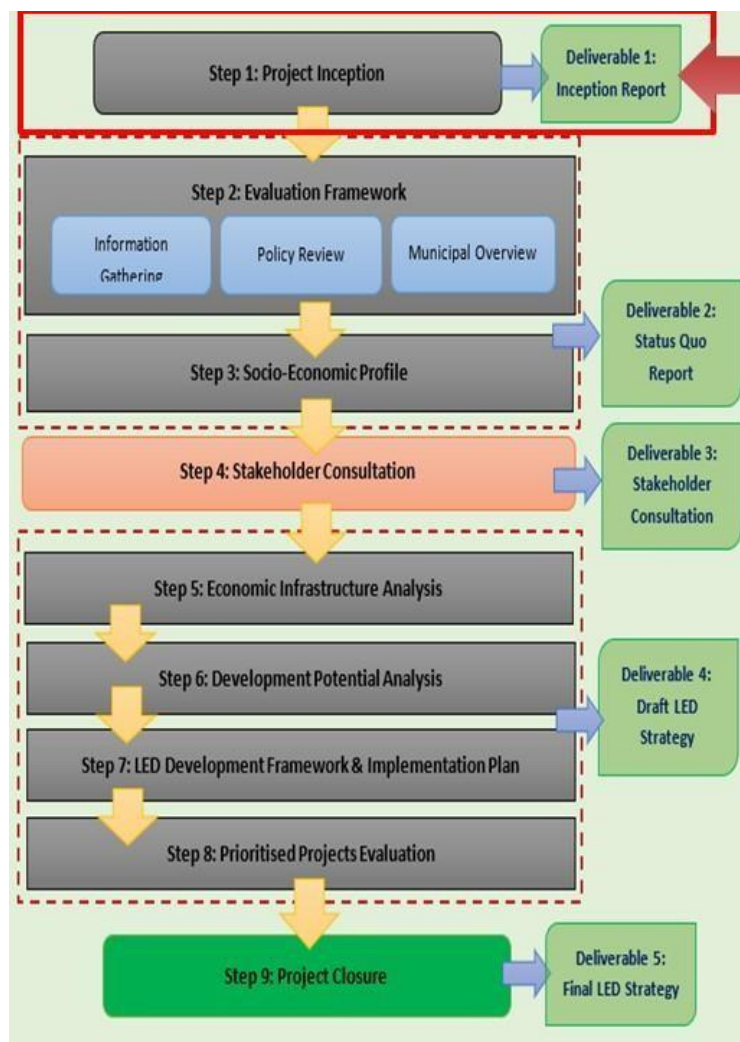
1. Northern Cape PGDP & PSDF
2. Free State PGDS
3. Northern Cape LED Strategy
4. Gauteng Vision 2055
5. Northern Cape Trade & Investment Promotion Strategy
6. City of Windhoek Trade & Investment Strategy
7. Capricorn Trade & Investment Strategy
8. Local Economic Development Strategies for:
 - City of Windhoek *(current)*
 - City of Tshwane *(current)*
 - Lepelle-Nkumpi LED Review *(current)*
 - Ephraim Mogale LED *(current)*
 - Sekhukhune LED Review *(current)*
 - Lepelle-Nkumpi GDS Review *(current)*
 - FS: Lejweleputswa, Mangaung, Thaba Mofutsanyane & Xhariep, Dihlabeng, Maluti-a-Phofung, Ngwathe, Phokwane, etc.
 - RSA: Elundini, Lesedi, Inxuba Yethemba, Butterworth, Makana, Maletswai, Moses Kotane, Nyandeni, Taung, Sol Plaatje, Amatole, Namakwa, Blouberg, Ekurhuleni, Karoo, Kgalagadi, Knysna, Mafikeng, Modimolle, Namakwaland, Nkomazi, Polokwane, Phalaborwa, Rustenburg, Sedibeng, Steve Tshwete, Umjini, West Rand, etc.
9. Kaolin Mining Business Plan
10. Benchmarking Study on Municipal Mining Initiatives
11. Matjhabeng Solar Park: Socio Economic needs analysis and plan formulation
12. Welkom Industrial Strategy
13. Welkom Structure Plan
14. HDA Mining Towns Low Income Rental Housing Strategy
15. Nelson Mandela Bay Municipality Economic Summit
16. Lejweleputswa District Municipality Tourism Strategy
17. NW Long Term Development Plan
18. Economic Advisory Services and the Development and Assessment of Business Plans to DRDLR in all nine Provinces
19. Free State Economic Profile
20. Free State Investment Strategy
21. Free State Export Strategy
22. Eastern Cape Provincial Economic Strategy
23. LED Reference Manual on Local Economic Development

