It is the sincere intention of Orapa Letlhakane and Damtshaa Mines (OLDM) to make a lasting positive contribution to the communities associated with its operations, and to be a partner of choice for local authorities, local leadership and communities, within our zone of influence.

As the General Manager of OLDM, I believe that the effective management of social issues is a key element of good overall operational management. The OLDM management team also chooses not to make assumptions about what our stakeholders’ issues and concerns are, but to engage with them directly to gain an understanding of how our operation affects their lives. As a result, in 2017, we conducted a well-rounded assessment of the socio-economic impacts of our operation – positive and negative - in our zone of influence. This is the second impact assessment of this nature being conducted, the first one having been carried out in 2014.

The information in this socio-economic assessment report helped to improve our understanding of the local dynamics associated with the impact our operations that are real and perceived. It also provided us with invaluable insight into our stakeholders’ perspectives, expectations, concerns and suggestions.

This report is a valuable tool to guide our thinking on community development and our management of the social impacts of OLDM’s future closure at the end of the life of mine. Furthermore, it provides a useful mechanism in mobilising local stakeholders to work with us towards successful mine closure. The report has also given valuable feedback on issues around mine expansion initiatives and access to resources like land and groundwater. More importantly, meaningful feedback has been provided around two critical areas: resettlement and options around town transformation.

We recognise the complexity of a proper plan for future mine closure at the end of the life of mine. In the past, our plans for future mine closure mainly focused on environmental aspects, with community involvement often limited to cursory consultation processes.

Today, in line with current trends, my team and I are convinced that community ownership of the post closure goals is the only sustainable means to propel communities to prosper when OLDM is no longer involved. To achieve this, community engagement is required to scope the challenges that lie ahead, to conceptualise possible solutions, to implement the solutions and to verify the outcomes.

In living our values of “Show we care” and “Pulling together” I would therefore like to thank everybody who participated in the 2017 SEAT assessment for all their valuable contributions. I would also like to appeal to our stakeholders to engage with us as appropriate, and to embrace the commitments in our management measures as part of our contribution to realising our social licence to operate.

Bakani Motlhabani

OLDM General Manager
November 2017
Executive Summary

1. Introduction to OLDM’s SEAT Process
   1.1. Background and Objectives
   1.2. Approach
   1.3. Stakeholders Consulted During SEAT 2017
   1.4. Structure of the Report

2. Profile of the OLDM Operations
   2.1. Introduction
   2.2. Overview of OLDM
      2.2.1. Human Resources
      2.2.2. Procurement
      2.2.3. Safety and Security
      2.2.4. Health
      2.2.5. Education
      2.2.6. Environment
      2.2.7. Orapa Township
   2.3. Future Capital Investments and Expansion Plans
      2.3.1 Letlhakane Mine Tailings Treatment Plant Project
   2.4. Existing Mine Closure Plans
   2.5. Orapa Today Boteti Tomorrow

3. Overview of OLDM’s Zone of Influence
   3.1. A Brief Geographical and Historical Context
   3.2. The Natural Environment
      3.2.1. Water Resources
      3.2.2. Ecology
      3.2.3. Climate
   3.3. Overview of the Settlements within OLDM’s Zone of Influence
   3.4. Demographics
      3.4.1. Population
      3.4.2. Gender
      3.4.3. Age Profile and Settlement
      3.4.4. Ethnicity, Language and Religion
   3.5. Socio-Political and Governance Context
      3.5.1. District Administration
      3.5.2. Tribal Administration
      3.5.3. Village Development Committee (VDC)
      3.5.4. Village Extension Team (VET)
      3.5.5. Land Allocation
   3.6. Economic Activities
   3.7. Education
3.8. Health 39
3.9. Infrastructure and Services 41
3.10. Vulnerable Groups

4. Existing Social Performance Management Activities
4.1. Debswana’s Approach to Social Performance and Corporate Social Investment 43
4.1.1. Approach to Social Performance 44
4.1.2. Approach to CSI Programmes 45
4.2. Mechanisms to Manage Social Performance 45
4.3. On-going Stakeholder Engagement means Improved Social Performance 50

5. Delivering Socio-Economic Benefit
5.1. Overview 53
5.2. Assessment of Four CSI Projects 63
5.2.1. Mokoboxane Primary School 64
5.2.2. Lethakane Senior Secondary School 64
5.2.3. Tsienyane Primary School 65
5.3. Assessing OLDM’s SED and CSI Activities 66

6. Social and Economic Impacts
6.1. Summary of Issues Raised During the Engagement Process 68
6.2. Description of Positive Issues and Impacts 69
6.3. Description of Negative Issues and Impacts 70
6.3.1. Inadequate Stakeholder Engagement 70
6.3.2. Grievance Mechanism and Emergency Planning 70
6.3.3. Design, Implementation and Monitoring of CSI Initiatives 70
6.3.4. Expectations of Employment 72
6.3.5. Increased Social Ills 73
6.3.6. Ease of Access to Lease Area 72
6.3.7. Land Take 73
6.3.8. Squatting 74
6.3.9. Impacts on Natural Resources 74

7. Management Responses to Issues Raised, and Future Monitoring
7.1. Management Measures 76

8. Responsibility
8.1. Responsibility for the SEAT Process 79
8.2. Next Steps
8.3. Contact Details

9. References

10. Glossary of Key Terms and Abbreviations
EXECUTIVE SUMMARY
Debswana is committed to turning diamond dreams into a lasting reality for Botswana and its people. Our vision is to be a global benchmark diamond business, and our mission is to mine and recover diamonds optimally and responsibly. This report presents a summary of our findings from the Socio-Economic Assessment Toolbox 3 (SEAT 3) conducted at Orapa, Letlhakane and Damtshaa Mines (OLDM) in July and August, 2017. The first socio-economic assessment was undertaken in 2014. This is the second SEAT process conducted at the mine.

The Social Way\(^1\) recognises that a core part of delivering positive contribution to our receiving communities is the effective identification, mitigation and management of negative social impacts. SEAT is a critical tool in helping OLDM better understand how the mine is perceived by its stakeholders – what the mine is doing well and where it could do better. The SEAT process is an internal Debswana requirement and not a legislated one. The toolkit facilitates free, honest and open communication, thus allowing a better understanding of both the positive and negative impacts of our operations as well as the types of management responses that are required to address them.

OUR STAKEHOLDERS

A key emphasis in the SEAT process is to give internal and external stakeholders the opportunity to share their perceptions and experiences of OLDM. This is done in order to enhance understanding so that appropriate solutions can be found to the issues that emerge from the assessment. Our stakeholders include neighbouring communities and various organisations among them, local authorities, community leaders, arable and pastoral farmers, land-users, schools, businesses and non-governmental organisations. For the purposes of the SEAT process a sample of these stakeholders were engaged. This is in contrast to legislative impact assessment processes where extensive engagement, particularly with directly affected stakeholders, is required

SUMMARY OF PROGRESS SINCE THE 2014 SEAT STUDY

The 2014 SEAT process culminated in feedback to key stakeholders on the assessment’s findings, outcomes and recommendations. The management measures for the key issues and risks were implemented between 2015 and 2017 with varying levels of success. A major milestone between these two SEAT cycles has been the establishment of a fully-fledged Community Affairs team which has greatly improved our effectiveness and thus our social licence to operate.

An important difference, between the first SEAT assessment and this one, is a stronger focus on understanding stakeholder vulnerability in the identification of the social risks and impacts associated with OLDM’s operations. This is in line with a human rights lens brought to the SEAT assessment process. Great emphasis was also placed on closing gaps in available data and strengthening the mine’s understanding of the various social networks. Further improvements included a more systematic approach to the identification of community needs in our zone of influence, as well as a more in-depth profiling of communities taking into account vulnerability, social risks, and human rights issues and impacts.

THE ISSUES AND IMPACTS IDENTIFIED DURING THE 2017 SEAT STUDY

The results of our engagement process raised positive and negative issues and impacts. More in-depth information may be found in Section 5 - Delivering Socio-Economic Benefit Through All Mining Activities, and Section 6 - Social and Economic Impacts.

The results are, however, summarised as follows:

External stakeholders saw the following impacts in a positive light:

- The role of Orapa Hospital in enabling access to improved health care;
- OLDM’s support for education (capacity-building, financial support, infrastructure);
- Poverty-eradication efforts through the provision of funds, help with establishing small-scale projects (e.g. vegetable gardens) and the provision of basic infrastructure (e.g. village generators);
- Assistance with building houses for vulnerable individuals resulting in improved security and wellbeing;
- Employment of some local residents which brings income into local households and helps to contribute to the local economy;
- Opportunities for villagers to rent out their houses to contractor employees, which generates income at the household level;

\(^1\) The Social Way, adopted from Anglo American, defines our governing framework for social performance and reflects evolving international standards and best practice.
• The mine’s engagement and collaboration at the local level (e.g. with local authorities – councillors and kgosi’s) was also acknowledged as valuable;

• Appreciation for OLDM’s emergency response in times of crisis (like during the recent floods); and

• The mine’s role in addressing crime at the local level (e.g. OLDM’s participation through the Security Department in the District Crime Prevention Committee).

The following matters arose as negative issues/impacts during stakeholder engagement:

• Inadequate stakeholder engagement;

• Improved design, implementation and monitoring of CSI initiatives;

• Improved grievance mechanism and awareness about emergency planning;

• Expectations of employment;

• Social ills in the zone of influence;

• Access to the lease area;

• Land take related to the expansion of the Orapa Mine lease area;

• Squatting; and,

• Impact on natural resources.

MANAGEMENT MEASURES IDENTIFIED TO ADDRESS ISSUES AND IMPACTS

Management and monitoring measures have been identified for all the issues and concerns raised during the SEAT engagement (see Section 7 - Management and Monitoring Plan). These measures are already being implemented at OLDM, thus allowing for the address of key issues raised during the 2017 SEAT process. A summary of these measures per issue group are provided in the table below:

TABLE 1: EXECUTIVE SUMMARY OF MANAGEMENT MEASURES
1. Inadequate Stakeholder Engagement

In response to concerns raised by stakeholders regarding current approaches to engagement, OLDM commits to the following:

Improving the sustainability of CSI interventions:

- As part of ongoing engagement, the Social Performance team will support the development of relationships between stakeholders and other departments at OLDM, not just with the Social Performance team. This will be supported by an overarching, inter-departmental Stakeholder Engagement Plan (SEP) for the whole of OLDM, which outlines and coordinates engagement commitments for the whole of OLDM.

- OLDM will re-examine existing stakeholder maps and analysis, and make sure that selected engagement methods are appropriate and relevant to the stakeholders. Where relevant, alternative and more participatory approaches to engagement will be introduced, and formalised, in the mine’s SEP.

- OLDM will maintain a stakeholder engagement log and register, so that OLDM can track who is engaged with and when, and ensure alignment with the SEP.

2. Grievance Mechanism and Emergency Planning

In response to concerns raised regarding the inaccessibility of the grievance mechanism and some lack of clarity regarding emergency situations, OLDM commits to the following:

- The implementation and ongoing awareness-raising of OLDM’s Social Incidents, External Complaints and Grievances Procedure, with the intention of ensuring that zone of influence communities understand how to use it effectively.

- Reviewing the placement/location of the complaints and grievance boxes, with a view to ensuring multiple placement of these boxes, beyond just the kgotla offices.

- On-going awareness-raising in surrounding communities regarding the emergency preparedness procedure plans.

3. Design, Implementation and Monitoring of CSI Initiatives

During the SEAT engagement, stakeholders provided OLDM with some useful feedback on current CSI activities. The measures below have been designed in response to the input received.

Improving the sustainability of CSI interventions:

- OLDM will review and update the CSI policy, procedures and protocol, in response to the findings of this SEAT process, and other requirements.

- The reviewed CSI protocol shall include due diligence guidelines/criteria around sustainability for CSI projects and associated beneficiaries.

- OLDM will integrate external capacity-building into its CSI activities – in line with Anglo American’s framework for socio-economic development.

- Develop a clear Memorandum of Understanding (MoU) and exit strategy for all approved CSI projects.

- Develop a project proposal format to guide CSI applicants.

- In order to encourage collaborative partnerships with other mining companies, OLDM will seek support and guidance from the Chamber of Mines, which has a defined scope on approaches to partnerships for extractive industries.
Improving understanding about CSI amongst internal and external stakeholders:

- Communicate revised CSI policy and procedures, and identified CSI focus areas, to all zone of influence communities, and internally to all Heads of Departments (HODs) within OLDM.

- Develop and communicate the formal CSI project proposal format to all zone of influence communities, and HODs.

- Increased public engagement on the differences in role and responsibility between OLDM and government. Inequality in accessing of CSI benefits:

- Provide capacity-building with zone of influence communities on producing CSI proposals. Absence of monitoring on CSI projects:

- Review of CSI protocol to include monitoring framework, guidelines and monitoring schedule.

- MoU for CSI projects to include monitoring requirements – for both Debswana and beneficiaries.

4. Expectations of Employment

During the SEAT engagement, concerns were raised regarding high levels of unemployment, including a lack of awareness about jobs that become available at OLDM. In response to this, OLDM will:

- Engage with Social Performance Officers to ensure they obtain semi-skilled/artisan adverts and apprenticeship applications forms for distribution within zone of influence communities.

- Human Resources to continuously capacitate Social Performance Officers on the national employment legislation, so that they have the necessary information to manage expectations regarding employment.

In addition, Orapa Training Centre will continue to hold annual career fairs in selected Boteti schools in partnership with the Department of Education. Legislation, OLDM is in the process of finalising the following:

5. Increased Social ILLs

OLDM has committed to carrying out internal interventions designed to help address alcohol and drug abuse, and financial indebtedness, amongst OLDM employees and contractors. These measures include:

- The ongoing implementation of Debswana’s internal Wellness Programme, which covers issues such as financial management and HIV/AIDS.

