



Lonmin Platinum: Limpopo Division

Stakeholder perceptions, needs and expectations

Survey conducted by

G³ Business Solutions

in association with the

North-West University
(Potchefstroom Campus)



September/October 2005



EXECUTIVE SUMMARY

This survey was commissioned by **Lonmin Platinum (Limpopo Division)** as part of a Stakeholder Perception Survey looking at:

- Developmental needs
- Relationships between Messina Platinum Mine (MPM) and key stakeholders
- Perceptions of Lonmin as the new owner of the former MPM and
- Stakeholder expectations

The survey found that in terms of **developmental needs**, the following require serious attention:

- Unemployment
- Infrastructure
- Health
- HIV/AIDS
- Environment
- Improvement of social conditions, specifically in the rural areas

Generally, a large proportion of the communities **was not dependent on the mine**; therefore were unaware of the Lonmin take-over. However, those who were aware and those who had a relationship with the mine, were **more positive about their experience with Lonmin** compared to the previous owners. The **Landmark process and management behaviour revitalised the relationship** between the mine (Lonmin) and the stakeholders, especially the communities.

Some of the **expectations** revealed by the research include:

- Increased employment for the local population and contribution to local business development
- Contribution to infrastructure development
- Improved safety standards at the mine
- Transparency and effective communication structures

There was a **general negative perception of the Messina mine** and indifference in having a mine as a neighbour in terms of developmental and relationship expectations. According to respondents the **previous owners** of the mine were **not committed to sustainable development or good corporate citizenship**, which led to a general feeling of negativity from external stakeholders.

The survey determined that Lonmin is in the position to start managing relationships with stakeholders of the Limpopo Division from a "clean slate". Stakeholders are generally willing to give Lonmin a fair chance, but will be quick to measure any action not only against the previous mine, **but especially against promises made and expectations created by Lonmin and its associates.**

1. INTRODUCTION

Stakeholders are groups or individuals that are affected by the decisions and actions of an organisation or whose decisions and/or actions affect the organisation¹. Ideally these groups should be managed interactively, implying that the organisation should be actively involved with the stakeholder group in order to build relationships² with these groups. The improved relationships would make organisations more effective as they would allow organisations more freedom to achieve their missions by preventing costly issues, crises (e.g. activism), regulation, litigation, bad publicity and encouraging higher productiveness from employees³.

This survey can be considered as a form of external environmental scanning, the first step in preparing the organisation to be actively involved with its stakeholders to create a better future for all. Although the focus was mostly on the external environment, the context of the internal environment was also covered by including trade unions in the study.

The survey was commissioned by **Lonmin Platinum** to investigate the various stakeholders' perceptions, needs and expectations in relation to Lonmin Platinum: Limpopo Division as the new owners of the former Messina Platinum Mine (MPM). The fieldwork was done during **September 2005**.

The research setting comprises of an estimated population of 250 000 people, one township, three tribal authorities and more than fifty villages within an estimated radius of fifty kilometres from the mine.

The research for this project was conducted by:

- Ms Charity Chenga (European Centre for Migration and Social Care, University of Kent, UK)
- Dr Freek Cronje (School of Social and Government Studies, North-West University, SA)
- Prof Annelie Naudé (G³ Business Solutions, SA; North West University, SA)
- Ms Tanya le Roux (School of Communication Studies, North-West University, SA)

2. METHODOLOGY

Qualitative research methods were applied in this survey to ensure natural and free discussion of issues. This approach enables the respondents to expand on their opinions without being limited by the questions as would be the case with quantitative methods. In addition, the qualitative method allows the researcher to obtain new information pertaining to the respondents that would not have been obtained if the questions were limited to the researcher's understanding of the

¹ Steyn & Puth, 2000:5

² Steyn & Puth, 2000:188

³ Grunig, Grunig, Dozier, 2002:10, 105, 513; Grunig & Hon, 1999:24

research setting. In the spontaneous description of the respondents' **world in which they live**, they can/may discover **new contexts and relations** that can be used by the researcher to meaningfully interpret the results. **Data collection methods** include **personal interviews, focus groups** and **researcher observation**. Personal interviewees and focus groups were selected **purposely** to account for certain variables such as gender, race, migrant status, tribal status, etc. Mine employees and other local contacts played a major role in identifying and locating the research participants.

Focus group interviews were conducted with the following groups:

- Ledwaba community (mixed gender, black)
- Makotse community (female, black)
- Mphahlele community (mixed gender, black) *Group 1*
- Mphalele community (mixed gender, black) *Group 2*
- Hwelereng community and headmen (male, black)
- Zebediela community (male, black)
- Community leaders (mixed gender, black)
- Zone 10 community (male, black)
- Tribal Authority – Ledwaba (male, black)
- Tribal Authority – Mphalele (male, black)
- Tribal Authority – Zebediela Ndbele Tribal Authority (male, black)
- Business Centre Management – Lebowakgomo (male, black)
- Department of Education (male, black)
- Independent Electoral Commission (male, black)
- Landmark Forum Leaders – Kekana (mixed gender, black)
- Makotse Womens Club (female, black)
- Migrant group – Zimbabwe (female, black)
- Migrant group – Ghana and Zimbabwean (male, black)
- Migrant group - Nigerian (male, black)
- South African Police Service (mixed gender, black and white)
- Social workers – Dept. of Social Development (female, black)
- Union – BMEAWU (male, black)
- Union – NUM (mixed gender, black)
- Youth group – *loveLife* (mixed gender, black)

Personal interviews were conducted with the following:

- Mr Adolf Laka – Worker in Business Centre and former mine worker (Lebowakgomo)
- Mr Ali Hassan – Pakistani business person (Lebowakgomo)
- Mr Dan Tsoai – Community leader (Hwelereng)
- Ms Elinah Thoka – Manager: Strategic Planning (Lepelle-Nkumpi Local Municipality)
- Mr Izak Thoka – Retired scientist and academic (Lebowakgomo)
- Mr John Letsoalo – Business Development Officer (LIBSA)
- Mr K.T. Marishane – Manager: Capricorn District (Dept. of Education)
- Ms Mokgadi Mampa – Administrative Officer (Lepelle-Nkumpi Local Municipality)
- Mr Moeng – Municipal Manager (Lepelle-Nkumpi Local Municipality)
- Mr William Wentzel – Area Manager, AEL (Supplier)
- Mr Herman – Lonmin representative, AEL (Supplier)
- Mr Peter Magama – Manager: Greater Lebowakgomo Community Radio 96FM (GLFM)
- Mr Mighty Mshiele – BMEAWU representative
- Mr Tony Mokgophi – NUM representative
- Mr Dave Beukes – UASA representative
- Mr Clifford Molishane - Large Business Complex Manager
- Mr Moropa - Small Business Complex Owner
- Ms Ulani Oelofse - Northern Media Group
- Mr Mervin Kent – Department of Minerals and Energy
- Mr Koskie Mphalele - Lebowakgomo Taxi Association
- Mr Johan Smit – Manager: Kwest (Supplier)
- Mr Willie Mathlele – Chairperson: United Mphahlele Taxi Association (UMTA)
- Mr Pule Moletsane – Farmer Association Project
- Mr Leo Gama – LimDev
- Mr Mdluli – Black Business Owner, Lebowakgomo
- Mr Ronnie Makgothokgo – Programs Manager, Thobela FM