• Project Khuli'umnotho; LED development for 18 of RSA's DM's



4. Methodology





4. Methodology

Step 1: Project Inception

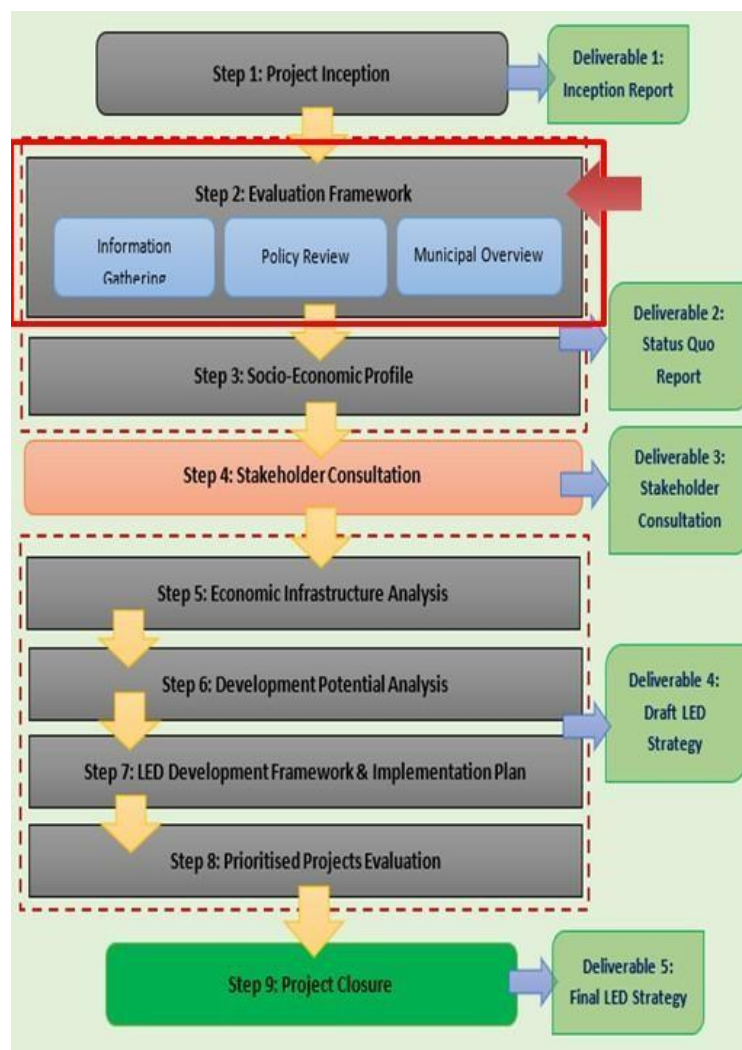
Key Activities:

- 1.1 Confirmation of the project scope
- 1.2 Finalisation of work plan
- 1.3 Finalisation of Study Work Plan (with timelines and deliverables)
- 1.4 Collation of required documentation, data & information

Outcomes:

- Project Inception Meeting
- **Deliverable 1: Inception Report**





4. Methodology

Step 2: Evaluation Framework

Information Gathering:

- Collation of required documentation, data & information

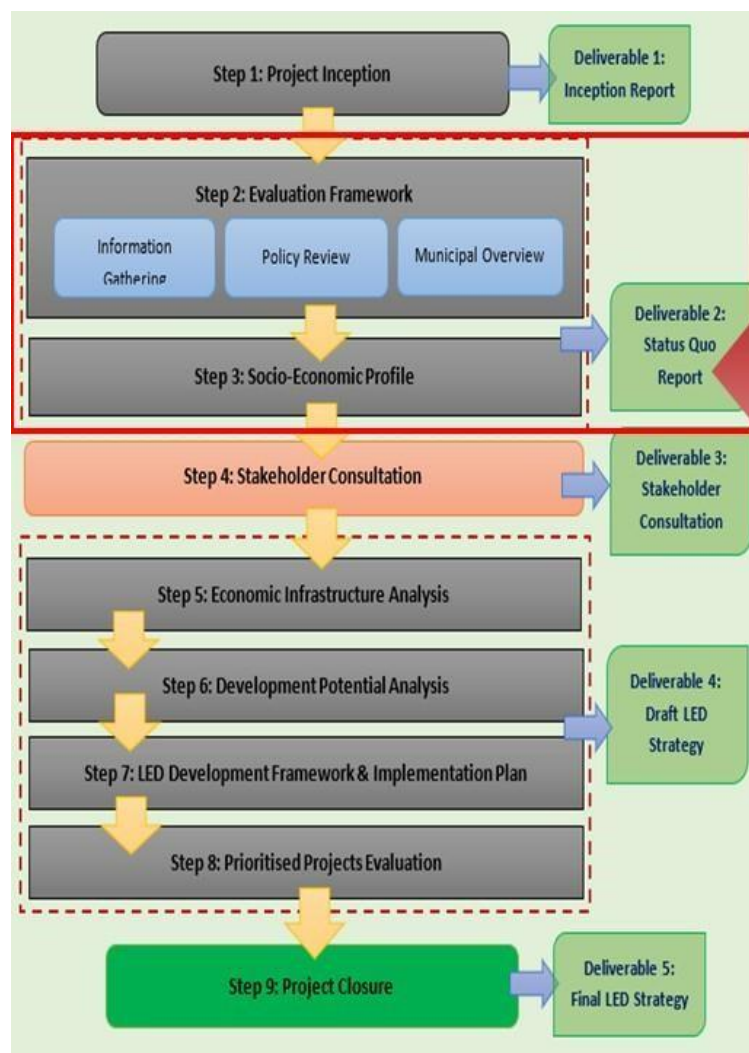
Policy Review:

- 2.1 Review national, provincial & local policies; incl. LED plan, IDP's and other initiatives within the Matjhabeng Local Municipality
- 2.2 Alignment with the NDP, FSPGDS, MDG, IDP and other relevant legislation and documentation

Municipal Overview:

- 2.3 Identify LED support structures and review success and shortcomings of structures for the municipality
- 2.4 Determine key alignment processes in place between Matjhabeng and the Free State Province
- 2.5 Determine the successes and shortcomings of existing monitoring and evaluation mechanisms
- 2.6 Determine the LED Capacity needs within the municipality