- Roll-out of targeted campaigns amongst OLDM’s workforce, including:
  - Health risk assessments
  - Financial wellness training
  - Counselling on social problems

- Workplace alcohol and drug testing, and monthly campaigns on alcohol and substance abuse.

- Targeted police operations on drug and alcohol abuse, which will include regular road blocks in selected areas in and outside the lease area.

- Encouragement of employee participation at local/national events promoting an alcohol and drug free society.

- OLDM participation at district forums e.g. District Health, Debswana Security Police Liaison Meeting.
With regards to helping to manage crime in the area:

- OLDM will continue to control access into the lease area.
- OLDM will engage with relevant stakeholders on joint crime prevention e.g. Social Performance team to participate in Diamonds for Development Awareness engagements.

### 6. EASE OF ACCESS TO LEASE AREA

In response to ongoing requests for ease of access to the lease area, OLDM will:

- Seek to establish an MoU with local authorities on the category and levels of officials to be issued with permanent permits.
- Continue to support the provision of permits to people who seek to use the amenities in Orapa.

### 7. LAND TAKE

By way of ensuring that the Orapa resettlement process is compliant with IFC PS5, and the Government of Botswana’s legislation, OLDM is in the process of finalising the following:

- A Supplementary Resettlement Action Plan (SRAP).
- A SRAP Livelihood Restoration Plan (LRP) which is designed to address the identified livelihood impacts associated with the resettlement.

### 8. SQUATTING

In response to concerns raised about the potential for squatting in villages adjacent to/within the lease area (e.g. Makolwane), OLDM commits to maintaining dialogues with the government, and engaging with stakeholders on issues of influx and squatting.

### 9. IMPACTS ON NATURAL RESOURCES

**Grass legacy issue:**
OLDM is committed to addressing the grass legacy issue in Mopipi. To do so, the following measures have been developed:

- OLDM will develop an MoU with Mopipi residents for replenishing/rehabilitating previously harvested grass in Mopipi.
- OLDM will develop an engagement plan on the rehabilitation of affected areas in Mopipi. This engagement will be integrated into the OLDM SEP for formal implementation and monitoring.

**Groundwater issues:**
Within the Boteti region, and in Mopipi in particular, concerns were raised regarding OLDM’s impact on groundwater resources in the area. OLDM commits to:

- Continue the water-conservation approach within OLDM operations – a zero discharge and recycle and reuse approach. This is intended to limit the operations’ impact on the country’s water resources.
- In line with Debswana’s commitment to wise-water use, OLDM will extract no more than 50% of available draw-down for any particular borehole.
- Continuously engage with farmers and educate them on the above.
- Exploring the potential use of brackish water as opposed to potable aquifers for OLDM’s water needs.
**NEXT STEPS**

This SEAT report will be communicated to all our stakeholders, as part of our ongoing stakeholder engagement process. The management and monitoring plans identified herein will be used to update our SEP on an annual basis, as well as to review and revise our social performance risks and strategies each year.

---

**ACKNOWLEDGEMENTS**

OLDM’s management would like to express their gratitude to all those who participated in the SEAT process, whether through provision of data and information, or participation in focus groups and interviews. Without the participation and contribution of our stakeholders a meaningful SEAT report would not have been possible. Departmental information was provided by the following:

<table>
<thead>
<tr>
<th>POSITION ON TEAM/AREA REPRESENTED</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager</td>
<td>Mr. Bakani Motlabani</td>
</tr>
<tr>
<td>Senior Manager, Finance and Procurement</td>
<td>Ms. Kgomoitto Kereng</td>
</tr>
<tr>
<td>Senior Manager, Safety and Sustainable Development</td>
<td>Mr. George Sehunelo</td>
</tr>
<tr>
<td>Senior Manager, Health Services and Orapa Hospital</td>
<td>Dr. Hans Van Zyl</td>
</tr>
<tr>
<td>Senior Manager, Security</td>
<td>Mr. Augustine Nyatanga</td>
</tr>
<tr>
<td>Senior Manager, Human Resources</td>
<td>Ms. Lebole, Mpho Mokoto</td>
</tr>
<tr>
<td>Corporate Affairs Manager</td>
<td>Mrs. Shungu Malikongwa</td>
</tr>
<tr>
<td>SEAT Champion</td>
<td>Ms Ketsele Molokomme</td>
</tr>
<tr>
<td>Corporate Affairs Officer, SEAT Assessment</td>
<td>Mr. Tumelo Molelekwa</td>
</tr>
<tr>
<td>Corporate Affairs Officer, SEAT Assessment</td>
<td>Mr. Godfrey Pitlagano</td>
</tr>
<tr>
<td>Social Way Champions and Socio-Economic Development</td>
<td>Mr. Bryan Makhwaje, Business Services Manager (Chairman)</td>
</tr>
<tr>
<td></td>
<td>Mr. Goitseone Mathope, Environmental Coordinator, Sustainability</td>
</tr>
<tr>
<td></td>
<td>Mr. Ignatius Nfana, Materials Manager</td>
</tr>
<tr>
<td></td>
<td>Mr. Letlhogeonolo Rasedibo, Contracts Manager</td>
</tr>
<tr>
<td></td>
<td>Mrs. Theresa Sillah-Silwawa, Contracts Administrator</td>
</tr>
<tr>
<td></td>
<td>Mrs. Lydia Sesinyi, Human Resources Manager</td>
</tr>
<tr>
<td></td>
<td>Ms. Chedza Muzila, Employee Relations Officer</td>
</tr>
<tr>
<td></td>
<td>Mr. Matthews Seete, Hospital Administrator</td>
</tr>
<tr>
<td></td>
<td>Mrs. Rosemary Siwela, Wellness Coordinator</td>
</tr>
<tr>
<td></td>
<td>Mrs. Riana Robinson, (Education Manager), CSI Education Programmes</td>
</tr>
<tr>
<td></td>
<td>Mr. Edwin Ntau, Senior Teacher, CSI Education Programmes</td>
</tr>
<tr>
<td></td>
<td>Mr. Godirowna Lenkopane, Training Coordinator</td>
</tr>
<tr>
<td></td>
<td>Mrs. Elizabeth Keokopile, Risk and Compliance Officer</td>
</tr>
<tr>
<td>Hydrology</td>
<td>Mr. Oteng Lekgowe</td>
</tr>
<tr>
<td>Mineral Resources Management</td>
<td>Mr. Nelson Nareetsile, Plant Manager, Ore Processing</td>
</tr>
</tbody>
</table>
This report has been prepared by an external SEAT Consulting Team from Synergy Global Consulting comprising:

- Alison McCallum (overall project coordinator)
- Tanja Rasmussen (SEAT project manager)
- Christelle de Wit (editor)

Local engagement was carried out by Locil Environmental Pty, Ltd:

- Victor Lelaka
- Princess Modikwa
- Johannes Westra
1. INTRODUCTION TO OLDM’S SEAT PROCESS

1.1. Background and Objectives

Debswana, Orapa, Letlhakane and Damtshaa Mines – collectively known as OLDM – have contributed significantly to the socio-economic development of Botswana. As a key driver of development in the Boteti sub-district, OLDM continues to be committed to making a lasting positive contribution in the communities associated with its operations. The effective management of the social risks and impacts of the mine’s operations are critical to Debswana retaining its social licence to operate.

As part of the mine’s commitment to responsible Social Performance management, Debswana has fully embraced the Social Way as our governing framework for evaluating social performance. This framework encourages participation in a socio-economic impact assessment every three years. Anglo American’s Socio-Economic Assessment Toolbox (SEAT), Version 3, guided this assessment.

OLDM had six primary objectives for the SEAT 3 process, these are to:

- Improve risk management by identifying key social and economic impacts and issues;
- Assess existing social performance initiatives and identify where improvements are required;
- Facilitate the capture and sharing of best practice within Debswana;
- Improve OLDM’s approach to stakeholder management by:
  - Understanding the full range of local stakeholders, their views and interests
    - Developing and updating an annual SEP, and
    - Increasing trust and goodwill amongst host communities;
  - Support sustainable socio-economic development in host communities; and
  - Provide guidance and support for achieving full compliance with the Social Way.

This is OLDM’s second SEAT process and represents Debswana’s commitment to transparency and accountability.

1.2. Approach

The SEAT process consists of seven key steps:

- Step 1: Profile the operations;
- Step 2: Profile and engage with stakeholders;
- Step 3: Assess and prioritise impacts and issues;
- Step 4: Improve social performance management;
- Step 5: Deliver enhanced socio-economic benefits;
- Step 6: Develop a social management plan; and
- Step 7: Prepare a SEAT report and feedback to stakeholders.

During the 2017 cycle, there were four (4) dominant shifts in how SEAT was carried out. These entailed the following:

1. A consideration of risks to business as part of the SEAT impact assessment process;
2. More detailed consideration of vulnerable groups; and
3. Linking the SEAT process to the development and review of our social performance strategy (SPS) and social management plan (SMP).

The above considerations will be used to inform and revise our SPS and SMP.

The compilation of this report included the following:

- A desktop study of available demographic and socio-economic background information;
- Engagement with key internal and external stakeholders in our zone of influence;
- An internal workshop to analyse and assess the comments and responses received during the stakeholder engagement process; and
- A series of internal workshops to develop management responses to the identified issues and impacts.
Various internal and external documents and reports were also consulted.

1.3. Stakeholders Consulted During SEAT 2017

Stakeholder engagement is a key pillar of the SEAT process as it provides stakeholders with an opportunity to provide honest feedback on the mine’s performance in social engagement. This in turn provides the mine with valuable insight into how the mine is perceived, and where improvements are required.

For this SEAT process a total of nine (9) villages within the mine’s zone of influence were selected for the assessment. The criteria used for the selection of these communities included the political demarcations and boundaries; population densities; the Boteti sub-district settlement hierarchy; levels of direct impacts; socio-economic diversity; and opportunities. The communities included are Letlhakane, Mmatshumo, Mokoboxane, Rakops, Xhumo, Mosu and Mopipi, which vary in distance from OLDM sites from approximately 10km to 140km. A further two settlements, Khwee and Xere, which are more than 80km away from the operations, were selected because their demographic characteristics were significantly different from the other communities selected.

The mining town of Orapa is also included in the zone of influence as it is the centre of OLDM operational administration and provides accommodation and services to most OLDM employees, as well as contractors and government officials. Orapa was, therefore, the focus of internal stakeholder engagement.

The table below provides a summary of the stakeholders engaged during the OLDM SEAT process. These can be divided into the following categories:

- Directly affected stakeholders who reside within OLDM’s zone of influence;
- Authorities (like community leaders and government institutions); and
- Internal stakeholders, both at corporate and operations level.

One-on-one interviews or small focus group sessions were held with most of the stakeholders.
### Table 2: Stakeholders Consulted During the 2017 SEAT Assessment

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Method of Engagement</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurs</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>7 Aug 2017</td>
</tr>
<tr>
<td>Village Chiefs</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>31 Jul 2017</td>
</tr>
<tr>
<td>Community Trust</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>4 Aug 2017</td>
</tr>
<tr>
<td>Health Sector</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>26 Jul 2017</td>
</tr>
<tr>
<td>Farmers</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>2-3 Aug 2017</td>
</tr>
<tr>
<td>Community Elders</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>1 Aug 2017</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>9 Aug 2017</td>
</tr>
<tr>
<td>Legislatures</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>8 Aug 2017</td>
</tr>
<tr>
<td>Youths</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>27 July 2017</td>
</tr>
<tr>
<td>Internal Stakeholders</td>
<td>1-On 1-Interview, Focus Groups</td>
<td>27 July 2017</td>
</tr>
</tbody>
</table>

2. These are included in the reference list at the end of this report.
3. The two villages are classified as remote villages with vulnerable social groups.
Over and above the formal SEAT engagement process, Debswana employees from a range of departments (at both corporate and operations level) participated in key workshops to assist in the analysis of issues raised by stakeholders, and the development of suitable management responses.

Since the assessment carried out in 2017, OLDM has proceeded with implementing the management measures arising from the SEAT process. Thus, while this document represents the reporting phase of this SEAT process, addressing the issues raised is already well underway.

### 1.4. Structure of the Report

This report follows the structure contained in the SEAT 3 Toolbox, along with some modifications that make it relevant to the circumstances and conditions at OLDM.

This introduction, which includes the report’s objectives and a brief explanation of the approach used to gather the information and compile the report, also includes a table of the stakeholders consulted during the SEAT assessment.

Section 2 provides information about the operations themselves. It includes information about size and production, employment and procurement, safety and health, and a brief description of environmental impacts. This section closes with a review of future capital expansion plans and the mines’ closure plans.

Section 3 paints a picture of the communities in our zone of influence. This context is helpful when reviewing the social and economic impacts raised in Section 6.

Section 4 covers the mine’s social performance activities in general, while Section 5 looks at the numerous ways we are contributing to socio-economic development through our core business activities, as well as our Corporate Social Investment (CSI) programmes.

Section 6 examines the social and economic impacts of the mining operations raised by the various stakeholders.

Management responses to the issues raised providing transparency and accountability are in Section 7.

Finally, Section 8 identifies the key responsibilities and the next steps that will be taken as OLDM seeks to address the issues raised. This is followed by a list of the reports and documents referenced.

The report is bookended by an executive summary in the beginning and a glossary at the end.

### 2. PROFILE OF THE OLDM OPERATIONS

#### 2.1. Introduction

Debswana Diamond Company is the world’s leading producer of gem diamonds, contributing about 30% of the world’s output by value from four of its mines. Debswana is a 50/50 joint venture between the Government of the Republic of Botswana and De Beers.

The extractives industry in Botswana experiences pressure from several avenues, from government initiatives around employment, to local communities’ expectations for infrastructure delivery, as well as the influx of both employed and unemployed people and the associated pressures on services and infrastructure. All these have been exacerbated by the closure of several base metal mines in the country in 2016.

