

CASE STUDY

**BEST CONSULTATION PRACTICES ON  
*COLLABORATIVE SLP PROJECTS***

***Tebogo Leepile***

***Community Development Manager***



**exxaro**  
POWERING POSSIBILITY



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# EXXARO BACKGROUND

Powering better  
lives in Africa  
and beyond

exxaro  
POWERING POSSIBILITY

**Exxaro is among the top five coal producers in South Africa.**

## **Black empowered and diversified mining company**

- A constituent of the JSE Limited (JSE) Top 40 Index
- Among the top 30 in the FTSE/JSE Socially Responsible Investment Index
- Embraces the principles of the Task Force on Climate-related Financial Disclosures (TCFD).

## **Becoming carbon neutral by 2050**


- Incorporating renewable energy solutions into the existing portfolio





# STAKEHOLDER ENGAGEMENT IS NOT AN OPTION



A worker wearing a white hard hat and a light-colored long-sleeved shirt with reflective yellow stripes is leaning forward in a dark, industrial environment. The worker is positioned on the left side of the frame, with their body angled towards the right. The background is dark and indistinct, suggesting an underground or enclosed industrial space. The overall lighting is dim, with some highlights on the worker's clothing and the hard hat.

**Meaningful consultation and coordination between mining companies, communities and local municipalities is a critical element for community development**

MINING CHARTER III

A person is holding a tablet computer. The screen of the tablet shows a technical drawing or blueprint of a tower structure, possibly a telecommunications tower or a similar industrial structure. The background is blurred, showing what appears to be an industrial or construction site with metal beams and structures. The overall lighting is somewhat dim, with a focus on the tablet screen.

“If you did not engage stakeholders, you’d  
already be out of business.

The traditional model of communications and  
decision-making, based on the pyramid of  
authority is no longer relevant.

It's been replaced by the sphere of cross  
influence, which means that companies and  
brands must build a one-to-one personal  
dialogue with many different stakeholders”

Richard Edelman  
CEO of Edelman PR


Stakeholder engagement is the process used by an organisation to engage relevant stakeholders for a **purpose to achieve accepted outcomes.**

### Quality stakeholder engagement for **project delivery and sustainability:**

- Clearly define the scope of engagement;
  - Theory of Change – Buy in support
- Be led by a competent individual with the requisite training and/or experience;
  - Have an agreed upon decision making process;
  - Focus on issues material to the organisation and/or its stakeholders
  - Follow corporate governance;
  - Be transparent and honest;
  - Be timely; and
  - Be flexible and responsive.







# ACCOUNTABILITY 1000 STAKEHOLDER ENGAGEMENT STANDARD (SES)





# TVET COLLEGE: LESSONS LEARNED

## Collaboration with Universal Coal Mine, Nkangala TVET College and Municipality

- Resources
- Memorandum of Understanding

## Limitations

- No steercom  
(Technical, Community,  
Municipality, strategic partners)
- Not meeting requirements of  
DoE
- Local contractor capacity







# BONGINHLANHLA SCHOOL AND KRIEL SPORTS FIELD: LESSONS LEARNED

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QUESTIONS?



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