3. FINDINGS

In general, observations are that there is a marked difference between Lonmin's Limpopo Division and Lonmin's operations in the North-West Province in terms of the community structures surrounding these operations. The impact of the mine operations differs between the two; the mine has a more prominent impact in the North-West due mainly to its position as the major employer in the area. Consequently, the communities are highly dependent on the mine in terms of social and economic development. On the other hand, **the mine is less economically dominant in the Limpopo communities.** Government, business and municipality structures in the area also provide alternative developmental opportunities. In view of this, at first glance, **the Limpopo communities appear to be more economically vibrant with better housing and more indications of self help projects.** This is evidenced by numerous visible ongoing black owned businesses and signs of business premises that had been operational in the past. It should also be mentioned that, except for the townships in Lebowakgomo and its immediate surroundings, the bulk of the communities in this area are **rural based.**

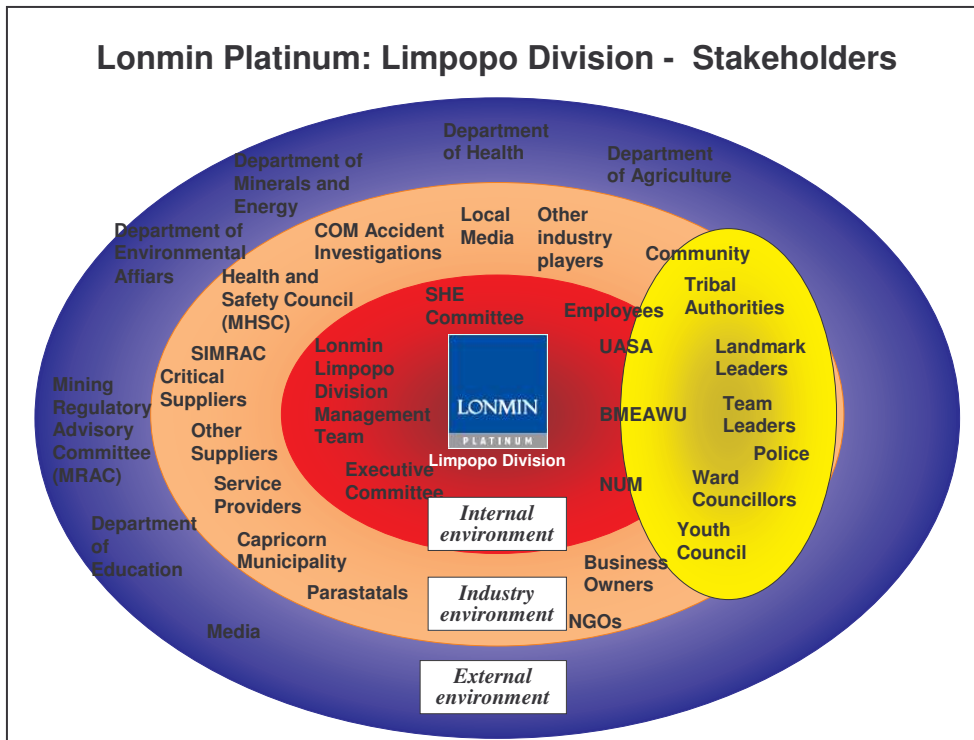
One of the explanations for this prima face observations could be that Lebowakgomo was part of the former self-governing homeland of Lebowa; therefore, it was one of the regions that was supported in terms of development specifically for black South Africans by the Apartheid government.

However, despite this above-mentioned view, an in-depth analysis of the communities reveals some traits of the social and economic conditions found in the Marikana area as well as in South Africa as a whole.

The **main groups of stakeholders** identified in this area are as follows:

- **Communities**
- **Tribal Authorities**
- **Government**
- **Regional Media**
- **Unions**
- **Suppliers**
- **Business sector**

The Lonmin landscape for the Limpopo Division can be visually described by means of the following illustration:



The scope of the study did not allow for the inclusion of all the groups as indicated in the illustration, and only key stakeholder groups and sub-groups were targeted in this survey.

3.1. Communities

3.1.1 Experience with MPM

On a **positive note** some community members expressed positive expectations when the mine was first established. Their expectations were that the mine would provide employment opportunities and some development in the area. To a small extent, some people did get jobs in the mine.

On the main, most community members reported a **non-existent relationship with Messina mine**; they reported that they only knew that there was a mine, but they felt no significant impact on their lives compared to their expectations. For those who had contact with the mine, most reported **very negative relationships** between the communities and the mine. The relationship was amongst others described as: *"untrustworthy and unreliable"*, *"full of hidden agendas and false promises"*, *"poor communication"* and *"invisible management in the community"*.

The main contentious issue related to the **recruitment policies and behaviour** of the mine. The communities were very angry and offended by the unilateral cancellation of the initial recruitment procedure agreement by the mine. According to the communities, breaking this agreement resulted in nepotism, increased employment of non-skilled foreigners at the expense of local people, 'bullish' tactics by specific managerial individuals, controversial recruitment of local people (when

they were recruited) which included paying for jobs (in the region of R2000) and favouring one tribe over others.

The general view in the community about the Messina mine was that it had a **very poor safety record and poor safety consciousness**. The communities consistently expressed that MPM mine was more interested in profitability than the safety of the workers and the communities. In fact, there were reports that every month there was a death in the mine; consequently frightening the communities away from taking an interest in employment in the mine. The communities in proximity to the mine expressed some of the following **health hazards associated with the mine**: dust, the impact of dumping waste materials, increased accidents on the main road to the mine and explosions within the communities which some suspect might have come from stolen mine fuses.

3.1.2 Experience with Lonmin

Relatively few community members were aware that there was a change of ownership of the mine. Most indicated that they had heard through friends, hear say and some through t-shirts, but the main complaint was that they had not been formally introduced to Lonmin itself. In some cases, formal introduction required some form of celebration at the tribal authorities.

Most community members who had had contact with Lonmin reported that so far the experience has been positive and they are playing a “wait and see game” to see if Lonmin can keep its promises. Some of the community members were also very positive with regard to the **Landmark community engagement process**.

3.1.3 Social issues/needs of the communities

The communities identified the following social issues/needs:

- **Unemployment** (perceptions were that the unemployment rate ranged from 45% to 95% and that most mine jobs go to migrants)⁴
- **Infrastructure** (perceptions of the communities and observations by the researchers were that roads, water supply/distribution, electricity provision and in some cases, housing, were in very poor condition)
- **Health** (in some areas clinics are non-existent and people must rely on mobile clinics that only come once per month; where clinics do exist, people are complaining of inadequate facilities)
- **HIV/AIDS** (inadequate awareness programs and support for existing structures; very poor access to condoms for most community members)
- **Prostitution** (the main concern was that “lack of employment drove the young girls into prostitution for survival”)

⁴ In the survey on Community Wellness Indicators conducted in the greater Lebowakgomo area the average unemployment rate was found to be 39%, with the highest unemployment rate in Mphahlele, at 47%.