To compound matters, shifts in the demand for diamonds in China, India and the United States have resulted in market volatility. This requires mines to be flexible, adjusting their output in order to meet the lowered demand.
Figure 1: Locations of Debswana Diamond Mines in Botswana

- **Orapa Mine**
  - 2016 production
  - Life of Mine 2029

- **Letlhakane Mine**
  - 2016 Production
  - Life of Mine 2041 (tailings)

- **Damtshaa Mine**
  - 2015 Production
  - Life of Mine 2034

- **Million carats**
  - **0.2** Damtshaa Mine 2015 Production Life of Mine 2034
  - **0.6** Letlhakane Mine 2016 Production Life of Mine 2041 (tailings)
  - **7.9** Orapa Mine 2016 production Life of Mine 2029
2.2. Overview of OLDM

Orapa, Letlhakane and Damtshaa Mines are situated in the Boteti sub-district of the Central District, roughly 240km west of Francistown. The mines, known collectively as OLDM, constitute Debswana’s largest operation and are clustered in a radius of less than 40km.

OLDM is bordered to the north by the expansive Makgadikgadi Pans and to the south-east by the Central Kalahari Game Reserve.

The three operations are held and mined under separate land rights and mining licenses.

The mine maintains an ISO 14001:2004 certificate for environmental compliance and was the first mine to achieve this status in Botswana in 2000. At the time of compiling this report, OLDM was at an advanced stage in the implementation of the highly participatory, mine-wide process of transitioning to the ISO 14001:2015 standard. OLDM is also OHSAS 18001 certified for occupational health and safety.

A brief description of each mine:

The OLDM mines are all open pit mines, which involves open pit drilling, blasting, loading and hauling. The operations function seven days a week, and lie at an elevation of about 1,000m above sea level. Ore from the operations goes to the Completely Automated Recovery Plant (CARP) at Orapa, where security is an integrated part of the plant’s design.

Orapa, which means “the resting place of lions” in Sesarwa is the largest diamond mine in the world by surface area. It has two kimberlite pipes that converge near the surface, covering 1.8km or 118ha. It is the oldest of the four diamond mines operated by Debswana, and has the world’s second largest diamond-producing kimberlite pipe and is the world’s ninth largest diamond mine by reserve. The year 2017 marks the 50th anniversary of the discovery of Orapa kimberlite.

Orapa’s solitary pit (AK1) is 250m deep. Truck and shovel mining is used at Orapa Mine, with trucks carting ore to the processing plants.
Letlhakane, which means “a little reed” in Setswana, lies 190km west of Francistown and is situated 40km away from Orapa. The mine commenced production in 1976 and is Debswana’s second oldest diamond mine. Letlhakane has two pits (DK1 and DK2), where the area of the pipes on the surface is 13ha and 3.6ha respectively.

Mining at DK1 ended in 2010 and mining at DK2 ended in June 2017. The Letlhakane Mine Tailings Resource Treatment Plant is one of OLDM’s Horizon 2 Projects that seeks to ensure a secured future for the business and is currently at the tail end of the commissioning stage.
DAMTSHAA

Located about 20km east of Orapa and 220km west of Francistown, “Damtshaa” means “water for tortoises” in Sesarwa. Four pipes, of varying ore grade, were discovered between 1967 and 1972, just east of the Orapa kimberlite pipe. The mine commenced production in October 2004.

Damtshaa has two pits, namely BK9 and BK12. The area of the pipes on the surface is 11.5ha and 3.2ha respectively. BK9 is expected to continue producing diamonds until 2029, while BK12 is projected to mine until 2020.

The mine is forecast to yield about 5 million carats of diamonds from 39 million tons of ore over the projected 31-year life of mine. In 2014, Damtshaa produced 303 000 carats.

Damtshaa is currently under Care and Maintenance due to the subdued carat market. This has seen the redeployment of mine workers to the Orapa and Letlhakane mines. Environmental risks associated with tailings dumps, hazardous materials and the open pits continue to be managed, as is the care of idle machinery. Public health and safety considerations and emergency response plans continue during this phase.

Figure 5: Aerial View of Damtshaa Mine

4. “Care and maintenance” is a term used in the mining industry to describe processes and conditions on a closed mine site where there is potential to recommence operations at a later date. During a care and maintenance phase, production is stopped but the site is managed to ensure it remains in a safe and stable condition.
2.2.1. Human Resources

The tables below highlight the staff compliment at Orapa and Letlhakane Mines at the end of September 2017. Employees from Damtshaa Mine have been redeployed to the Orapa or Letlhakane Mines.

Table 3: OLDM Headcount Figures, September 2017

<table>
<thead>
<tr>
<th>Name of Employees</th>
<th>CITIZENS</th>
<th>NON - CITIZENS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ORAPA</td>
<td>2192</td>
</tr>
<tr>
<td></td>
<td>DAMTSHAA</td>
<td>252</td>
</tr>
<tr>
<td></td>
<td>LETLHAKANE</td>
<td>379</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>5690</td>
</tr>
</tbody>
</table>

Table 4: OLDM Headcount Figures for Contractors, September 2017

<table>
<thead>
<tr>
<th>Name of Employees</th>
<th>ORAPA</th>
<th>DAMTSHAA</th>
<th>LETLHAKANE</th>
<th>OTHER PROJECTS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2158</td>
<td>133</td>
<td>489</td>
<td>238</td>
<td>3018</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 6: Top OLDM Labour Sending Areas

OLDM Employees by District of Origin
OLDM does not employ anyone under the age of 18. The recruitment policy has a non-discrimination clause. Employment positions are graded, and employees are paid according to their job’s grade. The Human Resources Department conducts surveys to ensure that employee remuneration is in accordance with market demands.

OLDM recognises the right of employees to free association and accordingly engages with the Botswana Mine Workers’ Union (BMWU) on issues of collective bargaining and the general running of the operations. Employee grievance policies exist and it is the task of the Human Resources Department to implement these policies. Debswana complies with the National Employment Act that stipulates the minimums for paid holiday, sick leave and parental leave.
2.2.2. Procurement

The table below reflects the mine’s procurement spend for 2016.

Table 5: Overall Procurement Spend by OLDM in 2016

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Owned</td>
<td>693</td>
<td>652</td>
<td>963</td>
<td>904</td>
<td>1,279,374.465</td>
</tr>
<tr>
<td>Botswana-Based Foreign Owned</td>
<td>146</td>
<td>1279</td>
<td>12,356,809</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Botswana-Based (Major Suppliers and Original Equipment Manufactures)</td>
<td>3,189,817,640</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Local Spend (BW)</td>
<td>4,481,548,915</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Foreign Spend (BW)</td>
<td>1,014,136,379</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Spend (BW)</td>
<td>5,495,685,294</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The graph that follows depicts the increase in spend on citizen-owned companies over the last five years.

Amount - BWP (millions)

5. Based on CEEP’s Procurement Price Preferential margins reserved for citizen companies.
2.2.4. Health

Debswana has two hospitals, one in Orapa and the other in Jwaneng. They serve as referral hospitals for communities within the district in which the mines are located. The hospitals have seen an increase in the number of people seeking health services, largely due to the influx of job seekers as a result of the closure of other mines in 2016.

Orapa Mine Hospital first entered into the Council for Health Service Accreditation in Southern Africa (COHSASA) programme in 2000 and substantially complied with the accreditation requirements. In 2014, Orapa Hospital was re-accredited by COHSASA for the fourth time. Orapa Hospital achieved a score of 98% during the COHSASA re-accreditation in 2017.

Orapa Mine hospital operates as a 65-bed hospital with other ancillary services catering for a resident population of approximately 10,000 and a regional catchment area of over 54,000. While Letlhakane has a primary, government-run hospital, the Orapa Mine Hospital operates as a referral hospital for all villages surrounding Orapa Township and the Boteti sub-district. In 2016, the hospital served over 130,000 patients and of these 1,069 were in-patients. In the same year, a total of 3,359 employee referrals were made to visiting and external specialists. Specialist referrals are extended to Debswana employees and community members on medical aid.

2.2.3. Safety and Security

Debswana maintains an excellent safety record across all its operations and has rigorous standards and processes in place to prevent injuries. All operations run initiatives to promote a common culture of Zero Harm and deploy processes to facilitate swift reporting and investigation of every incident to identify root causes, initiate remedial action, and to disseminate lessons learned.

Security at Debswana mines is governed by the Precious and Semi-Precious Stones Act of 2003 (Section 66.03), which specifies that every person who enters the mines must have a valid permit. Debswana also has an Integrated Security Management Systems plan, which includes plans to introduce the Scannex, a low-dose x-ray personnel search system.

Debswana subscribes to the Voluntary Principles on Security and Human Rights (VPSHR) and has, since the last SEAT cycle, facilitated access to training in these principles to its key internal and external stakeholders.
In addition to the hospital, there is one Occupational Health Clinic, one Community Health Centre and two satellite mine clinics, one at Damtshaa Mine and the other at Lethakane Mine. There are home-based care programmes that operate within the Boteti sub-district which are supported by the Ministry of Health and Wellness.

Debswana’s Employee Wellness Programme primarily addresses employee health and wellness issues. Free antiretroviral therapy (ART) has been provided to employees since May 2001 as part of the Debswana Disease Management Programme. Debswana was the first mining company in the world to offer free ART to HIV positive employees. This has now been extended to include spouses and up to three children under the age of 21 years.

Based on information gathered from the Orapa Hospital management system and discharge notes, the following have been identified as the dominant health issues: HIV/AIDS, tuberculosis, hypertension, diabetes and chronic

---

**Figure 10: Outpatient Activity at Orapa Mine Hospital Through 2016**

**Figure 11: Inpatient Activity at Orapa Mine Hospital Through 2016**
lower back pain. Children living in the Basarwa settlements outside Lethakane are at the highest risk for TB infections because of the number of people per household, a result of insufficient housing.

### 2.2.5. Education

Orapa has three primary schools, namely Livingstone House, Boteti House and Bathoen House which all provide primary schooling. All these schools performed exceptionally well during the 2016 Primary School Leaving Examinations (PSLE). The township also has day care facilities providing early childhood education, two of which are owned and managed by Debswana while the third is a private facility. The Orapa Junior Secondary School, (OJSS) which is government and community owned and managed, is the only institution providing secondary education, up to Form Three, in Orapa. Senior secondary schooling, Form Four to Form Five, is accessed in Lethakane and other institutions outside the Boteti sub-district.

The Botswana College of Distance and Open Learning (BOCODOL) also operates in Orapa. The mission of BOCODOL is to bridge the education gap through distance learning programmes that are accredited and offer opportunities in e-learning and tele-education. The college offers certificate, diploma, graduate and post-graduate courses up to Master’s level. The college also offers courses in adult education.

### 2.2.6. Environment

OLDM’s primary environmental impacts include use of ground water resources, noise and dust pollution, loss of grazing land, loss of indigenous vegetation, and creation of waste and greenhouse gas emissions. These impacts are carefully monitored and mitigated.

Debswana has a Water Management Strategy that recognises that the company shares the same water table with communities and therefore recycles and reuses water at each operation in order to reduce the demand on fresh water supplies. While there is often the perception that mine water usage impacts the levels in private boreholes, hydrological experts confirm that the mines’ well fields are far deeper, thus drawing from different sources.

OLDM uses dust suppression measures like the spraying of water to mitigate the effects of dust as well as good planning of blasting processes and other mitigations to suppress dust. While dust is a nuisance, it does not pose a threat to health or wellbeing. In 2015, we conducted baseline assessments and presented the results to the community.

The mine monitors noise levels from drilling and engages with the community on these issues.

As part of Debswana’s contribution to fauna and flora conservation and to raise environmental awareness, Debswana has game parks at Orapa and Jwaneng. Both conduct educational tours for schools, the community, tourists and employees. The parks are home to a number of endangered species such as rhinos, cheetahs, lappet-faced vultures and kori bustards.

The Orapa Game Park lies within the boundaries of Orapa mining lease area. This park, which measures roughly 12,210ha, is home to species such as giraffe, eland, steenbok, duiker, zebra, leopard, kudu, blue wildebeest, brown hyena, spotted hyena, caracal, red hartebeest, white rhino’s and many others.

### 2.2.7. Orapa Township

OLDM is a closed town that has 24-hour protection with access through permanent, temporary permits and one day no host permits. The majority of the mine’s employees reside in the township, while others are accommodated in neighbouring Lethakane and Mopipi. OLD logo provides transport through its scheduled employee bus service for work purposes. Housing has also been set aside for government employees and business partners who render services to the closed town and the Mines.

In line with making the township a great place to live and work, the township has an airport, a hospital, clinics, three primary schools, one pre-school and a junior secondary school. The township is served by a number of commercial shops and banks. It also has several social amenities like the Golf Club, and clubs for sports like bowling, tennis and swimming. Orapa prides itself on its community soccer team – Orapa United – which has performed in local and regional tournaments.
2.3. Future Capital Investments and Expansion Plans

2.3.1 Letlhakane Mine Tailings Treatment Plant Project

This project will extend the life of Letlhakane Mine by 28 years. The main works include construction of a processing plant, slimes dam, contractors’ camp, sewage plant, mess, training centre, temporary Personnel Control Centre and freight yard, tailings dump and tipping area. Commissioning began in June 2017 and the project handover is scheduled for the latter part of 2017.

2.4. Existing Mine Closure Plans

It is good practice for mining operations to produce and implement mine closure plans that are designed to mitigate the potential impacts of mine closure. A closure plan typically identifies not only the impacts, but also suggests ways to foster economic independence for local businesses as well as ways to best utilise the mine’s infrastructure and land (once that land has been rehabilitated).