4. Methodology

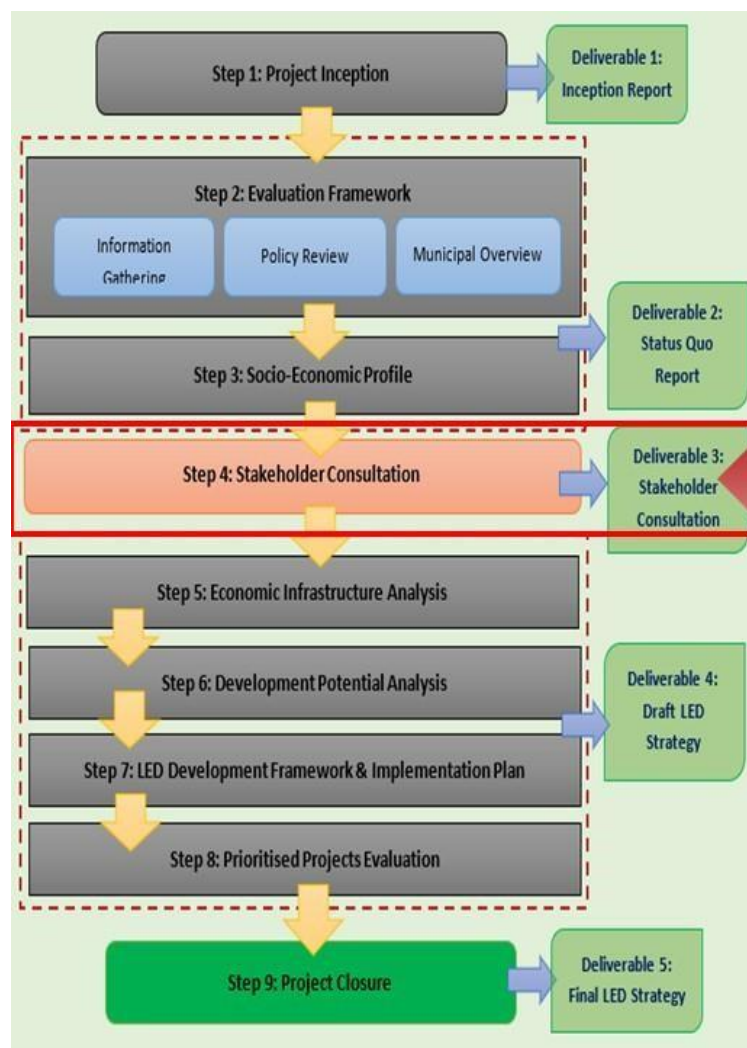
Step 3: Socio-Economic Profile

- 3.1 Update socio-economic indicators with all relevant demographic indicators such as age, household income, access to basic services, etc. to 2018
- 3.2 Expand on spatial demographic indicators and the locational analysis of the study area
- 3.3 Resource analysis for Matjhabeng, taking into consideration the natural, economic, economic services, community services and institutions of the area
- 3.4 Review sector performance analysis from Quarterly Reviews
- 3.5 Overview of economic trends of Matjhabeng Local Municipality in context of national and regional market forces
- 3.6 Economic performance and structure analysis of key sectors: agriculture, mining, trade and commerce, etc.
- 3.7 SWOT Analysis

Outcomes:

- **Deliverable 2: Status Quo Report & Presentation**





4. Methodology

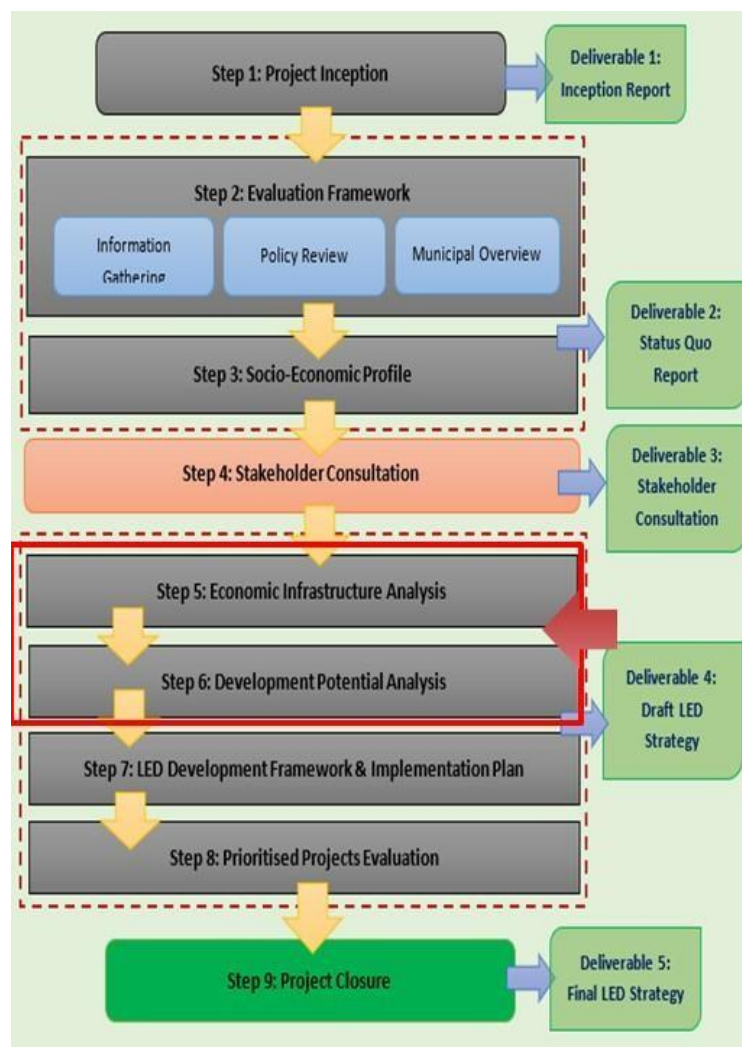
Step 4: Stakeholder Consultation

- 4.1 Stakeholder consultation within key economic sectors in local municipality
- 4.2 Business surveys to ascertain business perspective and insights towards business confidence and opportunities within LM
- 4.3 Interview key stakeholders within each of the main economic sectors and government departments/role players
- 4.4 Database development of key industries and businesses within the Matjhabeng LM
- 4.5. Address key economic constraints and opportunities
- 4.6. Undertake realistic LED scenario planning with Key Stakeholders in Workshop Setting

Outcomes:

- **Deliverable 3: Stakeholder Consultation**





4. Methodology

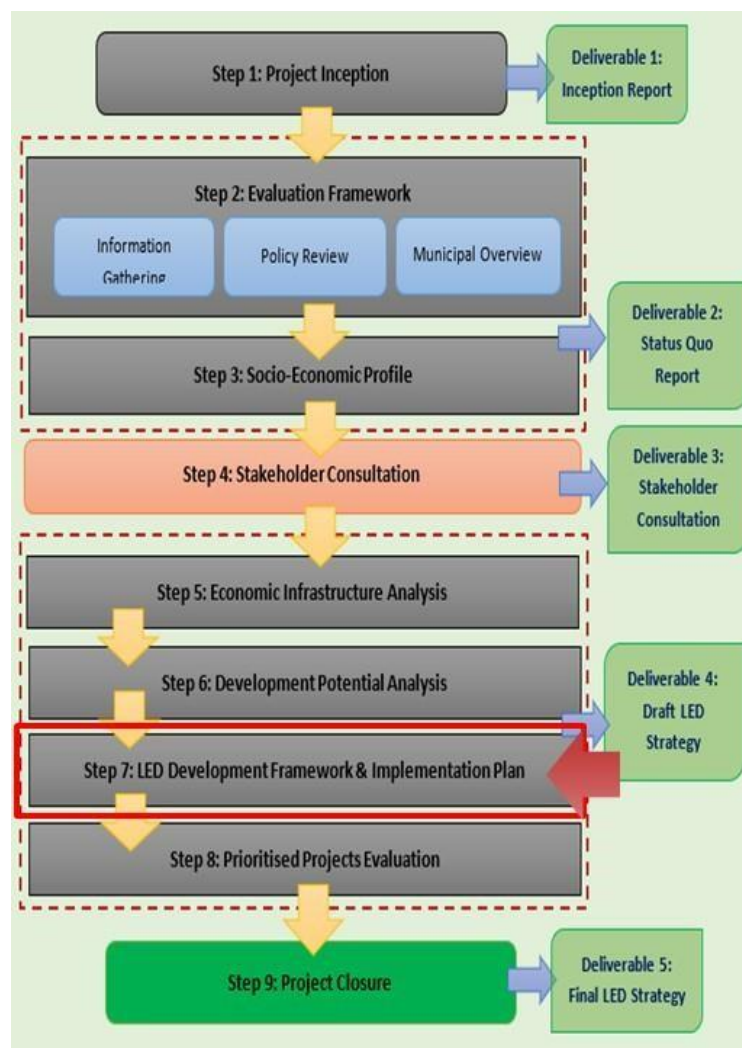
Step 5: Economic Infrastructure Analysis

- 5.1 Identify and high-level evaluation of critical economic infrastructure within the Matjhabeng LM
- 5.2 Integration of key infrastructure considerations for local economic development
- 5.3 Areas of key interventions required to facilitate local economic development

Step 6: Development Potential Analysis

- 6.1. Analysis of key sectors in Matjhabeng in terms of their development potential for the municipality
- 6.2 Use profile as basis to identify key LED interventions and subsequent focus areas based on the SE Profile and LED Development Process
- 6.3 Review the available resource base for potential exploitation and beneficiation and identify development constraints
- 6.4 Determine the growth potential of sectors and incorporate potential structural impacts
- 6.5 Identify business and linkage opportunities within the sectors
- 6.6 Identify comparative and competitive advantages and disadvantages
- 6.7 Identification of potential LED projects for Matjhabeng