- **Education** (lack of adequate school facilities, bursaries and career guidance)
- **Environment** (poor refuse collection and environmental awareness both from the mine as well as the communities)
- **Recreational facilities** (inadequate and poorly maintained facilities)

3.1.4 Expectations

The communities raised the following expectations from Lonmin in order to improve the social and economic conditions of the area:

- Contribution to poverty alleviation by improving the **employment opportunities for locals**
- Setting up a **training centre** for skills development – especially with regard to mining skills
- Assisting in **new and existing community development projects**
- Assistance with **infrastructure** development
- Improving **educational potential** of the area by providing bursaries and improving school facilities in the area
- Improving **safety measures in mine operations** for locals to “*have peace of mind*” in seeking employment in the mine
- Assisting in **building and upgrading clinics and prevention of crime**
- Participating in **HIV/AIDS and other health awareness programs**
- Improving and increasing **visibility of Lonmin’s community liaison officers** beyond the tribal authorities
- Improving **communication structures and processes** between the mine, traditional authorities, headmen and communities

Communities expect Lonmin to work in **partnership** with other role players such as government (e.g. the municipality) and traditional authorities in addressing these expectations. This will provide information on the **strengths, weaknesses** and **constraints** within the greater communities in achieving these objectives.

Consultation with communities is of paramount importance as community members know **what** they want, **how** it should be implemented and need to be involved in decisions regarding the **location** of implementation. **They do not want to be imposed upon.**

3.2 Tribal Authorities

There are three main Tribal Authorities in the area namely the Zebediela Ndbele Tribal Authority (more commonly referred to as Kekana), Ledwaba Tribal Authority and the Mphahlele Tribal Authority.

3.2.1 Experience with MPM

The experience with the Messina mine was overwhelmingly negatively perceived by all three Tribal Authorities. The main reasons given were:

- **Poor employment of locals**
- **Perceived favouritism and “underhand” agreements** with one Tribal Authority over the others which culminated into a R100 000 students bursary to one Authority and nothing to the others
- **Non-payment of royalties and ad-hoc payment of surface rent** by the mine to the Tribal Authorities (e.g. one Tribal Authority has only received R172 000 from MPM since its establishment).
- **Unilateral cancellation of recruitment and employment agreement**
- **Poor communication**
- **Non-contribution to social/economic development** of the area
- **Dishonesty, constantly breaking promises and hidden agendas**
- **Commissioning of TEBA** as recruitment agency

3.2.2 Experience with Lonmin

The general feeling amongst the Tribal Authorities is that the Lonmin take-over of the mine is a “breath of fresh air” and an opportunity to start on a new footing. Thus far their experience of Lonmin has veered towards the positive, but they are cautiously watching the development of the relationship. To some extent, they are giving Lonmin the benefit of the doubt.

The most important factors that have contributed to this positive inclination include:

- The **improved safety record** of the mine (no reported deaths in recent months)
- **Promises of future negotiations** between tribal authorities and the mine
- The impact of **Landmark** as a mediator for Lonmin
- The **positive track record of Lonmin in the Marikana communities** as reported by the Landmark/Lonmin representatives (especially by means of videos)

Despite these positives, there are issues with regard to Lonmin that the Tribal Authorities were concerned about. These include:

- The Tribal Authorities are still very concerned about the **issues of royalties and surface rent**
- **Lonmin’s lack of understanding of the Tribal Authorities’ communication procedures** - apparently Lonmin **does not give sufficient**

time to allow the Tribal Authorities to transmit general information and events to all the villages

- Tribal Authorities still want to go back to the **original recruitment and employment agreement** – this entailed that vacancies go through the Tribal Authorities and preference must be given to the employment of local people
- The feeling that **Lonmin is making assumptions about the needs of the communities** by not consulting or making thorough investigation before starting developmental projects

3.2.3 Expectations

In terms of expectations, the Tribal Authorities don't want to commit themselves. The general feeling was that *"...we cannot say what we want exactly; we need to sit and discuss with Lonmin and amongst ourselves, then we can come up with our expectations."*

3.3 Government

3.3.1 The Provincial Department of Minerals and Energy

The DME indicated that it was very **aware of the mine's history** and that the Department had **some positive and some negative experiences** with the various previous owners. In terms of context the DME representative explained that the Department is responsible to **issue mining licenses** and as part of the licensing process to ensure that mines have **agreements with their neighbouring communities** to employ a certain number of locals and to uplift the community.

It was the Department's view that communities living in the Limpopo area has previously not been exposed to mining in the same way as was the case for communities in some of the other provinces, and therefore community members mostly **lack the experience and training for mining positions**. This in turn means that "mining literate" workers are scarce and that **safety becomes a problem** when locals ("mining illiterates") are employed by a mine.

3.3.1.1 Experience with MPM

The DME indicated that it had **frequent contact** with the Messina Mine's local and overseas management and that **safety issues were a huge concern** right from the start. Messina mine performed very badly in terms of safety and, according to the DME's statistics the mine was **responsible for half of the mining fatalities in the area**. Previous owners / management tried different mining approaches in an effort to improve the mine's safety record, but to no avail. The DME explained that the **Department intervened in mining operations** at the mine several times and even **stopped production** a few times, because of the safety problems at the mine. However the necessary cooperation could not be obtained from the owners of the mine and the **relationship between the DME and Messina mine deteriorated** significantly over the years.

3.3.1.2 Experience with Lonmin

The DME has experienced Lonmin's attitude to mining very **positively** and felt that this was the start of a good business relationship. According to the DME Lonmin has gone out of its way to come and talk to, and **create a relationship** with the DME and this was very **highly appreciated**. The Department could see that Lonmin was well aware of the mine's history and was **committed to address safety issues** successfully. Although Lonmin had one fatality since it took over the mine, the DME was still **very positive about Lonmin's approach to safety**. The DME also supports the current method of mining and appreciate all the actions Lonmin took to enhance safety.

The DME representative explained that he has sent the **department's best inspector** to inspect the Lonmin Platinum Limpopo Division after Messina Mine was taken over, because of the bad history of the mine. This inspector was subsequently followed by other inspectors to assist and confirm the initial findings. In all cases the **inspectors came back with positive reports** in terms of production targets being met and safety being increased. Reportable injuries have also diminished.

However, on the negative side the interviewee mentioned that he has heard some **rumours on injuries and accidents that have been covered up by Lonmin**. These rumours pose a definite threat to the relationship between Lonmin and the DME and should be **investigated and addressed** urgently.

3.3.1.3 Expectations of Lonmin

The DME in Limpopo would like to:

- Work with Lonmin as a **team**
- See Lonmin put its **money where its mouth is**
- Keep the current level of **two-way communication** going
- See **safety measures** kept up and increased
- See Lonmin keep on reaching its **production targets**
- Have Lonmin **manage the rumours** that are heard at the DME

3.3.2 Other government departments

3.3.2.1 Experience with MPM

Except for the South African Police Service (SAPS), government departments such as Department of Education, Department of Health and Social Welfare and local government reported a **negative relationship** with Messina mine. According to them, there was a relationship that involved meetings, planning sessions, etc., but the promises made by the mine were never fulfilled. In fact, the local government reported that Messina mine neglected to pay some of their accounts. In addition, the municipality felt that Messina mine created problems in the community by not

building or subsidising houses for mine workers; consequently, this **resulted in numerous social problems**.

On the other hand the police reported a **relatively positive relationship** with Messina; the relationship was based on crime prevention programs where cooperation, specifically during strikes, was spontaneous and positive. However, despite this, the police confirmed that there was a poor relationship between Messina mine and the communities; they indicated that Messina mine should have done more for the communities.