Debswana’s overarching closure objectives state the following:

1. Debswana will leave an enduring and sustainable positive legacy in the communities within which they operate;

2. Debswana will attain closure certificates from relevant authorities without conditions attached;

3. Debswana will make mine closure planning part of its operational philosophy and integrate mine closure planning in its strategic business plans; and

4. Debswana will undertake effective stakeholder engagement as a key component of mine closure planning and implementation.

In 1999, OLDM developed a preliminary closure plan that was subsequently updated in 2005. Because this plan only addressed the physical components of mine closure, a gap analysis was conducted in 2010 to review the socio-economic impacts related to mine closure and develop commensurate mitigation measures. A further socio-economic study was completed in August 2011. Updating the current mine closure plans is expected to be completed in the fourth quarter of 2017.

2.5. Orapa Today Boteti Tomorrow

Orapa Today Boteti Tomorrow (OTBT) is an evolving vision aimed at ensuring a sustainable OLDM legacy in the Boteti Sub-District. At its core is the plan to establish the area as a tourism hub - the gateway to the Makgadikgadi conservation areas. The four components of OTBT are the expansion of the game park, the Orapa Mine Museum, the Business Park and the Technical College. Of these the Game Park expansion and the Museum are at an advanced stage. The successful implementation of the project involves strong partnerships between OLDM, community leaders, local authorities, and local and central government.

3. Overview of OLDM’s Zone of Influence

3.1. A Brief Geographical and Historical Context

The discovery of the Orapa kimberlite pipe in 1967, and two smaller pipes in the Orapa-Letlhakane area in 1968, transformed Botswana’s economy from predominantly agrarian to mineral (diamond) dependent. Boteti has benefited from the developments brought by the relocation of services and other amenities due to the Debswana operations and the related businesses that have set up in the zone of influence.

Orapa Township was built specifically as a mining town and has grown since its inception. It is a closed town with access controlled through a system of entry permits. With Orapa being in close proximity to Letlhakane, the village has experienced an influx of people seeking employment opportunities; making Letlhakane village, which has become the Boteti sub-district’s economic hub, their home. This has become more pronounced with the establishment of Karowe Mine in 2012.

Rakops, Mopipi and Xhumo villages have relied on the Boteti River for their livelihoods. The river and its associated vegetation provide an alternative for both commercial and subsistence farming. There have also been some efforts through community trusts to venture into ecotourism for more diverse livelihood development and natural resource conservation.
Mmatshumo and Mosu are the gateway to the Makgadikgadi wetlands and present a great opportunity for tourism development. However, despite the emergence of tourism as a growth sector in Botswana, the tourism potential of these areas and the impact on rural development and livelihoods are not clearly understood. At present, local benefits from tourism are considered to be small. Emerging community-based natural resource management initiatives may increase local participation and benefits.

Income generation in Xere, Khwee and Mokoboxane is traditionally low. The situation is made more complex by the villages’ low levels of employment and literacy and their dependency on seasonal rainfall. There has been increasing dependency on government social welfare programmes and community self-determination has been dwindling.

Government social welfare programs provide an important safety net for vulnerable groups such as female-headed households, those who are destitute, the elderly, the disabled, orphans and vulnerable children.

### 3.2. The Natural Environment

#### 3.2.1. Water Resources

Three quarters of Botswana’s landscape is desert and characterised by water-scarcity. Mineral resources are normally found in water-scarce environments and the mine’s zone of influence is no exception. This means that groundwater is the predominant source of supply for domestic, agricultural (crop and livestock), industrial and mining activities in the area.

### 3.2.2. Ecology

The OLDM zone of influence, particularly the Orapa-Lethakane area, is experiencing in-migration as a result of mining (including the closure of nearby mines in 2016). This, coupled with the reliance on substance agriculture, has increased pressure on the natural environment with heightened demands for water, firewood, building materials and land.

#### 3.2.3. Climate

Botswana’s climate is largely semi-arid. Rainfall is low and highly variable from year to year. As a result, most rivers are ephemeral.

The risk of increased temperatures and decreased rainfall to recharge aquifers is significant when the cultural and economic livelihoods of the region depend on water.

### 3.3. Overview of the Settlements within OLDM’s Zone of Influence

OLDM is located in the Boteti sub-district of Botswana, which falls within the central district of the country. There are 13 villages that fall within the mine’s zone of influence. These are Kedia, Mokoboxane, Mopipi, Xhumo, Toromoja, Xere, Mmadikola, Rakops, Khwee, Lethakane, Mosu, Mmatshumu and Orapa, as indicated in the figure below.

**Figure 12: Map Showing the Settlements and Communities Affected by OLDM**
<table>
<thead>
<tr>
<th>Community</th>
<th>Key Characteristics</th>
<th>Distance to Mine Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orapa Township</td>
<td>- Population: 9,531&lt;br&gt;- A closed mining town with controlled access at the east gate leading to Letlhakane and Francistown (A30), and at the west gate leading to Maun (A14)&lt;br&gt;- Retail and recreational infrastructure is integrated into the residential area.&lt;br&gt;- Electricity, piped water and a reticulated sewerage system are provided.</td>
<td>Mine and town centre&lt;br&gt;21km north of Damtshaa mine and 30km northeast of Orapa</td>
</tr>
<tr>
<td>Mmatshumo</td>
<td>- Population: 1,650&lt;br&gt;- An open excavated area lies to the west of the village which has been used as a burrow pit. There are currently discussions between OLDM and the community around future ownership of this site which would have opportunities for the community</td>
<td>45km west of Orapa&lt;br&gt;21km north of Damtshaa mine and 30km northeast of Orapa</td>
</tr>
<tr>
<td>Mokoboxane</td>
<td>- Population: 1,661&lt;br&gt;- Salt-pans border the agricultural area to the north east&lt;br&gt;- Two tarred roads lead to the village from Letlhakane and Orapa in the east.</td>
<td>54km from Orapa&lt;br&gt;105km from Orapa</td>
</tr>
<tr>
<td>Mopipi</td>
<td>- Population: 5,247&lt;br&gt;- This is the fourth largest village in the study area&lt;br&gt;- All homesteads are situated to the north of the A14 road&lt;br&gt;- There is electricity and running water.</td>
<td>105km from Orapa&lt;br&gt;51km from Letlhakane mine and 59km from Letlhakane village</td>
</tr>
<tr>
<td>Xere</td>
<td>- Population: 343&lt;br&gt;- This is the smallest village in the study area and is situated 12km west of Rakops&lt;br&gt;- The village is closest within the study area to the Central Kalahari Game Reserve (CKGR).</td>
<td>135km west of Orapa&lt;br&gt;Southwest of Orapa</td>
</tr>
<tr>
<td>Khwee</td>
<td>- Population: 1,196&lt;br&gt;- A small village located at the end of a gravel road to the south of Letlhakane&lt;br&gt;- Water is accessed through boreholes and there is no electricity.</td>
<td>100km Southwest of Orapa&lt;br&gt;25km east of Orapa</td>
</tr>
<tr>
<td>Letlhakane</td>
<td>- Population: 26,392&lt;br&gt;- Administrative centre for the sub-district and the largest village in OLDM’s zone of influence&lt;br&gt;- There is a formal council waste collection service provided in the central part of the village&lt;br&gt;- A primary hospital and administrative buildings, as well as retail shopping areas, are situated along the A14 and to the north of the road&lt;br&gt;- There is water and electricity.</td>
<td>100km Southwest of Orapa&lt;br&gt;25km east of Orapa</td>
</tr>
<tr>
<td>Rakops/Tsienyane</td>
<td>- Population: 7,240&lt;br&gt;- Located on the west of Orapa along the A14 road to Maun with a reliable road network&lt;br&gt;- There is a primary hospital which services the feeder villages and health posts&lt;br&gt;- The Boteti River lies to the west of the village.</td>
<td>100km Southwest of Orapa&lt;br&gt;25km east of Orapa</td>
</tr>
<tr>
<td>Xhumo</td>
<td>- Population: 2,824&lt;br&gt;- Located southwest of Orapa Township along the Maun road&lt;br&gt;- There is water and electricity&lt;br&gt;- The Boteti River lies to the west of the village.</td>
<td>100km Southwest of Orapa&lt;br&gt;25km east of Orapa</td>
</tr>
<tr>
<td>Musu</td>
<td>- Population: 2,694&lt;br&gt;- Located northeast of Damtshaa Mine and the second furthest village on gravel for the SEAT study area&lt;br&gt;- There is water and electricity&lt;br&gt;- There are four cultural sites within and around the village.</td>
<td>100km Southwest of Orapa&lt;br&gt;25km east of Orapa</td>
</tr>
</tbody>
</table>

8. Population statistics are estimates provided by the Population and Housing Census 2011. Village leadership provided additional information.
3.4. Demographics

3.4.1. Population

According to 2011 Population and Housing Census estimates, the total population in the Central Boteti sub-district is 57,376. Since the census in 2001, there has been an annual population growth rate of 1.8%, whereas the growth rate for the country as a whole for the same period is 2.37%. While the sub-district as a whole saw below average growth rates, high growth was recorded in several settlements located within OLDM’s zone of influence: Khwee grew by 150.7%, Letlhakane by 35.1%, and Mokoboxane by 24.1%. By contrast, some villages were susceptible to out-migration. For example, Xhumo, a village within OLDM’s zone of influence, lost 7.2% of its 2001 population. The census indicates that while the reasons for the reduction cannot be pinpointed for each village, those that did drop in population percentages do not have significant economic activities and may thus have experienced out-migration.
Table 7 below shows the changes in population from the 2001 census to the following census in 2011.

Table 7: Inter-Census Population Changes in OLDM’s Zone of Influence Settlements

Population Size, Growth and Sex Distribution by Village for Central Boteti 2001 and 2011

<table>
<thead>
<tr>
<th>VILLAGE POPULATION</th>
<th>MALE AND FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Lethakane</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>19,539</td>
<td>26,392</td>
</tr>
<tr>
<td>Rakops</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>6,124</td>
<td>7,240</td>
</tr>
<tr>
<td>Orapa Township</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>9,151</td>
<td>9,531</td>
</tr>
<tr>
<td>Musu</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>2,480</td>
<td>2,694</td>
</tr>
<tr>
<td>Kwee</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>477</td>
<td>1,196</td>
</tr>
<tr>
<td>Xere</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Xhumo</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>2,462</td>
<td>2,284</td>
</tr>
<tr>
<td>Mmatshumu</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>1,686</td>
<td>1,650</td>
</tr>
<tr>
<td>Mokoboxane</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>1,338</td>
<td>1,661</td>
</tr>
<tr>
<td>Mopipi</td>
<td></td>
</tr>
<tr>
<td>2001 Total</td>
<td>2011 Total</td>
</tr>
<tr>
<td>5,625</td>
<td>5,247</td>
</tr>
</tbody>
</table>

The mining town of Orapa experienced an annual growth rate of 0.41% between 2001 and 2011 (9,151 to 9,531). This highlights the high level of control when compared to population growth in the sub-district and in the closest settlements of Lethakane, which grew close to 5% from 14,962 in 2001 to 26,392 in 2011. Lethakane serves as a migration centre for those seeking employment in Orapa. In addition, people migrate there for improved services and social amenities (e.g. health care and other services) which are not available in smaller villages. Khwee and Mosu are emerging villages with improved infrastructure, like boarding school and health facilities, thus attracting people from nearby informal settlements.

3.4.2. Gender

The population census shows that there are slightly more females than males in the zone of influence. This is in keeping with national gender statistics.10

---

### Table 8: Settlement Population by Gender in 2011

<table>
<thead>
<tr>
<th>Village</th>
<th>Total Population</th>
<th>% Female to Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xere</td>
<td>343</td>
<td>53%</td>
</tr>
<tr>
<td>Letlhakane</td>
<td>1,196</td>
<td>51%</td>
</tr>
<tr>
<td>Kgwee</td>
<td>2,284</td>
<td>49.5%</td>
</tr>
<tr>
<td>Mosu</td>
<td>7,240</td>
<td>52.1%</td>
</tr>
<tr>
<td>Khwee</td>
<td>2,694</td>
<td>51%</td>
</tr>
<tr>
<td>Mmatshumu</td>
<td>5,247</td>
<td>50%</td>
</tr>
<tr>
<td>Mopipi</td>
<td>5,000</td>
<td>51.6%</td>
</tr>
<tr>
<td>Mosu</td>
<td>26,392</td>
<td>52%</td>
</tr>
<tr>
<td>Xhumo</td>
<td>1,196</td>
<td>51%</td>
</tr>
<tr>
<td>Mokoboxane</td>
<td>1,661</td>
<td>53.8%</td>
</tr>
<tr>
<td>Orapa township</td>
<td>9,538</td>
<td>50.3%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>58,245</td>
<td></td>
</tr>
</tbody>
</table>

#### 3.4.3. Age Profile and Settlement

Botswana has a high percentage of youth. According to the national population projections, in 2014, 33% of Botswana’s population was estimated to be younger than 15 years of age while 58% of the population was estimated to be between the ages of 15 and 64. The estimated median age for Botswana, in 2014, was approximately 23.

More than 50% of Botswana’s population is regarded as urbanised, along with this comes the concurrent growth around urban centres.

In general, the rural areas, like the settlements covered by this SEAT report, have more youth and elderly people, whereas the urban areas tend to have a higher proportion of economically active people. However, the proximity of employment opportunities, related to OLDM and other local mines, means that there is a higher than usual percentage in the economically active age cohort than in other rural settlements.

This means that the youth are a vulnerable group, given the high rates of youth unemployment in the context of the high levels of unemployment in rural areas in general.