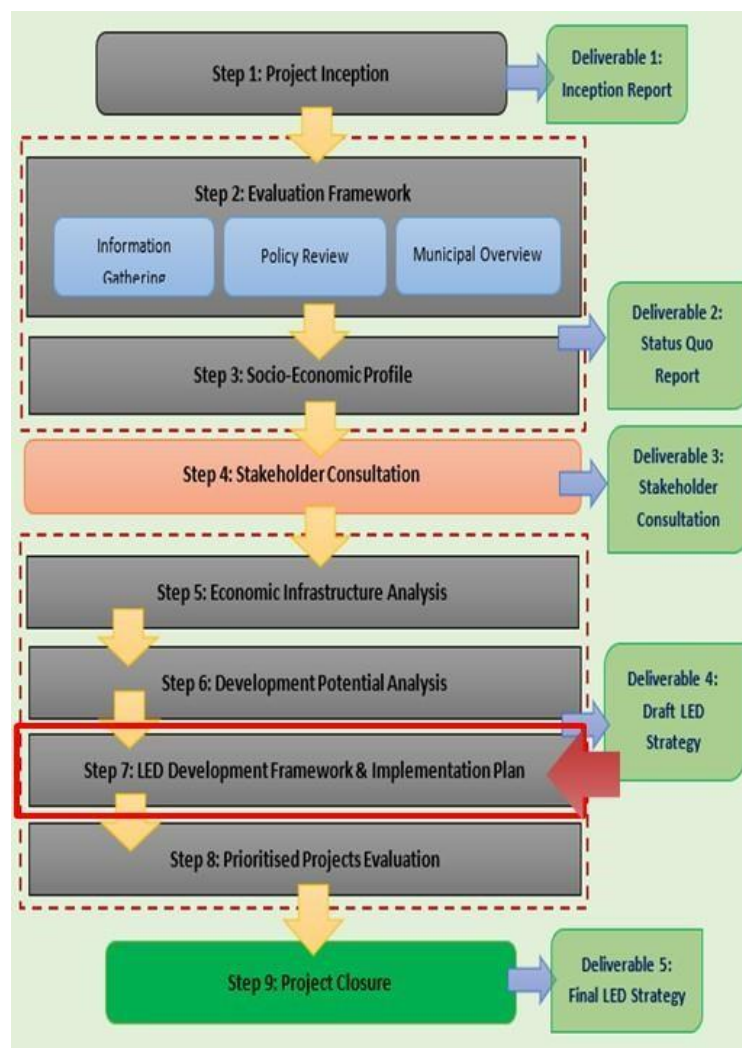


4. Methodology

Step 7: LED Development Framework & Implementation Plan

- 7.1 Outline the economic future of Matjhabeng through a strategic visioning process and design Strategic LED Pillars (Thrusts) and Programmes
- 7.2 Status of LED in local and district municipal structures and existing capacity and additional capacity required by LED Unit
- 7.3 Relationship with external implementation agents and private sector investment opportunities
- 7.4 Identify required programmes to achieve strategic goals as based on the previous steps
- 7.5 Formulate key intervention areas and align municipal identified projects to these areas
- 7.6 LED Spatial Development Perspective with GIS Mapping to spatially illustrate the economic focus areas
- 7.7 Re-packaging of existing projects and development of new projects with the confirmation of programmes and projects by PSC