3.3.2.2 Experience with Lonmin

Most government departments had heard of Lonmin; for some it was through official introduction, but for others such as the police, it was through hear say. Those who had had contact with Lonmin were **cautiously optimistic** because of Lonmin's approach and the promises of future partnerships. However, the question in government departments' minds was whether Lonmin will "*walk the talk*" or just "*silently take the Messina route*".

3.3.2.3 Expectations

Broadly, all these stakeholders echoed the desire **to work in partnership with Lonmin** in order to initiate and enhance social and economic development in the area. More specifically, some of the following expectations of Lonmin were specified:

- Assistance with regard to the provision of **water and sanitation**
- Assistance with **environmental projects**, more specifically the dumping sites by way of fencing the dumping site, setting up recycling awareness programs and projects and providing big bins in strategic areas
- Provide **bursaries** to local students
- Setting up **executive housing** in the area to promote the image of the area that will draw in new business and development
- Building or subsidising **mine workers' houses**
- Buy **raw water** from municipality for mine operations
- Linking the mine **road** to other villages
- Local people to have **access to shareholding** in Lonmin
- Lonmin **projects for communities** to work through IDP's
- Encourage locals to pursue **mining careers** and **employ more locals** at the mine
- To assist with the **provision of busses** to provide learners transport to and from school

3.4 Regional Media

Local media could be a **very useful communication channel** for Lonmin to make its presence, values and intentions known to the broader Lebowakgomo community. With regard to radio, the area has a community station called the “**Greater Lebowakgomo Community Radio**” (**GLCR 96FM**) that is in the process of obtaining a more **permanent broadcasting license** from ICASA. The radio station also struggles to obtain the **necessary equipment** to reach all of their audiences. When this station is not on air, the community prefers to listen to Thobela FM.

3.4.1 GLCR 96FM

The community radio station seems to be **greatly loved and enjoyed** by the community. It also **overcomes any problems of literacy** in the dissemination of messages. GLCR described the radio station as **community owned**, with the community determining the format and content on air. The station broadcasts in an 80km radius from Lebowakgomo and has 18 volunteers as “staff members” of which 7 works in the news section.

3.4.1.1 Experience with MPM

The radio station did contact Messina mine for assistance and **promises were made to assist them**, but none of these promises were delivered on. The experience with the mine was therefore described as mostly negative.

3.4.1.2 Experience with Lonmin

The radio station is **positive** about its experience with Lonmin so far and explained that its representatives have already met the Lonmin management. Everyone at the station was very **excited about Lonmin’s promises** to work with the station and to assist in obtaining a longer-term license. It is the view of the station management that a **mutually beneficial relationship** between Lonmin and the radio station is possible and should be established.

3.4.1.3 Expectations of Lonmin

The radio station would like Lonmin to assist with:

- **Monthly grants** so that full time employees can be obtained and paid a salary
- Obtaining a long term **broadcasting license**
- Obtaining **sender equipment** that would enhance the quality of broadcasts and makes it possible for the station to reach communities behind the mountains
- Acquiring a **mobile broadcasting unit** in order to broadcast live from different venues, including the mine premises

3.4.2 Thobela FM

As mentioned before the local community listens to Thobela FM when GLCR is not on air. Thobela FM broadcast to the **whole of the Limpopo area**, specifically focusing on metropolitan areas such as Polokwane. The station view itself as the leading radio station for Limpopo and is willing to assist the community station with information.

3.4.2.1 Experience with MPM and Lonmin

Thobela FM **did not have any relationship with Messina Mine** and do not expect a relationship with Lonmin. The station will however share information and work together on projects when needed.

3.4.3 Regional Newspapers

Regional newspapers include the Lebowakgomo area, but are **not specifically targeting** the estimated 250 000 strong population in the area.

The Northern Media Group (NMG) publishes five regional papers, which are distributed throughout the Limpopo province. These are: Bosvelders, Letaba Herald, Palaborwa Herald, Capricorn Voice, and Northern Review (which is published twice weekly). Only the **Bosvelders, Capricorn Voice and Northern Review are distributed in the Lebowakgomo area**, but the readership profiles of these papers do not match the profiles of the population in the greater Lebowakgomo area sufficiently. Furthermore, these newspapers do not focus its content on the Lebowakgomo area specifically.

There are also two other newspapers available in the area: the **Zoutpansberger** and the **Limpopo Mirror**. However, neither of these papers focuses directly on the Lebowakgomo area. It would therefore seem as if a **local community newspaper is needed for the greater Lebowakgomo area**, focusing specifically on the issues, concerns and topics of importance in the area.

Please see the attached map for the distribution areas. (Appendix B).

3.4.3.1 Experience with MPM and Lonmin

NMG did not have any contact with Messina mine and has also not had any contact with Lonmin since it took over the Messina Mine. However, NMG stated clearly that it would like to have a **business relationship** with Lonmin and that news items on Lonmin would gladly be published in the publisher's newspapers.

3.4.3.2 Expectations of Lonmin

- To form a **business relationship** with Lonmin to cooperate on development projects in communities, or to feature Lonmin projects in the publisher's newspapers.
- The publisher indicated that Lonmin should **introduce the company to the community through a special feature section** in one or more of the regional

newspapers. Such a special feature could include a 'feel good'-story and additional articles explaining what the mine does, i.e. 'from the rock to the ring'.

3.5 Suppliers

Suppliers can be divided into two main groups: **critical suppliers** and **non-critical suppliers**. Critical suppliers are those suppliers that the mine depend on to continue its operations, whereas non-critical suppliers are those suppliers that supply goods to the mine, but are not crucial to the mine's production.

3.5.1 Critical Suppliers

3.5.1.1 Experience with MPM

A very **good relationship with Messina Mine** was reported as the mine was experienced as friendly and open. It was explained that the supplier has supported the mine during its difficulties by supplying stock and assisting to obtain explosive permits and certificates. The fact that mine management would immediately contact the supplier when problems arose, was highly appreciated.

On the **negative side**, the supplier often had to "walk the extra mile" for the mine and although Messina Mine appreciated the supplier's efforts, it was short lived and quickly forgotten. The extra work delivered by the supplier was then merely expected from the supplier. There were also incidents where mine managers tried to hide facts from other managers by blaming the supplier for a specific problem.

3.5.1.2 Experience with Lonmin

The supplier explained that he still had to get to know the new mine management and that, as could be expected, he and his team were not greeted on the Lonmin premises as before. Although the supplier was **not negative about Lonmin**, a strong positive relationship also does not yet exist. In order to facilitate the new relationship the supplier did have a meeting with two Lonmin representatives, but indicated that it was difficult to arrange further meetings.

3.5.1.3 Expectations of Lonmin

- The supplier would like to work with Lonmin and **build a good business relationship** in which both companies can grow together.
- **Open communication** is a very big issue. The supplier is interested in an open relationship with Lonmin, a partnership where problems are addressed immediately and not only at a later stage when the relationship has already been harmed and stories about the problem are doing the rounds. **"...stories grow tails..."**

3.5.1.4 Suggestions

- The supplier would like to be **involved in morning meetings** and get acknowledgement for delivering extras, in order to grow the relationship. **"...om 'n pad saam te loop..."**

- In **crisis maintenance situations** the supplier find it very frustrating for its staff to first watch the safety video before entering the mine premises and assisting with the crisis.