#### 3.4.4. Ethnicity, Language and Religion

There are different ethnic groups in the Boteti sub-district, including Bakhurutshe, Bakalaka, Banoka, Ba Sherero and Basarwa. As a result of an influx of job-seekers and investors to the area, as well as the availability of specialised skill sets, there are also expatriates in the sub-district.
<table>
<thead>
<tr>
<th>Settlement</th>
<th>Dominant Ethnic Group</th>
<th>Languages</th>
</tr>
</thead>
</table>
| Lethakane  | 1. Bakhurutshi  
2. Bakalanga  
3. Basarwa | 1. English  
2. Setswana |
| Mmatshumo  | 1. Basarwa  
2. Bakalanga  
3. Bakhurutshi | 1. English  
2. Setswana |
| Mosu       | 1. Bakhurutshi  
2. Bakalanga  
2. English |
| Rakops     | 1. Bakalanga  
2. Baherero  
3. Bayei  
4. Basobya | 1. Setswana  
2. English |
| Khwee      | 1. Basarwa  
2. Bapedi  
3. Bakhurutshi | 1. Setswana  
2. English |
| Mopipi     | 1. Bakalanga  
2. Bateti  
3. Baherero | 1. Setswana  
2. English |
| Xhumo      | 1. Bakalanga  
2. Bayei  
3. Bakhurutshi | 1. Setswana  
2. English |
| Mokoboxane | 1. Bakalanga  
2. Bateti  
3. Baherero | 1. Setswana  
2. English |
| Xere       | 1. Basarwa | 1. Setswana  
2. English |
3.5. Socio-Political and Governance Context

International rating agencies including Transparency International have ranked Botswana as Africa’s least corrupt country in 2014, ahead of many African, European and Asian countries.

In October 2014, Botswana held its eleventh general election. The Botswana Democratic Party (BDP), which has ruled the country since independence, won the election. Botswana has a two-tier parliamentary system which consists of the National Assembly (Members of Parliament) and Ntlo ya Dikgosi (House of Traditional Leaders.) Currently there are 61 members of parliament and 35 members of Ntlo ya Dikgosi. Central Boteti has been divided into two political demarcations: Boteti East and Boteti West, each with a member of parliament and respective local councillors.

3.5.1. District Administration

The overall administration of the Boteti Sub-District is carried out from its headquarters in Letlhakane. Almost all the local government and a few central government departments are housed in the Rural Administration Centre in Letlhakane. The Boteti Sub-District Administrative Authority operates as a decentralised authority from the Central District Administration in Serowe.

3.5.2. Tribal Administration

Traditional leaders (dikgosi/chiefs) exercise their authority through the kgotla (Village Council). They also preside over customary or traditional courts. Sub-chiefs and headmen represent dikgosi in their particular villages and wards. They are responsible for upholding traditional Setswana values and customs. Dikgosi also play a key role in the planning and implementation of local development programmes. At village level, dikgosi and headmen collectively form the Tribal Administration supported by a Village Development Committee (VDC) and the Botswana Police Service.

All the villages in the zone of influence fall under the tribal administration of the Letlhakane Customary Court that is presided over by a Senior Sub-Tribal Authority, a Sub-Tribal Authority and a Headman of Records, in their order of seniority.

3.5.3. Village Development Committee (VDC)

The VDC is recognised as a grassroots development structure composed of members selected by the community at the kgotla. The committee ensures local representation in the decision-making process and in the management of projects. There is a VDC in each of the zone of influence villages.

3.5.4. Village Extension Team (VET)

The VET, which comprises of government departments within a village, plays an advisory role with regard to developmental issues. These mostly include the nurses, teachers, veterinarians, water utilities, wildlife officials, social and community development officers and the Botswana Police.

3.5.5. Land Allocation

All customary land is held by a land board or eligible applicants in the form of leases. The main functions of land boards include land allocation and registration, land use planning and monitoring, as well as land acquisition and adjudication (including compensation).

The Letlhakane and Rakops Sub-Land Boards also have the mandate to allocate land in the zone of influence. They also allocate borehole rights, which once allocated, allow owners individual and communal rights to the specified boreholes.

3.6. Economic Activities

Agriculture is a key source of livelihood for most Batswana, most of whom are subsistence farmers. Livestock farming, small scale crop production and fishing are also part of the livelihood development activities.

Letlhakane, and to some extent Rakops, are the economic centres for the Boteti area and are dominated by civil service activity, retail and mining operations. There are government-run social safety nets and programmes, such as Ipelegeng, which provide alternative means of livelihood.
### Table 10: Livelihood Generation in OLDM’s Zone of Influence

<table>
<thead>
<tr>
<th>Community</th>
<th>Formal Employment</th>
<th>Informal Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lethakane</td>
<td>Mining, government civil service, parastatals, non-profit institutions</td>
<td>Ipelegeng, Small, Medium and Micro Enterprises (SMME’s), hawkers, subsistence farming (both arable and pastoral)</td>
</tr>
<tr>
<td>Mmatshumo</td>
<td>Government civil service, mining</td>
<td>Ipelegeng, subsistence farming (both arable and pastoral), hawkers</td>
</tr>
<tr>
<td>Mosu</td>
<td></td>
<td>Ipelegeng, hawkers, subsistence farming</td>
</tr>
<tr>
<td>Rakops</td>
<td></td>
<td>Ipelegeng, shops, SMME’s, hawkers, subsistence farming, fishing</td>
</tr>
<tr>
<td>Mokoboxane</td>
<td></td>
<td>Ipelegeng, subsistence farming</td>
</tr>
<tr>
<td>Mopipi</td>
<td></td>
<td>Ipelegeng, hawkers, subsistence farming, fishing</td>
</tr>
<tr>
<td>Khwee</td>
<td>Government civil service</td>
<td>Ipelegeng</td>
</tr>
<tr>
<td>Xere</td>
<td></td>
<td>Ipelegeng, subsistence farming</td>
</tr>
<tr>
<td>Xhumo</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.7. Education

The table below highlights educational facilities per village. The majority of the schools listed in Table 13 have benefited in various ways from OLDM’s socio-economic delivery and corporate social investment programmes. The benefits include infrastructural development, supplies and equipment, transport and even utilizing the mine infrastructure for sporting activities.

Table 11: Educational Facilities per Village

<table>
<thead>
<tr>
<th>Settlement</th>
<th>Educational Facility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xhumo, Mmatshumo and Khwee</td>
<td>One primary school</td>
</tr>
<tr>
<td>Musu, Mokoboxane</td>
<td>One primary school, One junior secondary school</td>
</tr>
<tr>
<td>Lethakane</td>
<td>Five primary schools, Two junior secondary school, One senior secondary school</td>
</tr>
<tr>
<td></td>
<td>One Vacational Training Centre, Six private pre-schools</td>
</tr>
<tr>
<td>Mopipi</td>
<td>One pre-school, One junior secondary school</td>
</tr>
<tr>
<td>Rakops</td>
<td>One primary school, One Junior secondary school</td>
</tr>
<tr>
<td>Orapa Township</td>
<td>Two primary school, Two pre-schools, Three primary schools, One junior secondary school</td>
</tr>
</tbody>
</table>

1:4. Reception classes are similar in nature to preschool or crèche.
Orapa Township has three primary schools: Boteti Primary School, Bathoen Primary School and Livingstone Primary School. These three schools have consistently ranked in the top ten primary schools in the country. Furthermore, since 2011, at least one pupil annually has been recognised in the top ten achievers in the Primary School Leaving Examinations (PSLE). These primary schools have favourable teacher-to-student ratios, which enhances the classroom learning environment.

The three primary schools feed Orapa Junior Secondary School which has been amongst the highest achieving schools in the country for a number of years. This is due, in part, to OLDM’s initiative to employ subject teachers (Mathematics, Science and English) as part of OLDM’s socio-economic development initiative.

Challenges are encountered when students complete their junior high and are admitted at Letlhakane Senior Secondary School. In an effort to assist in raising the academic standard, OLDM’s socio-economic delivery initiatives have included adopting Letlhakane Senior Secondary School. The last three years have focused on improving ICT (Information, Communication and Technology) facilities. Students are also assisted by providing transport to and from academic and sporting competitions across Botswana.

To encourage and celebrate high academic excellence in both the Primary School Leaving Examination and Junior School Certificates, the mine launched the inaugural Diamond Dream Academic Awards (DDAA) for best performing learners, teachers and schools under the Debswana Government Schools Development Programme (DGSDP) in 2017. Beneficiaries of these awards are Letlhakane and Mopipi primary schools. The awards will run for three years after which they will be reviewed.

Vocational training is offered at the Letlhakane Vocational Training Centre. There is also a technical training facility, Orapa Training Centre, at Orapa. Non-formal education, such as adult education, is common in the area and such classes are attended by a cross-section of residents.

3.8. Health

There are health facilities (health post or clinic) in all of the villages in the Boteti sub-district and they are run by the government. Letlhakane and Rakops both have primary hospitals. The Orapa Mine hospital serves as a referral for the sub-district. Orapa’s health services are open to all Batswana. Outreach programmes target communities in the area.

Support programmes undertaken by the health facilities include programmes like home-based care, an orphan care programme and various health-specific campaigns. Community support groups also play a significant role through their volunteer programmes to provide curative, preventive and palliative care.

Based on information gathered from the Orapa hospital management system and discharge notes, OLDM has identified HIV/AIDS, tuberculosis (TB), hypertension, diabetes and chronic lower back pain as the dominant health issues. Many of these health concerns are related to poverty and malnourishment in children, as well as drug-resistant tuberculosis which results from non-compliance with treatment regimes.

The Boteti District Multi Sectorial AIDS Committee (DMSAC), through its annual evidence-based planning exercise, has identified five priority areas for intervention: high teenage pregnancy, low rate of testing among males, low infant testing rate, high levels of alcohol and high rates of sexually transmitted infections.

The following table outlines health facilities in the study area:

<table>
<thead>
<tr>
<th>VILLAGE</th>
<th>HEALTH FACILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mmatshumu, Xere, Mosu Mokoboxane, Mopipi Xhumo and Khwee</td>
<td>1 clinic</td>
</tr>
<tr>
<td>Lethakane</td>
<td>2 clinics, 1 mine clinic, 1 primary hospital, 1 karowe mine clinic, 2 IDCC Centres Tebeloapele Testing and counselling centre</td>
</tr>
<tr>
<td>Rakops</td>
<td>1 clinic, 1 primary hospital</td>
</tr>
</tbody>
</table>
The table below presents the primary reported health concerns as reported by men and women within OLDM’s zone of influence.

**Table 13: Reported Health Concerns per OLDM Zone of Influence Settlement Amongst Males and Females**

<table>
<thead>
<tr>
<th>Community</th>
<th>Male and Female</th>
<th>Reported Health Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mmatshumo</td>
<td>Mmatshumo</td>
<td>Hypertension</td>
</tr>
<tr>
<td>Rakops</td>
<td>Rakops</td>
<td>Respiratory conditions</td>
</tr>
<tr>
<td>Khwee</td>
<td>Khwee</td>
<td>Other diseases</td>
</tr>
<tr>
<td>Mopipi</td>
<td>Mopipi</td>
<td></td>
</tr>
<tr>
<td>Xhumo</td>
<td>Xhumo</td>
<td></td>
</tr>
<tr>
<td>Mokoboxane</td>
<td>Mokoboxane</td>
<td></td>
</tr>
<tr>
<td>Xere</td>
<td>Xere</td>
<td>HIV</td>
</tr>
<tr>
<td>Mosu</td>
<td>Mosu</td>
<td>Respiratory conditions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hypertension</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other diseases</td>
</tr>
<tr>
<td>Letlhakane</td>
<td>Letlhakane</td>
<td>Musculoskeletal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Skin condition</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Respiratory diseases</td>
</tr>
</tbody>
</table>
3.9. Infrastructure and Services

Groundwater is often the only water source and is used for both human consumption and livestock watering. The boreholes (wells and communal stand pipes) that supply the villages are owned and operated by the Boteti Sub-District Council and Water Utilities Corporation, while Debswana has its own well fields which access deeper aquifers to supply the mines and their residents. All the villages in the study area now have access to running water.

In Orapa, sewage is disposed of by several methods: a sewage reticulation network connection and waterborne sewage. Letlhakane village uses pit latrines, a sewerage system and waterborne sewage. The other remaining communities have either waterborne sewage and pit latrines.

The Basarwa who live in a formalised settlement close to Letlhakane lack housing and basic services.

Each village has a dumpsite but the degree of management of the sites varies. The council inspects each village and grades its waste management and general cleanliness, which has created high levels of awareness amongst residents and strong competition between villages.

Orapa and the surrounding villages receive electricity from the Botswana Power Corporation (BPC). In some instances, solar energy is used for water heating and lighting in schools and health facilities. Xere and Khwee are the only settlements without electricity.

The Botswana Telecommunications Corporation (BTC) provides telecommunication services throughout the country and is accessible in most of the areas included in this study. Cellular services from the three mobile operators are accessible in major centres.

The roads linking Orapa to other major centres are in good tarred condition, except those leading to Xere, Khwee and Mosu. Other roads are gravelled. The A14 and A30 connect the zone of influence to the tourism centre of Maun and the Okavango Delta in the north-west and the economic centres of Francistown and Gaborone to the east and south. The A14, therefore, creates an important spine for economic activity in the area.

3.10. Vulnerable Groups

Various vulnerable groups have been identified: street-children; women, especially female-headed households; persons with disabilities; children, particularly those that are orphaned and may live in child-headed households; and the elderly.

Girl-children are also identified as vulnerable. This population group has been recognised as a critical issue in government gender and development policies.

Through stakeholder mapping, analysis and engagement processes the mine has recognised herders and their households as resource-poor and vulnerable. The Basarwa have also been recognised as a vulnerable group, with limited access to basic infrastructure, health services and education.

Due to insufficient employment opportunities and a mismatch between high school education and market-related opportunities, the youth are also a vulnerable group.

The mine employs more men than women. There are also instances where women are vulnerable to various forms of abuse by their spouses; these include lack of maintenance and home abandonment.