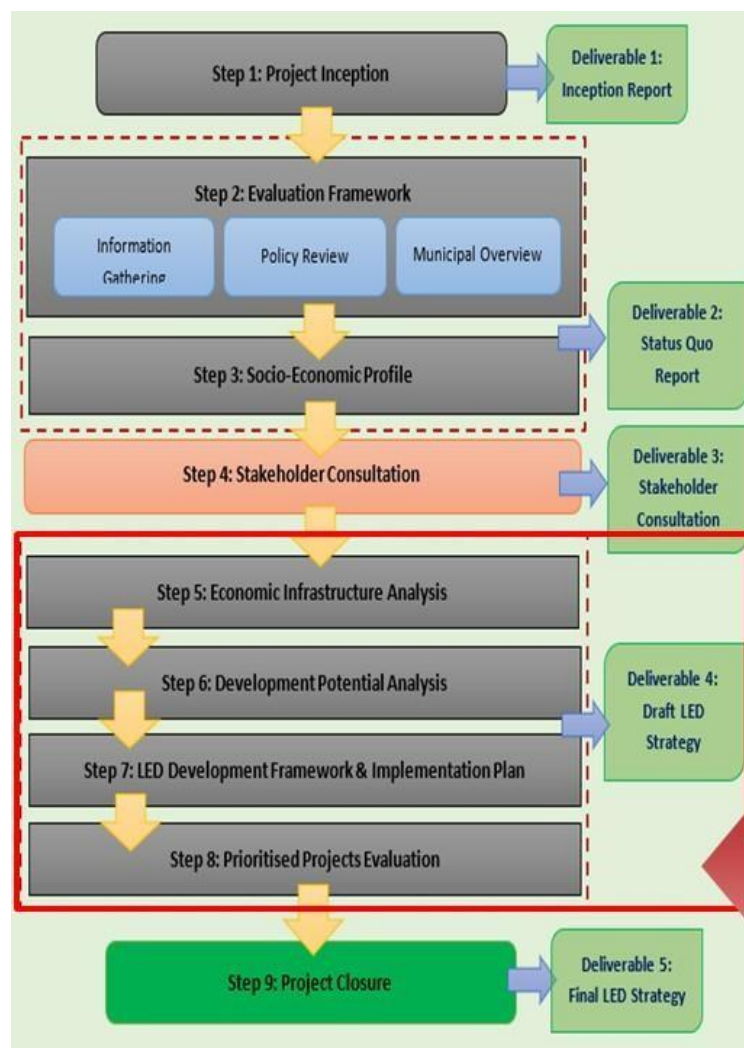


4. Methodology

Step 7: LED Development Framework & Implementation Plan

- 7.8 Finalisation of Project Selection and Project Prioritisation based on selected criteria
- 7.9 Identify the key implementing requirements of each project and ascertain critical partnerships
- 7.10 Time frames and key actions must be identified for each economic development opportunity and tied into a specified time programme for LED
- 7.11 Integrated Project Programming (cost, role players, drivers, timeframes etc.)
- 7.12 Development of a detailed action plan for execution and implementation of programmes and projects. Determine short (<5 years), medium (5 – 10 years) and long term (10 years) implementation tools
- 7.13 Monitoring and Evaluation Framework that will assist in future monitoring of LED interventions, projects, programmes and the KPI's coupled with each.





4. Methodology

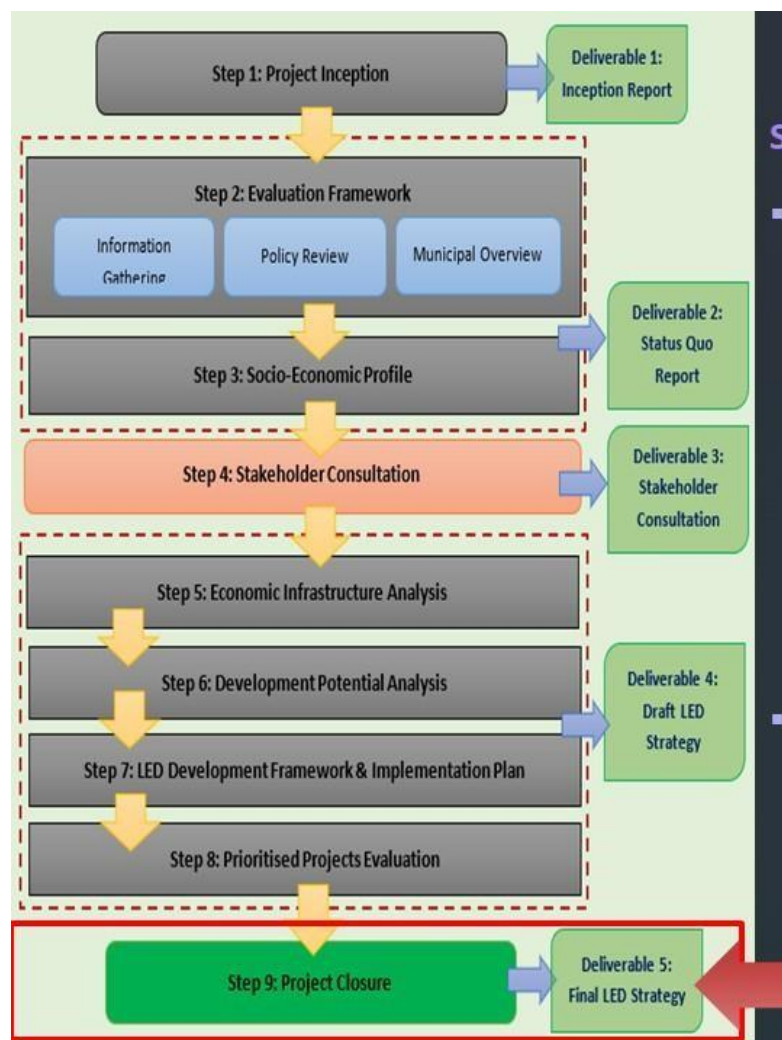
Step 8: Prioritised Projects Evaluation

- 8.1 Project Evaluation of 5 prioritised projects to establish pre-feasibility of endeavours
- 8.2 Preliminary assessment of capital expenditure, human resources, potential job creation, operational consideration, product offerings etc. to determine potential impact on local economy
- 8.3 Assessment of infrastructure requirements and suitability for projects, identifying key considerations, constraints and critical components needed
- 8.4 Assessment of most favourable area where potential development should take place
- 8.5 Development of TOR draft for client to assist with the potential tendering and supply chain processes
- 8.6 Identification of key stakeholders and potential funders for projects

Outcomes:

- **Deliverable 4: Draft LED Strategy**





4. Methodology

Step 9: Project Closure

Key Activities:

- 9.1 Finalise Comprehensive LED Strategy Draft Report
- 9.2 Circulated for comment
- 9.3 Presentation/Workshop
- 9.4 Incorporation of Comments and Feedback
- 9.5 Final report development
- 9.6 Presentation to Matjhabeng LM Council for adoption

Outcomes:

- **Deliverable 5: Final LED Strategy**



5. Timeframe

Month		April					May					June				July				August			
Week	Duration (Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Date (Mon - Fri)		1 - 5	8 - 12	15 - 19	22 - 28	29 - 3	6 - 10	13 - 17	20 - 24	27 - 31	3 - 7	10 - 14	17 - 21	24 - 28	1 - 5	8 - 12	15 - 19	22 - 26	29 - 2	5 - 9	12 - 16	19 - 23	26 - 30
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Draft LED Report Meeting and Presentation with the MACO																							
Deliverable 4: Draft LED Report																							
Step 9: Final LED Report and Presentation	5																						
Final LED Report Meeting and Presentation																							
Deliverable 5: Final LED Report																							



6. Budget Breakdown & Invoice Schedule

Steps		Urban-Econ	Torpodi	Total
Step 1	Project Inception	R 33 400	R 1 200	R 34 600
Step 2	Evaluation Framework	R 43 600	R 18 500	R 62 100
Step 3	Socio-economic Profile	R 100 600	-	R 100 600
Step 4	Stakeholder Consultation	R 82 600	R 68 500	R 151 100
Step 5	Economic Infrastructure Analysis	R 35 800	R 76 600	R 112 400
Step 6	Development Potential Analysis	R 41 800	R 10 400	R 52 200
Step 7	LED Development Framework & Implementation Plan	R 54 200	R 7 600	R 61 800
Step 8	Prioritised Project Evaluation	R 70 600	R 24 600	R 95 200
Step 9	Final LED and Presentation	R 25 940	-	R 25 940
Subtotal (Vat Excl)		R 488 540	R 207 400	R 695 940
Grand Total (Vat Incl)		70%	30%	R 800 331
Deliverable:		Date	Invoice (Vat incl.)	
Deliverable 1: Inception Report		05-Apr-19	R	39 790
Deliverable 2: Status Quo Report		14-Jun-19	R	187 105
Deliverable 3: Stakeholder Consultation Report		28-Jun-19	R	173 765
Deliverable 4: Draft LED Report		26-Jul-19	R	369 840
Deliverable 5: Final LED Report		30-Aug-19	R	29 831
Total: Vat Incl.			R	800 331



7. Communication & Cooperation

Project Leader (Client): Lebogang Shabe

Tel: 073 900 9011 | E-mail (w): Lebogang.Shabe@Harmony.co.za

Harmony Gold

Harmony Mine

Welkom

Free State

South Africa

Website: <https://www.harmony.co.za/>



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Project Manager (Service Provider):

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Thank you
Q&A



Annexure B: Inception Meeting Minutes

MLM LED Inception Meeting Minutes

Date: 2 April 2019

Time: 12:00

Location: Harmony Mine, Welkom

1) Welcome:

Mr. Myburgh welcomes the attendees to the Inception Meeting for the MLM LED Strategy.

2) Methodology:

Mr. Myburgh discusses the steps to be taken throughout the formulation of the report:

Step 2: Mr. Myburgh will liaise with the Office of the Premier to confirm the status of the FSPGDP.

Step 3: All relevant socio-economic indicators will be included in the Socio-economic analysis

Step 4: Step 4 works in conjunction with step 3. Stakeholder engagements will consist of the majority of businesses to the MLM. Mr. Myburgh requested a list of additional preferred stakeholders.

Step 5: The actions will be reduced in order to accommodate time constraints

Step 6: Detailed industry analysis, including comparative and competitive analysis, will be conducted.

Step 7: There will be a focus on special mapping, by locating municipal and mine property for projects. A prioritisation model will be utilised to justify projects.

Step 8: Five high-impact projects will be selected, and alternative funding will be identified. Mr. Myburgh suggests a technical committee and then put forward to the project steering committee (PSC).

3) Timeframe:

Mr. Myburgh will reduce the duration of the project to accommodate the MLM's time constraints.

4) Budget:

Mr. Myburgh will adjust the invoicing schedule to align with the adjusted timeframe and communicate the adjustments by 2019.

5) Communication:

Mr. Shabe will be added to the inception report as the project leader, and Ms. Kobue will be added as the project champion.

6) Additional Comments

Ms. Kobue will confirm the MACO schedule in order to align with Deliverable 4's future meeting.

Urban Econ will send the list of stakeholders to Ms. Kobue.

7) Closure:

The meeting disperses at 13:00 April

Figure 1 Attendance Register

ATTENDANCE REGISTER

* DATE: 02.04.2019

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