3.5.2 Non-critical Suppliers

3.5.2.1 Experience with MPM and Lonmin

Non-critical suppliers assisted Messina Mine during its difficult times and had built **good relationships** with specific contact persons at the mine. The change of ownership has not really affected the working relationship as they still dealt with the same mine employees at the mine as before.

3.5.2.2 Expectations of Lonmin

The non-critical supplier expressed the **need to receive information** in the form of a newsletter from Lonmin. It seems that information on financial health and progress made at the mine would be appreciated.

3.6 Internal environment: Unions

Due to the history of the unions all three seem to **distrust each other**. The fact that all the unions jointly speak with management in the **JUMPS process** adds greatly to overcome this problem. However, there seems to be a concern that **NUM will be treated differently** than the other unions. NUM on the other hand wants to be treated differently since they have the largest number of members.

Recruitment still seems to be a problem as TEBA are perceived to accept bribes and tribal authorities seem only to promote their own family members. **Unemployment forums** (presumably those formed as part of the Landmark process) were described as being run by people seeking jobs at the mines and thus pursued for their own interest. There is also a concern that the mine does **not employ enough women** according to Mining Charter targets. According to union representatives mine workers are positive towards the employment of women on the mine.

3.6.1 Experience with MPM

Two of the unions reported a **volatile relationship** with Messina mine and were of the opinion that the **mine collapsed because of the ill treatment of workers**.. Only one union could report positively on its relationship with the previous management. It seems as if the representatives experienced the perceived 'white union' to have been treated differently from the perceived 'black unions'.

The **problems** that were mentioned in the relationship with Messina mine included:

- No black representatives in management
- Unequal pay according to race
- Victimisation by management

- Unequal medical treatment due to race
- Undemocratic management style
- Union favouritism
- Lack of safety standards
- Unequal treatment according to job level – supervisors were favoured
- Lack of employing local people
- Lack of communication

3.6.2 Experience with Lonmin

The unions agreed that Lonmin has **approached** them and the employees in a **more appropriate way** and are willing to share information. The JUMPS process contributes to this feeling. There are however, smaller frustrations in this process as some unions feel the others get to speak too much and other unions want special treatment.

Issues that have been corrected by Lonmin include having black representatives on management, the fact that issues can be negotiated at meetings, employees are treated equally and that there is a focus on the aims of the company. Also the fact that management talks to employees politely and that the number of disciplinary actions decreased has added to a beneficial relationship and should be enhanced even more.

In general management is seen as **fairer than the previous management** and highly regarded because they listen to employees without getting angry, and is transparent and honest. It seems that management is genuinely interested in assisting workers, and specifically black employees. The improved safety climate has also contributed to this view.

However, there is still the view that **management oppresses the local people** by preferring to employ migrant workers.

3.6.3 Expectations of Lonmin

The unions have **great expectations** of Lonmin as was promised to them through various channels:

- **To keep up the current transparent, open and honest communication** through, amongst others, the JUMPS processes and to adhere to the Lonmin charter. The focus should stay on the company goals at all times. Transparency is very important to the unions.
- To **manage the mine's finances** and budgets responsibly.
- To **resolve the outstanding cases** at the CCMA.
- To create a **positive future** for the mineworkers and promote people fairly.

- To **treat people equally**, regardless of race, job level or union affiliation.
- To resolve the following **issues**:
 - Cultural needs in terms of attending funerals and weddings
 - Migrant employment
 - Improve the state of the roads
 - To employ and promote people to departments where they have the correct skills to do the job.
- To **sponsor and contribute** to the community around the mine.
- To build a **sports field**
- One union even stated that: *"...we believe that this mine will become a preferred employer if things are kept up they way it is currently..."*

3.6.4 Suggestions by the union representatives

- Communicate with employees about the **Makurung mine** and give them information on it
- Employ people on each level in the mine to spread messages
- Ask the unions to assist in helping the community
- Give employees incentives for safety. This could be small things that will encourage people to work more safely i.e. caps, pens etc.

3.7 Business sector

3.7.1 Experience with MPM

As indicated above numerous businesses are owned by local people in the area. Various business-related organisations also operate in the area, such as three taxi associations, LIBSA, a government sponsored organisation giving (non-financial) assistance to upcoming businesses, LIMDEV, a parastatal that provides people with funding to start new businesses.

The general feeling in the business community was that there was **no relationship between the Messina Mine and local businesses**. The only benefit they experienced was through the patronage of migrants who were employed by the mine.

3.7.2 Relationship with Lonmin

Most local businesses and business-related organizations participating in the survey have not had much, if any, contact with Lonmin. However, one interviewee did indicate that Lonmin has initiated contact with him. Apparently the current Lonmin business programmes through Landmark are mainly focused on unemployed community members.

Most of the interviewees did however indicate that they were aware of the Landmark forums, such as the BEE forum and that they were **eagerly awaiting the outcomes and deliverables of these forums**. They were also eager to form **business relationships** with Lonmin, to work together on various types of projects and await tenders from the mine. Therefore it can be stated that currently the business community's attitudes towards Lonmin are predominantly positive and they would like to create an open and honest business relationship with Lonmin. One interviewee remarked as follows: *"I pray that God will help this man and this mine, people are excited and expect a lot from this mine."*

3.7.3 Business issues

As indicated above the area is vibrant with local businesses. There was evidence from discussions with some of the business owners that the business environment was aware of financial support in the country and internationally. The infrastructure for business support in the area was available from LIBSA (Limpopo Business Support Agency), BSSA (Business Support South Africa) and SEDA (Small Enterprise Development Agency).

Businesses expressed that there was a need for more entrepreneurship training and access to information about such courses. **Funding was described as limited and slow from government**. The main problem was securing financial assistance from banks that require security and credit checks. Despite a relatively positive outlook on business activities in the area, there are a lot of abandoned business premises or leasing of ongoing business concerns to migrants. It was difficult to get a full picture of the reasons for this, but some of the following explanations were put forward:

- Most businesses are **family owned** under the control of the head of the family and when that person gives up or dies, the remaining family members know too little about the business to continue with the business
- **Inheritance custom** in some families may make it difficult for the members of the family to carry on the business
- In some cases the family business **earns too little to employ members of the family** to attract them to focus on the business, rather than alternative careers offered by better education
- Some **businesses' life** only lasts as long as the initial capital input lasts; people are able to present a very good project proposal, which can be viable, but once they get money misuse it
- The **poverty** in the area impacts on business in terms of lack of markets and in some cases proprietors being forced to use the business money to feed other family members

- Some businesses have been **unable to compete**; the argument has been that migrant businesses sell cheap items, consequently local companies cannot compete
- Despite the developed **business support infrastructure** in the area, some people may have good ideas but experience difficulties with their businesses, and do not know about this support network
- Lack of **business skills**
- Some business owners were frustrated with various **problems with municipal services** that were not delivered, as it should be. In some cases the owners went ahead and laid water pipes, only not to receive any money back on their fees for their contributions to creating the infrastructure. Refuse removal services in the area were also described as a major problem.