In the surrounding villages, elderly people are left to care for young children while parents go to urban areas in search of work, creating a resource strain for these elderly people. Access to government social grants and pension schemes has alleviated this pressure but sustainability becomes an important factor as the currently young population ages.

4. Existing Social Performance Management Activities

Social performance management activities are the full range of internal policies, procedures, plans, systems, and initiatives in place to ensure that all aspects of a mine’s social performance are managed to the highest levels possible. How well the mine does with social issues is now treated as a strategic lens through which risks and impacts are evaluated.

15. Leadership implications include: Ensuring appropriate resourcing (staff and training) in order to meet the requirements of the Social Way; conducting effective and inclusive engagement with local stakeholders; proactively identifying, assessing and managing impacts, consistent with the objective of avoiding or minimising negative impacts; and developing an integrated approach to socio-economic development, focused on leveraging our core business activities in order to maximise the positive developmental contribution of our business.
The following is laid out below:

• Debswana’s approach to social performance and CSI;
• The various mechanisms the mine uses to implement social performance management; and
• A review of the projects and stakeholders with which the mine has engaged since the last SEAT cycle.

4.1. Debswana’s Approach to Social Performance and Corporate Social Investment

4.1.1. Approach to Social Performance

It is our desire to deliver a lasting, positive contribution to communities. We do this by managing our risks and impacts, respecting human rights, engaging with affected and interested stakeholders, and empowering vulnerable and marginalised groups within our zone of influence.

As part of the company’s alignment with international best practice, Debswana has adopted the Social Way. The Social Way defines Debswana’s governing framework for social performance. This has implications for what is expected of all the leaders within the company, from Corporate Centre to general managers, to line managers and supervisors. The heart of these principles includes:

• Delivering a lasting positive contribution to communities;
• Managing risk and impacts;
• Respecting human rights;
• Engaging with affected and interested stakeholders;
• Empowering vulnerable and marginalized groups; and
• Integrating social performance within relevant departments and activities within the operation.

Embedding social performance best practice entails several steps. These include conducting a comprehensive SEAT assessment every three years, and reporting annually to stakeholders on the progress made in addressing the social impacts. Other practical aspects include implementing the stakeholder engagement plan (SEP), external complaints and grievance mechanism; and delivering on social commitments made to stakeholders. Emergency preparedness response plans, security, human rights, resettlement and the protection of cultural heritage sites are also critical steps.

A multi-disciplinary team, which includes representatives from the relevant departments as well as our contractors and stakeholders, contributes to the implementation of the mine’s social performance goals.

Compliance with the Social Way can also be achieved through other mechanisms, such as Good Citizenship Business Principles’ (BPP, RJC and TSM) letters of assurance process; Social Way self-assessments; peer review; community consultation; and third-party audits.

4.1.2. Approach to CSI Programmes

The aim of Debswana’s corporate social investment (CSI) programme is to create a legacy of empowered, sustainable communities in the areas in which the mines operate, ensuring that mining communities are empowered to build sustainable livelihoods.

Our approach is aligned to the national objectives of economic diversification and job creation. Consistent with the National Vision 2036, the CSI focus areas include education, the environment, small business and skills development, arts and cultural development, health (and particularly HIV/AIDS), and community and sports development.

The budget for CSI is divided, with 50% allocated to the Corporate Centre and 50% to the mines (OLDM and Jwaneng Mine). At both corporate and operations level, the implementation of CSI activities is informed by guidelines for selecting and funding such initiatives. The Sustainability Committee is made up of representation from Support Services, Safety and Sustainable Development, Human Resources, Finance and Corporate Affairs. The committee is responsible for:

• Selection, monitoring and evaluation of local projects;
• Authorising funding within their allocated CSI budgets;
• Communication to staff on a quarterly basis regarding which projects are being implemented;
• Quarterly reporting to the Corporate Sustainability Committee; and
• Preparing of auditable public information, reports and external communication of CSI activities.
### 4.2. Mechanisms to Manage Social Performance

The table below outlines the various ways that we are working to integrate social performance mechanisms cross-functionally in order to allow for company/site-wide participation, accountability and effectiveness.

**Table 14: Mechanisms to Manage Social Performance at OLDM**

<table>
<thead>
<tr>
<th>Title of Mechanism</th>
<th>Objective of Mechanism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debswana Social Performance Policy</td>
<td>To promote and maintain our social license to operate with the goal of building resilient communities.</td>
</tr>
<tr>
<td>Social and Human Rights Risk Assessments</td>
<td>To support our social performance strategy goal of “Do No Harm” to communities; to promote and protect human rights while also minimising social risks and impacts linked to our operations.</td>
</tr>
<tr>
<td>External Complaints and Grievance Procedure</td>
<td>To ensure transparency and openness.</td>
</tr>
<tr>
<td>Social Incidents Procedure</td>
<td>Identification, prevention, mitigation and management of social incidents linked to OLDM operations.</td>
</tr>
<tr>
<td>Commitments Procedure</td>
<td>Adherence to the code of conduct and business ethics.</td>
</tr>
<tr>
<td>Stakeholder Engagement Planning and Management</td>
<td>To provide a framework to proactively engage and communicate with stakeholders appropriately; to develop sustainable communities.</td>
</tr>
<tr>
<td>Emergency Preparedness Response Plan (including its associated Stakeholder Engagement Plan)</td>
<td>Identify, prepare for and have the capability to respond appropriately to emergency and crisis situations that have the potential to impact associated communities.</td>
</tr>
<tr>
<td>Cultural Heritage Management</td>
<td>Protect and, where possible, enhance the value of cultural heritage.</td>
</tr>
<tr>
<td>Supplemental Resettlement Implementation Plan and Budget</td>
<td>To support our mandate of “Do No Harm” to communities and to ensure access to resources; to aid with livelihood restoration.</td>
</tr>
<tr>
<td>Mine closure plan</td>
<td>To leave an enduring and sustainable positive legacy in the communities within which they operate; to attain closure certificates from relevant authorities without conditions attached; to make mine closure planning part of its operational philosophy and integrate mine closure planning in their strategic business plans; to undertake effective stakeholder engagement as a key component of mine closure planning and implementation.</td>
</tr>
<tr>
<td>Social Performance across our contracts:</td>
<td>To ensure access to resources, the increased participation of Batswana citizen-owned SMMEs, and the creation of value for our host communities.</td>
</tr>
<tr>
<td>Procurement Policy</td>
<td></td>
</tr>
<tr>
<td>Contract Procedures</td>
<td></td>
</tr>
<tr>
<td>Site Rules and Regulations</td>
<td></td>
</tr>
<tr>
<td>Service Level Agreements</td>
<td></td>
</tr>
<tr>
<td>CEEP Tokafala</td>
<td></td>
</tr>
<tr>
<td>Revised Environmental, Community, Occupational Health and Safety (ECOHS) Policy</td>
<td></td>
</tr>
<tr>
<td>Environmental Policy</td>
<td></td>
</tr>
</tbody>
</table>
Vulnerable groups:

| SED Strategy and OLDM Implementation Plan | To build resilient stakeholder relationships and to support our mandate of “Do No Harm” to communities. |
| Voluntary Principles on Security and Human Rights | To support our mandate of “Do No Harm” to communities. |

1. Promoting and facilitating the establishment, growth and development of SMMEs by ensuring that the tendering and procurement process for Debswana is made more accessible to SMMEs through products and budget reservation programmes as well as encouraging the implementation of quality management systems;

2. Establishing capacity building programmes for wholly citizen and citizen owned companies to facilitate and support the emergence of SMMEs in which citizens take the initiative to generate employment;

3. Promoting and facilitating the establishment of joint ventures between citizen and foreign owned companies.

4. Encouraging local companies to engage in meaningful capacity building for citizens (e.g. training and skills development, CSI activities, outsourcing and subcontracting of work to citizen owned companies, amongst others).

Currently the list of reserved goods and services for citizen-owned companies aims to increase local participation in certain spheres. There is also a tender evaluation matrix that takes account of a company’s ownership structure, training programmes, employment demographics—all of which are important during the evaluation of tender submissions.

In addition, CEEP uses preferential margins for determining final allocation of contracts. This means that after evaluating and scoring tender proposals, a citizen-owned company will be given preferential margins around expense (i.e. if the cost of a citizen-owned proposal is higher than a non-citizen-owned proposal, but within a certain percentage of project value, then the former will be given preference).

The 2017 revised CEEP has integrated social performance as a coordinated approach to socio-economic development (SED), in particular pillars 4 (SED-Local Procurement) and 8 (Contractors, Suppliers and Business partners).

---

16. The Citizen Economic Empowerment Policy (CEEP) was signed in June 2014. Its intention is to ensure the economic empowerment of Batswana, with the aim of:
4.3. On-going Stakeholder Engagement means Improved Social Performance

Across the company, at both corporate and operations level, various departments undertake external stakeholder engagement activities. The previous SEAT process found that the mine could engage more regularly with our stakeholders. Since then, we have sought to improve stakeholder communication; the table below is a reflection of our progress in this regard.

Table 15: External Stakeholders Engaged by Corporate Affairs, 2014 to 2017

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Engagement Activity</th>
<th>Frequency of Engagement</th>
<th>Reasons for Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional authorities</td>
<td>General meetings, focus groups</td>
<td>Quarterly</td>
<td>Closing SEAT findings, access to resources, discussing issues of concern</td>
</tr>
<tr>
<td>Tribal administration</td>
<td>General meetings, focus groups</td>
<td></td>
<td>Closing SEAT findings, access to resources, discussing issues of concern, creating awareness around external mine procedures</td>
</tr>
<tr>
<td>Government</td>
<td>Workshops, one-on-one interviews, and working groups</td>
<td></td>
<td>Closing SEAT findings, resource-sharing and management, complaints and grievance management</td>
</tr>
<tr>
<td>Farmers</td>
<td>Focus groups through syndicates</td>
<td>Monthly and quarterly</td>
<td>Closing SEAT findings, resource sharing and management, complaints and grievance management, opportunities for socio-economic development in the zone of influence, livestock management, complaints and grievance management, mine closure plans</td>
</tr>
<tr>
<td>Development groups (e.g. VDC, VET, etc.)</td>
<td>Focus groups</td>
<td>Quarterly</td>
<td>Access to resource, complaints and grievance management, village development, encourage communities to come up with sustainable projects</td>
</tr>
<tr>
<td>Vulnerable groups, including women and children</td>
<td>Monthly and quarterly</td>
<td>Access to resources, complaints and grievance management, to be knowledgeable of their needs, to empower women and offer guidance</td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td>Monthly and quarterly</td>
<td></td>
<td>To create awareness around company activities i.e. CSI, employee volunteerism</td>
</tr>
<tr>
<td>NGO groups</td>
<td>Quarterly</td>
<td></td>
<td>Discussing partnership</td>
</tr>
<tr>
<td>Schools</td>
<td>Workshops, working groups</td>
<td>Monthly and quarterly</td>
<td>Orapa Game Park, mine tour, career fair</td>
</tr>
<tr>
<td>Parastatals</td>
<td>Closed meetings</td>
<td>Quarterly</td>
<td>Partnership development and socio-economic development</td>
</tr>
<tr>
<td>Business partners</td>
<td>Meetings, focus groups</td>
<td>Monthly and quarterly</td>
<td>Socio-economic development and CEEP</td>
</tr>
<tr>
<td>Political groups/authorities</td>
<td>Meetings</td>
<td>Quarterly</td>
<td>Nurturing of relationships, creating awareness around external mine procedures</td>
</tr>
</tbody>
</table>

17. Established in 2000, the Voluntary Principles on Security and Human Rights is a multi-stakeholder initiative involving governments, companies and nongovernmental organizations that promotes implementation of a set of principles that guide oil, gas and mining companies on providing security for their operations in a manner that respects human rights. Specifically, the Voluntary Principles guide companies in conducting a comprehensive human rights risk assessment in their engagement with public and private security providers to ensure human rights are respected in the protection of company facilities and premises.
**Table 16: External Stakeholders Engaged by Various OLDM Departments, 2014 to 2017**

<table>
<thead>
<tr>
<th>OLDM Department</th>
<th>External Stakeholders Engaged</th>
</tr>
</thead>
</table>
| Orapa Health Services (Nursing)  | • Orapa Community Development Committee  
• Ministry/Department of Health  
• Visiting specialists  
• Community leaders through the General Manager’s community leaders’ engagement forum  
• Clients (using information booklets focusing on patient rights and services available/formal grievance procedure and Quarterly Customer Service Questionnaires)  
• Medical aid companies                                                                                                                                                                      |
| Safety and Sustainable Development | • Department of Waste Management and Pollution Control (DWMPC)  
• Department of Environmental Affairs (DEA)  
• Department of Mines (DOM)  
• Department of Wildlife and National Parks (DWNP)  
• Local Authorities                                                                                                                                                                           |
| Education                        | • Regional education officials  
• Heads of Departments (HODs) at the Ministry of Education and Skills Development  
• District and local education authorities (Boteti)  
• Local authorities (Boteti)                                                                                                                                                                    |
| Engineering                      | • Water Utilities Corporation  
• Botswana Power Corporation  
• Department of Transport  
• Fire Department  
• Local authorities                                                                                                                                                                           |
| Human Resources (HR)             | • Employees  
• Families and dependants  
• Department of Labour  
• Department of immigration  
• Financial Institutions  
• Medical Aid Companies  
• Pension Fund Companies  
• Insurance Companies  
• Botswana Training Authority  
• Botswana Mine Workers Union (BMWU)  
• Joint Negotiation and Consultation Committee (JNCC)  
• Operation’s Negotiation and Consultation Committee (ONCC)                                                                                                                                 |
| Supply Chain Management (SCM)    | • Suppliers and service providers  
• Government departments  
• Chamber of Mines  
• Potential suppliers  
• Group of companies (Debswana and Anglo American)  
• Regulatory bodies                                                                                                                                                                           |
5. Delivering Socio - Economic Benefit

Botswana is a country that has been hailed as an economic success, largely due to the development of its mineral resources. The country also finds itself at a crossroads, keenly aware of the need to diversify the economy away from diamonds. Debswana recognises the key role that it needs to play in order to contribute to this diversification, which goes hand-in-hand with the building of resilient, sustainable communities that will thrive beyond diamond mining.