3.7.4 Expectations

Basically, the expectations are mainly focused on **market provisions and funding**, although some expect Lonmin to take over the municipal services such as road and water provision. The expectations from Lonmin are based on promises made during Landmark sessions, for example, a government official reported that Lonmin apparently indicated during a Landmark session to have spent either R268 million or R28 million on community projects in Marikana! Other specific expectations were the following:

- Lonmin's procurement policy must focus on **local companies**
- **Direct investment by Lonmin** in the area on activities such as a sports stadium, executive housing and road infrastructure, **to draw in businesses into the area**
- **Collaborative work with existing business support networks**
- Contribution to the setting up of a **Business and Skills Training centre**
- **Tenders must be accessible** to all sectors of business by way of better communication as well as transparency
- **Make use of the BEE** (Black Economic Empowerment) policy with regard to the involvement of local businesses
- **Provide financial support to existing and new projects**

Lastly, it is very important for Lonmin to realise that the issues in these communities are **not as straight forward as the Marikana operations**; **firstly**, because of the historical background (*see Introductory paragraph, point 3*), **secondly**, because of Lonmin's limited impact on the communities and economic development, and **thirdly**, having to deal with three competing Tribal Authorities. It is therefore recommended that Lonmin approach all issues with caution and respect to ensure a

good understanding of the nature of these communities before embarking on developmental projects. The major underlying issue to all this, is **communication**.

4. COMMUNICATION

The following are some of the observations with regard to communication made during the survey:

As indicated above, there are three Tribal Authorities in the area with over fifty villages between them; in addition there is a township and migrant communities that have no alliance with the Tribal Authorities. A radius of fifty kilometres, poor road and transport network and lack of electricity make it difficult to distribute information equally to all community members. This may explain why many community members had little or no information about the activities at the mine. The survey found that there were contentious perceptions about the process of communicating information to the communities. The three major parties with regard to communication processes in the communities, namely **Tribal Authorities**, the **Headmen** and the **general community** members have different views on how communication should be undertaken by Lonmin. All the interested parties have concerns regarding the current process of communicating information to the communities by Lonmin. The problems relate to how information about vacancies, tenders and courses offered by the mine, are transmitted to the communities. Each of the above interested parties is discussed briefly:

4.1 Tribal Authorities

The Tribal Authorities feel that, as the owners of the land, all communication to the communities from the mine must go through them and it is their duty to disseminate the information throughout the villages. The current complaint regarding this channel of communication is that Lonmin is not using this channel effectively. According to the Tribal Authorities, information is given to them on a last minute basis and does not give them sufficient time to disseminate it to all the villages. Consequently "*Lonmin makes us look like bad managers*".

4.2 Headmen

The Headmen feel that, in addition to giving information to the Tribal Authorities, Lonmin must ensure that the Headmen are also informed directly. The reasons for putting forward this suggestion is that **firstly**, they have better access to the village population than the Tribal Authorities. **Secondly**, the Tribal Authorities are selective in the information they disseminate to the Headmen. For example, in one village, the Headman reported that his village was prepared to take legal action because the village had been left out of the Landmark process. **Thirdly**, Headmen for villages in the outskirts feel that the Tribal Authorities are slow in disseminating information; consequently they always find out things when it is too late. In addition, they implied that villages close to the Tribal Authorities benefited most.

4.3 Communities

Communities were negative towards current communication processes because they perceive it as selective, not transparent and with a hint of nepotism. The community members suggest that, in addition to transmitting information through the Tribal Authorities, Headmen and Ward Councillors, Lonmin must use radio, pamphlets, posters and other structures such as the youth organisations.

5. MPM COMMUNITY RELATIONS: RATINGS FOR 2005

In this section the measurement tool⁵ will be applied by presenting the ratings obtained during the survey. In Table 1 ratings by community members are represented.

Table 1: 2005 Rating of community relations by community respondent groups

Communication Indicators	1-7	Behavioural Indicators	1-7
Access	1.8	Health	1.3
Issues addressed	1.5	HIV/Aids	1.2
Frequency	1.9	Environment	1.4
Amount	1.3	Housing	1.2
Timeliness	1.3	Involvement in the community	1.5
Information flow/2-way comm/feedback	2.4	Commitment	1.4
Style/symmetry/reciprocity	1.6	Empowerment	1.4
Complexity/clarity	1.8	Visible transformation	2
Accuracy	2	General visibility of management	1.6
Coordination/integration	2	Transparency	1.3
Participatory approach	2.3	Coordination of projects	1.3
Credibility/Trustworthiness	1.8	Control mutuality	1.3
Control mutuality	2.1	Relationship behaviour	1.6
Mutual understanding	1.7	Corporate citizenship	1.4
		Sustainable development	1.4
Total: Communication	25.8	Total: Behaviour	21.3
Percentage (%)	26%	Percentage (%)	20%
Mean score	1.8	Mean score	1.4
Overall mean score			1.6
Overall Percentage (%)			23%

Table 2: Evaluation scale

1	2	3	4	5	6	7
Very poor	Poor	Not acceptable	Barely acceptable	Acceptable	Good	Excellent

⁵ Explanation of the measurement tool in Appendix A

Figure 1: 2005 Rating of MPM community relations by community respondent groups

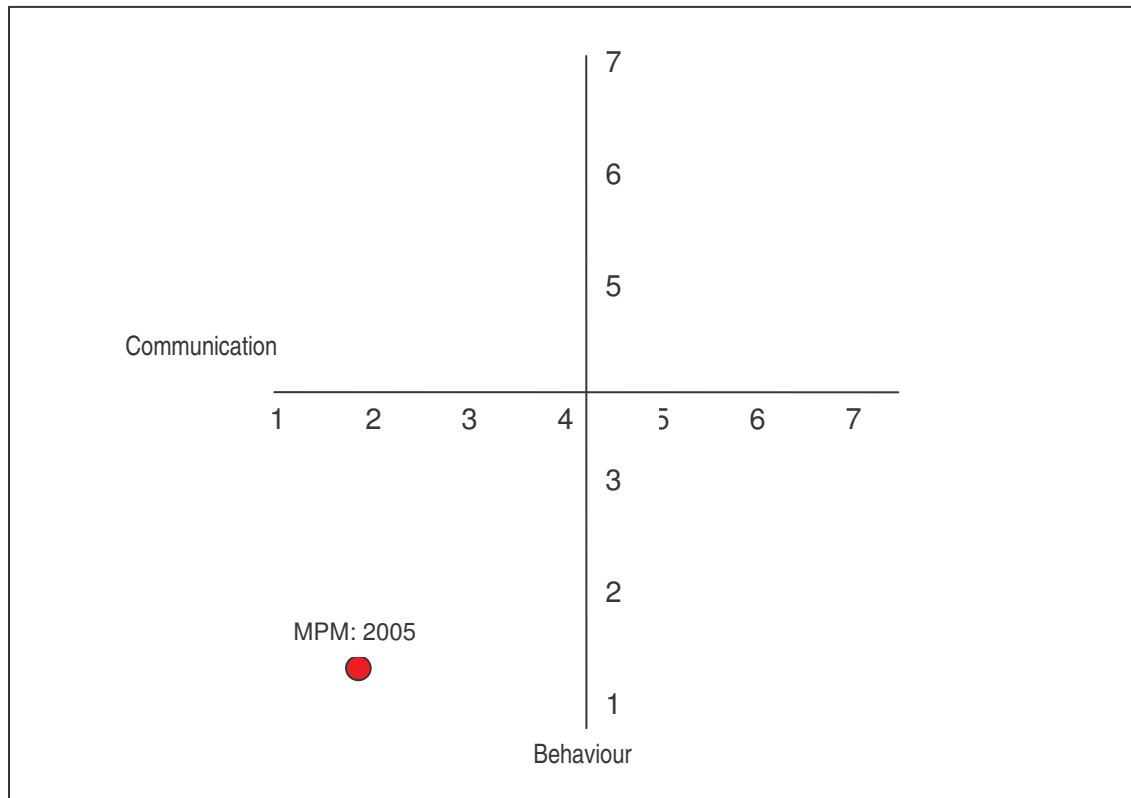


Figure 1 and Table 1 show that community members rated MPM’s community relations and engagement efforts as between very poor and poor. The first part of this report explains the reasons why respondents mostly experienced very negative feelings towards MPM. For Lonmin Platinum: Limpopo Division to be perceived more positive, or less negative than MPM in future, would mean that the reasons for the negative rating should be studied carefully and taken in consideration when community engagement strategies and plans are compiled and implemented.

6. CONCLUSIONS

In conclusion, there was a **general negative perception of the Messina mine** and indifference in having a mine as a neighbour in terms of developmental and relationship expectations.

According to respondents the **previous owners** of the mine were **not committed to sustainable development or good corporate citizenship**, which led to a general feeling of negativity from external stakeholders. This feeling can be described as more than apathy, it is a negativity combined with mistrust, suspicion and in some cases hatred. Such strong feelings from the stakeholders create the possibility for stakeholders to turn into **activists or active publics**, which could seriously **harm the company’s reputation and stakeholder relationships**.

However, most people are aware of the fact that the mine is now under new management. Several aspects **accompanying Lonmin’s take over**, to a certain

extent has revitalised the expectations of the communities in terms of development and a relationship with the mine:

- The Landmark process
- Visibility of management and community liaison officers in the communities
- Opening of Lonmin Community Office at the business centre
- This survey

In terms of stakeholders' expectations from Lonmin, the following is an illustration of the most important expectations from different stakeholders:

Summary of stakeholder expectations

	Business relationship	Open communication	Safety	Education / Skills	Unemployment	Migrants	Royalties	Water & Sanitation	Environment	Local radio station	Community news	Crime	Roads	Health
Suppliers	✓	✓	✓										✓	
Government / municipality			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Parastatals				✓	✓					✓				
Media										✓	✓			
Business	✓			✓	✓		✓		✓	✓		✓	✓	✓
Unions	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓
Taxi Associations	✓				✓			✓					✓	
Community	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Lonmin is in the position to start managing relationships with stakeholders of the Limpopo Division from a clean slate. Stakeholders are generally willing to give Lonmin a fair chance, but will be quick to measure any action not only against the previous mine, **but especially against promises made and expectations created by Lonmin and Landmark.**

Therefore Lonmin should work towards **interactive partnerships with stakeholders**, in order to manage the expectations that have been created. These interactive partnerships should be initiated by creating **communication channels** through which the mine can actively communicate with these stakeholders. The traditional communication channels such as Tribal Authorities and Ward Councillors etc. should not be solely relied upon to create two-way communication channels.

The **first priority** could be to assist in the long-term establishment of the **local community radio station**. This is an ideal communication channel, as it overcomes illiteracy and allows the community to reply on issues that affect them.

More suggestions, which should be read together with suggestions made by the various stakeholders, are:

- Consider the **launch of a local newspaper** through which Lonmin can reach the wide-spread community members. Existing regional newspapers could be used to introduce Lonmin to the wider public and stakeholders in Polokwane and Mokopane.
- A **newsletter to suppliers** with information on the mine's progress and financial health could be launched. This initiative could be combined with other newsletters or articles in newspapers.
- Involve communities by having **poster design competitions** that will be used to spread information by means of **local taxis**.
- **Involve the community and business in projects**. Work in partnership in order to get people involved in helping themselves, otherwise one might create a 'sit and wait for help' culture. Also evaluate current projects (projects already started) carefully before considering any assistance.
- The **basic municipal services** are neglected in the greater Lebowakgomo area. Lonmin could contribute by forming an alliance with local government in terms of education about the environment, as well as in terms of action, e.g. setting up of recycling centres.
- Communicate with workers and **taxi associations** in terms of creating better dropping and picking up facilities at the mine.
- **Education** in the area seems to be an issue that requires attention. Lonmin could focus on exposing learners to the mining environment in order to interest local learners in a mining career at Lonmin. This could also in the long run address the migrant issue.
- The contentious issue of **royalties and surface rent** need to be revisited.

Finally, as already indicated in the report, Lonmin should be **thoughtful, respectful** and **consultative** in each of its developmental and relationship approaches. It is also important to draw upon the lessons learnt in Marikana where applicable, to prevent the same pitfalls that could harm relationships with stakeholders.

To this end, the Landmark process should be carefully managed to prevent **brand confusion** and **cultural insensitivity** from neutralising its effectiveness. Although communication is a vital part of building relationships with stakeholders, actions or the **appropriate behaviour** should be visible to stakeholders. Lonmin should therefore be seen to care for communities and to **listen to the needs and expectations as expressed through this survey**. The extremely high expectations amongst stakeholders should be managed with care to keep stakeholders informed and to explain and motivate the company's actions and decisions, every step of the way.

APPENDIX A

Measurement of community relations at Messina Platinum Mine: Methodology

In order to conduct a numerical assessment of communities' experience of community relations and community engagement by Messina Platinum Mine (MPM) the measurement tool that had been developed during the 2004 Lonmin Platinum SPS was used. Respondents were asked to rate specific issues that affected their perception of their relationship with MPM.

Explanation

Two main groups of indicators were identified, namely **Communication** and **Behavioural** indicators. These indicators were identified by means of an extensive literature study, and also from issues that arose in community surveys in the mining industry as important influencers of community perceptions of mining companies as a neighbour.

Each element in the two groups of indicators may be assigned a positive or a negative value, according to the prevailing community perceptions of that specific issue. Values are assigned by means of the following 7-point scale:

Table 1: Numerical scale for measurement

1	2	3	4	5	6	7
Very poor	Poor	Not acceptable	Barely acceptable	Acceptable	Good	Excellent

The elements within each indicator group can also be placed on a hierarchical level, from more concrete/measurable, to more abstract and harder to measure. In order to get a positive evaluation on the more abstract elements, the more basic or concrete ones should also be evaluated positively.

Communication indicators

Communication indicators are defined as the perceptions of the community on the following communicative elements:

- **Access:** Access to, and awareness of communication channels/media used by MPM and happenings arranged by MPM, such as open days, newsletters, newspapers, meetings. In general, access to MPM as a large entity.
- **Issues addressed:** When there is communication from MPM to communities, which issues are addressed, and are these issues perceived as important and relevant by the communities?
- **Frequency:** How often does communication between MPM and its neighbouring communities take place?
- **Amount:** If there is communication from MPM, is the amount of information perceived as sufficient or not?