Although expected socio-economic disparities exist between rural and urban areas, youth unemployment is a critical concern that cuts across geographical location. These high levels of youth unemployment exist amongst the educated and college graduates.

It is against this background that Debswana has developed a socio-economic development strategy to inform enterprise development and post-closure initiatives.

The complimentary role that OLDM plays to government development efforts includes more than corporate social investment initiatives. Benefits can be derived from both core and non-core mining activities. The areas through which additional benefits can be derived are anchored in the seven socio-economic development pillars which are:

- Local procurement;
- Local employment;
- Enterprise development;
- Employee volunteering;
- External capacity building;
- Synergies on infrastructure use; and
- CSI.

5.1. Overview

The table below describes OLDM’s socio-economic benefit delivery. Thereafter, four CSI programmes are highlighted in further
### Table 17: Socio-Economic Delivery and Corporate Social Investment for 2015 to 2017

<table>
<thead>
<tr>
<th>Initiative</th>
<th>What was Contributed</th>
<th>When Did Implementation Begin?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Procurement</strong></td>
<td>Delivering significant socio-economic benefits in several ways: making specific goods, services and work reservations for citizens (using Annex B from CEEP); according price preferential margins to citizen companies (using the CEEP matrix); and making our business linkages explicit so that SMMEs know how to participate. Monitoring of citizen spend and the introduction of supplier development initiatives are meant to ensure enhanced local procurement through OLDM’s SED strategy, and consequently influence the budgets that are allocated to citizen-spend. As a start: 1. Price preferential margins will apply to contracts less than P20 million; 2. Each citizen-owned SMME stands the chance to benefit on Procurement Price Preferential (PPP) margins once annually; and 3. Supply Chain Management will track, monitor and report on the companies that benefitted.</td>
<td>Cross-departmental integration commenced in 2017</td>
</tr>
<tr>
<td><strong>Local Employment</strong></td>
<td>Employing local workers is one of the ways the mine contributes to economic empowerment. We recognise the need for capacity-building programmes, as well as the development of key indicators in order to measure how successful we are in supporting the emergence of local SMMEs. OLDM has: 1. Profiled the labour-sending areas, with a focus on our zone of influence; 2. Conducted an analysis of our current workforce – career progression, localization plans; 3. Improved employee and community awareness of available opportunities; 4. Improved our intake methods for our artisan programmes; and 5. Conducted a forecast of our manpower needs based on the life of the mine and the ambitions of the various business units.</td>
<td></td>
</tr>
<tr>
<td><strong>Enterprise Development</strong></td>
<td>Enterprise development supports the development of competitive and sustainable citizen-owned SMMEs by improving their skills and capacity. Furthermore, other business partners have been encouraged to play an active role in this area. OLDM is/has: 1. Implementing Annex B in the CEEP where certain goods and services are reserved for citizen-owned companies; 2. Establishing priority areas for supplier development; 3. Developing opportunities for joint ventures; 4. Launched the Tokafala programme (STRYDE programme); 5. Made sure our social requirements are included in our tenders; 6. Trained business partners on the Social Way, which also includes Voluntary Principles on Security and Human Rights; 7. Developed a contractor management plan for the social aspects of business (social risks and impacts management); and 8. Developed linkages between Life of Mine and Orapa Today Boteti Tomorrow initiatives.</td>
<td></td>
</tr>
</tbody>
</table>
| **Employee Voluntarism (EV)** | Employee voluntarism takes place on an informal basis that is not well coordinated, and includes utilising the skills of our staff to support various socio-economic development programmes, as well as assigning time for mentoring and coaching of citizen suppliers. | **OLDM is:**  
1. Working on ways to capture our current activities;  
2. Formalising EV policy with Human Resources; and  
3. Encouraging departments and subcontractors to liaise with the Social Performance Department so that we can track and monitor our contributions. | Cross-departmental integration commencing in 2018 |
| **External Capacity Building** | The mine, its suppliers and business partners play an important role in developing external capacity to local institutions. | **OLDM is:**  
1. Reviewing the capacity needs of local authorities and other government entities in the zone of influence; and  
2. Continuing to profile the communities in our zone of influence in order to assess the resources already present within the communities so that these can be optimally utilised. | Cross-departmental integration commencing in 2018 |
| **Synergies with Mine** | Synergies exists when infrastructure projects are adapted to extend positive social impacts to communities within our zone of influence. | 1. The mine hospital at Orapa continues to provide outpatient care to both employees and community members;  
2. Boitkanelo Clinic in Orapa provides health outreach services to communities in our zone of influence, including informal settlements;  
3. Orapa hospital staff help to develop the capacity of local health care workers;  
4. The Boteti District Health Management enjoys use of laboratories, equipment and reagents at the hospital;  
5. The Orapa Fire Department responds to local veld fires, road accidents, floods and other emergencies and is part of the District Disaster Preparedness and Management Team;  
6. Facilities like Itekeng Stadium and the sports hall are used by local schools and sporting codes from within the zone of influence;  
7. OLDM’s infrastructure development (roads, water, electricity, and sewage reticulation) are used by communities within the zone of influence. | Cross-departmental integration commenced in 2017 |
| **CSI** | CSI enables us to engage in community development activities that do not directly leverage core business, but that are essential in obtaining and maintaining our social license to operate and in demonstrating commitment and care towards our stakeholders. | **OLDM is:**  
1. Reviewing proposals based on the CSI pillars, project funding and project management;  
2. Continuing to support legacy, or high-impact, projects;  
3. Developing strategic partnerships based on the needs we’ve identified;  
4. Considering both financial and non-financial donations; and  
5. Identifying vulnerable groups and the ways they are able to access resources. | Tracked and measured since 2013 |
### Community Development

- Financial assistance to electrify the newly constructed Kgotla offices
- Financial assistance to build a house for a destitute person in Kedia village
- Financial assistance to refurbish rental houses and fence the yard
- Funds to construct toilets at three wards of Makuane, Soosenyeng and Segotsane in Mosu
- Funds to help thatch a house for a destitute person in Metsiaela
- Funds to support Bot50 independence celebrations

<table>
<thead>
<tr>
<th>Items/Services Donated</th>
<th>Total Spend (BWP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Install a siren</td>
<td></td>
</tr>
<tr>
<td>Purchase a photocopying machine</td>
<td></td>
</tr>
<tr>
<td>Repair a photocopier</td>
<td></td>
</tr>
<tr>
<td>Traditional dance attire</td>
<td></td>
</tr>
<tr>
<td>Vegetable garden</td>
<td></td>
</tr>
<tr>
<td>400 mattresses</td>
<td></td>
</tr>
<tr>
<td>Purchase a photocopier</td>
<td></td>
</tr>
<tr>
<td>An adopt-a-school project that supported the upgrade of the information, communication and technology infrastructure in the school</td>
<td></td>
</tr>
<tr>
<td>Financial assistance directed at the school expansion project</td>
<td></td>
</tr>
<tr>
<td>Financial assistance to host an international conference on Clean Energy for Sustainable Growth in Developing Countries</td>
<td></td>
</tr>
<tr>
<td>refurbish sporting facilities and purchase of sports equipment</td>
<td></td>
</tr>
<tr>
<td>Procurement of computers and reference books for different subjects as well as sporting equipment</td>
<td></td>
</tr>
<tr>
<td>Purchase of computers, printers, sports equipment and support of the prize giving day</td>
<td></td>
</tr>
<tr>
<td>Modified bus (with a hydraulic wheelchair lift) to transport students with disabilities</td>
<td></td>
</tr>
<tr>
<td>Flagship project / part of the adopt-a-school initiative. Three classrooms and an administrative block housing a library and a computer lab</td>
<td></td>
</tr>
<tr>
<td>Refurbishment of the science laboratories</td>
<td></td>
</tr>
<tr>
<td>Funds for the fencing of the school’s nature park</td>
<td></td>
</tr>
<tr>
<td>An adopt-a-school project that supported the upgrade of the information, communication and technology infrastructure in the school</td>
<td></td>
</tr>
<tr>
<td>Top-up of funds to purchase a modified bus (with a hydraulic wheelchair lift) to transport students with disabilities</td>
<td></td>
</tr>
<tr>
<td>Financial assistance to refurbish the school library and science laboratory</td>
<td></td>
</tr>
<tr>
<td>Financial support to purchase a photocopier and materials aimed at supporting the learning environment</td>
<td></td>
</tr>
<tr>
<td>4 X 1 and 2 X 1 ventilated pit latrines</td>
<td></td>
</tr>
<tr>
<td>Paving of the school’s assembly</td>
<td></td>
</tr>
<tr>
<td>Funds for the construction of additional block of classes</td>
<td></td>
</tr>
<tr>
<td>Top-up to finish the work remaining from the flagship project at the administration</td>
<td></td>
</tr>
<tr>
<td>Purchasing of design and technology tools used by students</td>
<td></td>
</tr>
<tr>
<td>The funds are sourced from the Lethakane Tailings Treatment Plant to support the building of blocks of classrooms and associated furniture</td>
<td></td>
</tr>
</tbody>
</table>

### Community Health and HIV/AIDS

- Funds to support the campaign against gender-based violence in north central region

### Community Development

- Financial assistance to electrify the newly constructed Kgotla offices
- Financial assistance to build a house for a destitute person in Kedia village
- Financial assistance to refurbish rental houses and fence the yard
- Funds to construct toilets at three wards of Makuane, Soosenyeng and Segotsane in Mosu
- Funds to help thatch a house for a destitute person in Metsiaela
- Funds to support Bot50 independence celebrations
### Small Business and Agriculture
- Funds to help build the kgotla structure at Tshweu ward in Serowe
- Funds to help build the kgotla structure at Botalaote Ward in Serowe
- Financial assistance to build a house for the destitute in Lethakane
- Funds to construct a village post office in collaboration with Botswana Post and Mahalapye sub-district

### Arts and Culture
- Boteti cultural day
- Ntwetwe Pan Tourism trail
- Financial assistance to run a "Youth against Poaching" campaign in Boteti
- Financial assistance to fence the Malatswai-Makoba cultural village

### Total CSI spend for 2015 and 2016

| Amount | P10,014,615 |
## 5.2. Assessment of Four CSI Projects

As indicated in the table above, OLDM implemented 78 CSI projects during 2015 and 2016, with a total spend of just over P10 million. SEAT requires the mine to delve into four projects in more detail in order to gain a better understanding of what was done well, and where improvement can take place. The mine engaged with the following projects in more depth:

- Mokoboxane Primary School;
- Letlhakane Senior Secondary School;
- Tsienyane Primary School; and
- Tonto Day Care Centre.

### 5.2.1. Mokoboxane Primary School

Located in Mokoboxane village, Mokoboxane Primary School was challenged as a result of limited chairs and blackboards, and not enough classrooms to meet the school’s growing student population. With 20 staff and 558 students, teachers had to improvise, teaching some classes outside, under the trees. The school approached OLDM, requesting support through the Adopt-a-School programme. Following the review of the proposal, OLDM agreed to adopt the school, with a budget provision of P2.4 million for the project. The project scope included the construction of three classrooms and an administrative block that also houses a computer lab and a library.

Since this was a multi-stakeholder project, regular meetings were held between the mine, Boteti sub-district representatives, village elders and the school team. The sub-district architect drew designs for the project, and the school provided input before the designs were finalised. Construction began in 2015, with the school providing day-to-day supervision of the construction works.

Since the completion of construction and the official handover in October 2016, attendance records show improved educational outcomes and increased parental involvement. The school will continue to monitor pass rates. It is anticipated that the improved learning environment will result in better pass rates.

While the school may engage people from the village to assist with small repairs, the overall maintenance of the school facilities is the responsibility of the Boteti Sub-district council.

The school library will serve as an invaluable resource for learning and reading, and the computer lab will equip both children and teachers with technological skills necessary in today’s job market. The construction of the project employed between 20 and 25 local workers who gained construction skills.

Subsequent to the completion of the project, Debswana funded a further P45,634 in order to complete the refurbishing of the Administration Block.

### OBSERVATIONS

- Additional housing for staff was part of the original proposal, but this was not possible due to budgetary constraints.
- School management has limited community use of its new facility due to concerns around vandalism. Not everyone in the seems to agree with this approach.
- The school indicated that the presence of a formalised agreement between the mine and the school would have been valuable in clarifying expectations about the ongoing nature of the relationship.
- The school does not have internet connectivity. Modem rental is outside the school’s budget. Being able to connect to the internet would facilitate further learning and skills development.
- The continued involvement of the local councillor and the sub-district would help to address the ongoing food and stationery shortages.
- The continued involvement of Debswana would be appreciated:
  - The school needs improved sports facilities;
  - Housing for teachers is in short supply;
  - A benchmarking relationship with teachers at the Orapa schools would go a long way to upskilling and improving teacher-morale at Mokoboxane Primary School;
  - Upskilling more teachers in computer use is critical; and
  - The attendance of OLDM health care providers at school and village fun days would be helpful in creating awareness around issues like teen pregnancy, HIV/AIDS and TB.
5.2.2. Letlhakane Senior Secondary School

Letlhakane Senior Secondary School, located in Letlhakane, is the only senior secondary school in the Boteti sub-district.

With 1,667 students and 120 staff, of which 52 are non-teaching staff, the school is often stretched to the limit. The school approached OLDM as part of the Adopt-a-School programme, requesting funding for the procurement of IT equipment in order to adequately equip learners. Debswana agreed to fund P1.2 million over three years.