- **Timeliness:** Is information received “in time” to react, before happenings or deadlines on which action should be taken?
- **Information flow/two-way communication/feedback:** The level, speed and ease of information flow from MPM to the community, and back to MPM.
- **Style/symmetry/reciprocity:** How is the community approached? Is there a balance/symmetry in terms of opportunity to participate as equal partners in the communication process?
- **Complexity/clarity:** How clear are messages in their meaning, or is communication characterised by vagueness, complexity and ambiguity?
- **Accuracy:** How accurate does the community perceive information to be?
- **Coordination/integration:** To what extent are communication messages and contact with communities coordinated? Or are communities approached by different mine representatives, not knowing about each other?
- **Participatory approach:** To what extent do communities perceive communication efforts to follow a participatory approach, getting communities involved right from the beginning, from the planning phase, right through to completion of a project, working together as partners?
- **Credibility/trustworthiness:** Do communities trust messages/information from MPM and regard MPM sources as trustworthy? Do they feel that MPM representatives will keep their promises?
- **Control mutuality:** The degree to which parties agree on who has the rightful power to influence one another, in this case through communication or the lack thereof. Although some imbalance is natural, stable relationships require that organisations and communities each have some control over the other.
- **Mutual understanding:** Communication should be aimed at creating mutual understanding between a business and its stakeholders. To what extent do communities understand MPM’s position on issues and its reasons for decisions taken? Vice versa, to what extent do the communities perceive MPM to understand their unique problems, needs and expectations? Mutual understanding does not necessarily refer to agreement on all issues, but rather refers to an understanding of each other’s position and creating empathy between communication partners.

Behavioural indicators

Behavioural indicators are defined as the perceptions of the community on MPM’s actions/behaviour with regard to the following behavioural elements as relevant not only to employees, but also to neighbouring communities:

- **Health:** MPM’s actions to address health issues.

- **HIV/Aids:** Actions to combat HIV/Aids.
- **Environment:** Actions to address pollution and other environmental issues.
- **Housing:** Efforts to address the shortage of proper housing, be it with other partners such as government or, MPM on its own.
- **MPM's involvement in the community:** To what extent is MPM perceived to be involved in neighbouring communities? Do communities feel that MPM or its management are aware of, or taking action to become aware of pressing issues and problems within communities?
- **Commitment:** Does MPM's actions demonstrate a commitment to help solve problems in its neighbouring communities and to work together with these communities in addressing pressing issues?
- **Empowerment:** Are communities of the opinion that MPM embarks on projects to empower communities to solve their own problems and work towards their own destiny?
- **Visible transformation:** MPM is perceived as consisting of mainly black blue-collar workers, and a white management. Are there visible signs (to communities) of MPM beginning to address equity and transformation from within?
- **General visibility of management:** How visible is management to communities? Do managers take the trouble to attend meetings with community leaders and to get a first-hand experience of what community members have to deal with on a day-to-day basis?
- **Transparency:** Is MPM perceived to be transparent in its dealings with communities, or are communities of the opinion that MPM has a hidden agenda of its own?
- **Coordination of projects:** Does MPM or the Development Trust have an overall strategy according to which development projects are initiated, coordinated and managed with a clear vision on the bigger picture, namely sustainable development? To what extent are development efforts and projects initiated by different role players (NGOs, government, private sector) coordinated and the responsibilities of each communicated to communities?
- **Control mutuality:** The degree to which parties agree on who has the rightful power to influence one another. Although some imbalance is natural, stable relationships require that organisations and communities each have some control over the other. This element is placed under the communication indicators, as well as under behavioural indicators, as MPM's *behaviour* towards communities could be perceived as contributing to control mutuality or not.

- **Relationship behaviour:** Refers to indications of either an exchange relationship or a communal relationship between MPM and neighbouring communities. In an exchange relationship, one party gives benefits to the other, because it expects to receive benefits in return, or because the other party has provided benefits in the past. In a communal relationship both parties provide benefits to the other, because they are concerned about each other's welfare, even if they sometimes get nothing in return.
- **Corporate Citizenship:** Taking all the above behavioural elements into account, can MPM be described as a good corporate citizen, in the eyes of the different communities?
- **Sustainable development:** Taking all the above behavioural elements into account, is MPM seen to be working towards sustainable development in the region, in order for communities to eventually be self-sufficient, even if the mine should close down?

Table 2: Indicators to be evaluated as perceived by the community

Communication Indicators	Behavioural Indicators
Access	Health
Issues addressed	HIV/Aids
Frequency	Environment
Amount	Housing
Timeliness	MPM's involvement in the community
Information flow/2-way comm/feedback	Commitment
Style/symmetry/reciprocity	Empowerment
Complexity/clarity	Visible transformation
Accuracy	General visibility of management
Coordination/integration	Transparency
Participatory approach	Coordination of projects
Credibility/Trustworthiness	Control mutuality
Control mutuality	Relationship behaviour
Mutual understanding	Corporate citizenship
	Sustainable development

APPENDIX C

Lonmin Platinum Limpopo Division Stakeholders Contact List

(Contact details available on request)

Stakeholder category	Stakeholder	Contact person
Regional Newspapers	NMG	Ms Ulani Oelofse
	Zoutpansberger / Limpopo Mirror	Mr Wikus Lee (Editor)
Regional Radio	Thobela FM	Mr Ronnie Makgothokgo (Programs Manager)
	GLCR (Greater Lebowakgomo Community Radio)	Mr Peter Magama (Manager) Frans (presenter)
Business	Small complex owner	Mr Moropa
	Large complex manager	Mr Clifford Molishane
	Lebowakgomo Taxi Association	Mr Koskie Mphalele
	United Mphahlele Taxi Association (UMTA)	Mr Willie Mathlele (Chairperson) Mr Stephen Rachuene (Office Manager)
Provincial Government	Dept of Agriculture	Mr Nkuna
	Dept of Minerals and Energy	Mr Mervin Kent Deputy Director: Mineral Laws Admin: Mr Ross Rankapole
	Department of Health	Mrs Shabalala (Lebowakgomo) Mrs Mahlangu (Polokwane)
	Department of Education	Mr K T Marishane
Capricorn Municipality	IDP Manager	Elinah Thoka
	Corporate Services Manager	Mr Setega
Parastatals	LimDev	Mr Leo Gama (Communication Manager)
	Libsa	Mr John Letsoalo
Police	Police	Captain Sekonya
NGO's (list obtained from LIBSA)	Youth Council	A Segalebutle (Chairperson)
	Serokolo Poultry Project	Kuba Glory
	Baithaopi Community Project	Agnes
	Vukani Poultry & Vegetable	Maria
	Makotse Women's Club	Granny Legodi
	Tsoga O Itirele Poultry Project	Theoga Welhemina
	Matome Vegetable Garden	Johanna Mokanzi
	Fahloshanang Community Project	S Leshilo
	Itereleng Community Project	Mphahlele / Selema
	Grootfontein Farmers Project	Kgasago J / Phaina
	Hwelereng Community Project	Malemela Selina
	Lehumo Le Tswa Tshemong Agricultural Coop	Pule Moletsane
	Mafeke-Morwamakoti Poultry Project	D Ramokgopa

Stakeholder category	Stakeholder	Contact person
NGO's continued (list obtained from LIBSA)	Mogoto Zebediela Coop	Charles
	Bahloki Agricultural Vegetable Garden	Jim Sekele
	Fanang Maatla Hlagatse Mamatonya	Selema Regina
	Itsoseng Project	Selina
	Makgabo ABET Centre	Makgabo Senyatsi
	Greater Moletlane Coop	Mashishi
	Mamarung Fodder Project	Mphahlele Edward
	Phagamang Waste Management Cooperative	Gladys