During this period, the school bought an interactive board, a PA system, laptops, projectors and a student ID printer. A staff computer lab was set up as part of the project, along with Wi-Fi at the school. In addition to providing the funding, Debswana also helped with the set-up of the computers. There was an electrical problem at the school that impeded the project, and Debswana provided new switches, which were installed by the government’s Department of Building Services.

The technological enhancements at the school have opened a new world for both students and teachers, giving them access to online libraries, research sources for projects and a means to network and connect with other schools online. Since the implementation of the project, the school has seen an improvement in the performance of the students. In 2016, they went from a national ranking of 20th to 7th. In addition, the provision of the facilities has enabled the school to retain its high performing students; these students would normally have been preferred to attend boarding schools in larger towns like Francistown where the learning opportunities are greater.

**OBSERVATIONS**

- Enrolment at the school has increased, especially since students who were boarding at other schools have returned. This demand places pressure on the school infrastructure and staff.
- There is a strong expectation from within the school that Debswana’s support will continue beyond the 3-year project. It would be helpful to clarify and document the scope of continued support, or the grounds therefore.
- Linked to the above, the school approached Debswana to use the remaining funds provided for alternative purposes, but were informed that the funds needed to be used for the original purpose.
- The bulk of the funding was spent on the procurement of technology, with no provision for training staff on how to use the equipment. This was not a restriction on the part of Debswana, but an unfortunate oversight on the part of the school.
- The school makes use of a governmental helpline for IT queries and problems, but often experiences a frustrating delay in speaking to a support person.

5.2.3. Tsienyane Primary School

Tsienyane Primary School is located in Rakops and has 760 students, of which 37 attend the school’s special education unit. The unit opened in 2006; Tsienyane Primary School is currently the only school in the sub-district with such provision.

The school approached Debswana, requesting funding for the purchase of a small bus for children living with disability. The modified bus, with a special hydraulic lift for wheelchair users, has cost P640, 351.

Previously, Debswana has supported the school with the purchase of teaching materials, computers, outdoor equipment, trees in the school yard, and transport for special school events.

**OBSERVATIONS**

- It has been recognised that more local businesses need to be brought on board on CSI initiatives in order to reduce the dependency on Debswana and ensure sustainability.
- It seemed that most of the agreements and communication around the project were verbal. Requests were made for documentation as a means to ensuring project continuity if the headmaster, for example, leaves.
5.2.4. Tonto Day Care Centre

Tonto Day Care Centre is a Letlhakane community-based pre-school. Prior to its establishment there were no day care facilities catering for low income earners. While children are the main beneficiaries, the entire community benefits from access to a good learning foundation.

The school caters for children between the ages of 2.5 and 6 years. There are currently 141 children enrolled at the school. The school also hosts eight orphaned and vulnerable children from Letlhakane.

Prior to the project, the school was unable to take on more children due to the shortage of classrooms.

The school approached Debswana to assist with the construction of three classrooms to increase intake. Debswana agreed to contribute P250,000, which funded one classroom. Construction began in 2016 and was completed in early 2017.

The additional classroom has made it possible for Tonto Day Care Centre to accept 27 new students.

**OBSERVATIONS**

- The project beneficiary indicated that a better understanding of the Debswana CSI guidelines and criteria would have helped them strengthen their project proposal.
- Stakeholders commented that the mine’s response times were too long.

5.3. Assessing OLDM’s SED and CSI Activities

The formalisation – that is, the tracking and measuring - of OLDM’s CSI initiatives began in 2013. The first SEAT assessment in 2014 highlighted areas for improvement in CSI, as well as areas where we had done well; this SEAT process has done the same. The integration of CSI into the larger socio-economic delivery construct is a recent one, and this SEAT assessment reports for the first time on this aspect as well.

The previous SEAT report indicated a need for additional staff and now the results speak for themselves:

- There has been a significant increase in understanding across all site departments of the importance of social performance and socio-economic benefit delivery;

  - The Corporate Affairs team has made deliberate and intentional linkages with communities which has improved the mine’s social licence to operate;
  - The mine benefits from the information the team provides about the mine’s performance in the community – the team acts as an internal accountability mechanism; and
  - The mine sees tangible results. For example, because of the interaction between Corporate Affairs and Security, the mine was able to conduct an awareness programme on fire emergency; already there has been a drop in the number of household fires.

The mine is proud of the work done on the Mokoboxane Primary School project – it was a flagship project that enjoyed the participation of many different stakeholders. While projects with many stakeholders require emotional agility and more project management, there are also key benefits:

- Improved sustainability in the long-term as networks are more easily leveraged in the future;
- Improved partnerships as people get to know one another and understand different points of view;
- Increased participation by the community, which allows a community to “own” a project and the ongoing legacy thereof; and
- Reduction in the pressure Debswana feels to be a sole solution provider, spreading that responsibility more equitably so that more people are encouraged to think outside the box.

**LEARNINGS**

Debswana appreciates the opportunity to grow in the following ways:

- **Leveraging cross-over opportunities with core business areas**

As part of the shift within Debswana, and the extractives industry as a whole, to leverage core business areas in socio-economic benefit delivery, the mine will be increasingly
Looking for opportunities to streamline CSI activities with core business areas.

**Adopting a proactive approach allows for more focused initiatives**

Debswana has developed a socio-economic development strategy where the primary focus will be to become more proactive in delivering projects that are sustainable and in alignment with the mine’s closure plans or district development plans. The socio-economic delivery approach employs the seven pillars, mentioned in the introduction to Section 5, to build resilient communities and ensure these communities also have access to resources.

**Improving our communication with project stakeholders strengthens partnerships.**

The mine has noted the need to improve our communication on our CSI projects. This is also an opportunity to develop and strengthen our strategic partnerships.

**Partnerships between organisations improve sustainability**

The SEAT assessment highlighted the perception amongst the mine’s stakeholders that Debswana has unlimited resources, and even, that mine closure is far away enough to ignore. While this is a concern, strategies can be developed and implemented through partnerships to address this perception amongst stakeholders. This may mean that for some projects, our role changes, depending on the local and community-based project partners that are willing to collaborate. For example, the SEAT assessment brought to light that there are hidden resources in the form of skilled retirees living in villages who can contribute to sustainable community projects. Our hope is that this will foster a reduced reliance on the mine and strengthen community ties for the long-term goal of building resilient communities.

**Memorandums of Understanding between Debswana and CSI beneficiaries improve role clarity and accountability**

Outlining the intended goal and outcomes of a project, the project tenure, the amount donated, the donation ceiling, the key service providers or stakeholders, grievance mechanisms, as well as associated roles and responsibilities, helps manage expectations and increases accountability.

Section 6 includes management responses to the learnings gleaned from the SED/CSI engagement.

### 6. Social and Economic Impacts

**6.1. Summary of Issues Raised During the Engagement Process**

During the SEAT engagement process, stakeholders from within OLDM’s zone of influence were interviewed to get their feedback on the strengths and areas of improvement associated with the mine’s operations. The issues identified during these engagements inform the impacts described below.

The positive impacts identified by external stakeholders relate predominantly to the role that OLDM plays in the social upliftment of communities through its CSI activities; as well as other efforts that contribute towards creating resilient and sustainable local communities in the zone of influence. These positive impacts, and others raised, are outlined in more detailed in Section 6.2 below.

Concerns raised, including areas for improvement, relate to the following:

- Inadequate stakeholder engagement;
- The design, implementation and monitoring of CSI initiatives;
- OLDM’s grievance mechanism and procedures for emergency planning;
- Expectations of employment;
- Social ills in the zone of influence;
- Access to the lease area;
- Land take related to the expansion of the Orapa Mine lease area;
- Squatting; and,
- The impact on natural resources.
6.2. Description of Positive Issues and Impacts

As mentioned above, the positive impacts identified by external stakeholders focused largely on the various forms of social upliftment brought about by OLDM through its CSI activities, and through other interventions that contribute to improved resilience and sustainability at the local level. The positive impacts most frequently raised during the SEAT engagement focused on the following:

- The role of Orapa Hospital in enabling access to improved health care;
- OLDM’s support for education (capacity-building, financial support, infrastructure);
- Poverty-eradication efforts through the provision of funds, help with establishing small-scale projects (e.g. vegetable gardens) and the provision of basic infrastructure (e.g. village generators);
- Assistance with building houses for vulnerable individuals resulting in improved security and wellbeing;
- Employment of some local residents which brings income into local households and helps to contribute to the local economy;
- Opportunities for villagers to rent out their houses to contractor employees, which generates income at the household level;
- The mine’s engagement and collaboration at the local level (e.g. with local authorities – councillors and kgosi’s) was also acknowledged as valuable;
- Appreciation for OLDM’s emergency response in times of crisis (like during the recent floods); and
- The mine’s role in addressing crime at the local level (e.g. OLDM’s participation through the Security Department in the District Crime Prevention Committee).

Further detail on these positive impacts are discussed in Section 5 – Delivering Socio-Economic Benefit.

6.3. Description of Negative Issues and Impacts

6.3.1. Inadequate Stakeholder Engagement

ISSUE DESCRIPTION

Various external stakeholders voiced concerns regarding what they perceive as inadequate engagement by OLDM. These concerns relate primarily to the frequency of engagement and approaches to engagement, as follows:

- **Request for more meaningful engagement:** Requests were made for more meaningful engagement with the mine from villages that are further away from OLDM, like Xhumo. This includes increased frequency and regularity of engagements; moving beyond once-off visits from the Social Performance Team, and "remote" approaches to engagement (e.g. via a suggestion box); and increased sharing of information about the mine during engagement sessions.

- **Requests for improved participation and representation in engagement sessions:** Across the villages in the zone of influence, requests were made for the mine to revise its approach to engagement such that it becomes more accessible to, and representative of, a broader range of stakeholders. In terms of local protocol, current approaches tend to use traditional forums for engagement (i.e. the kgotla) and emphasize engagement at the leadership level (e.g. via the kgosi’s). Whilst the value of these traditional forums was acknowledged, they are not conducive to engagement by all village residents, particularly women and the youth. Concerns raised include: prescriptive dress code which inhibits attendance; kgotla meetings taking place during working hours, thus excluding attendance by employed residents; and gender bias in the kgotla meetings in favour of men. All of these factors result in low levels of community participation in the traditional engagement forums.

- **Requests were thus made for more participatory and non-traditional approaches to engagements (e.g. focus groups),** which allow for improved participation and a better exchange of ideas. A concern was also raised regarding the dominant language of engagement.
(i.e. Setswana), which not always match the mother tongues of the local stakeholders (e.g. in Khwee, not everyone speaks Setswana).

**EXISTING MANAGEMENT MEASURES**

Existing efforts around engagement are summarized in Section 4.3.

### 6.3.2. Grievance Mechanism and Emergency Planning

**ISSUE DESCRIPTION**

**Inaccessibility of the grievance mechanism:** Currently local stakeholders can lodge grievances at the kgotla meetings, or post a grievance in the “grievance boxes” located at the kgotla offices. During the SEAT engagement process, various stakeholders (in particular women and youth) raised concerns regarding use of the kgotla for this purpose. As highlighted above, not everyone considers the kgotla to be an appropriate or accessible forum for raising issues and/or grievances. Requests were made to also provide a grievance box at the VDC offices, as this venue is visited more frequently. Despite the Social Performance team’s efforts to raise awareness about the grievance mechanism, there still appears to be a lack of understanding amongst some stakeholders of how the grievance mechanism works.

**Emergency situations:** OLDM works closely with the District Emergency Preparedness Committee to create awareness on which emergency number to use (998), and which authority to expect a response from depending on the type of emergency. Despite this, there appears to be some uncertainty amongst local residents: firstly, in terms of whom to contact when emergencies arise (this relates in particular to the villages further from the mine); and secondly, the expectation that OLDM be the primary response unit for all emergency situations, despite the fact that this is not their role. This confusion seems to be aggravated by the fact that OLDM often does respond to emergencies that do not fall within their area of responsibility (e.g. road traffic accidents, incidents of veld fires and floods beyond the 100km radius).

**EXISTING MANAGEMENT MEASURES**

- OLDM has an existing external complaints and grievances procedure.
- In 2016, awareness was raised on the Complaints and Grievance, Social Incidents and Commitments Procedures in the zone of influence. In 2017, eight villages were provided with refresher training.

### 6.3.3. Design, Implementation and Monitoring of CSI Initiatives

**ISSUE DESCRIPTION**

During the course of the SEAT engagement, stakeholders provided OLDM with some useful feedback on current CSI activities. The key insights extracted from the stakeholder feedback are as follows:

- To improve the sustainability of CSI interventions, there is a need for improved capacity building as part of OLDM’s approach to CSI. This includes skills development across all CSI projects; increased focus on education, including early childhood development and literacy; improved capacity of community trusts to run more effectively; and ability of stakeholders to diversify their livelihoods. In some instances, this will also include building the capacity (e.g. skills) of partner organisations to collaborate better with OLDM.

- Capacity building also extends to improving the ability of more marginalised stakeholders to access CSI funding. Currently, the CSI proposal and application process favours those that are literate and can write good proposals.

- Not all stakeholders properly understand what Debswana’s CSI focus areas are. This results in misalignment between Debswana and the expectations of the intended beneficiaries.

- Not all stakeholders are fully aware of how proposed projects are selected, or if/when they can expect responses to their CSI proposals. This results in frustrated efforts to gain funding along with the associated unmet expectations.

- There is insufficient partnership and collaboration on OLDM’s CSI projects. In some instances, this is linked to a lack of capacity of partner organisations (skills and resources; in other instances, it is because of OLDM’s tendency to lead on projects, rather than encourage a more collaborative approach.

- Stakeholders mentioned a lack of monitoring of CSI projects. Stakeholders reported a “handing over of money” and then no further meaningful involvement from OLDM. As a result, there are no formal efforts towards checking that the project is meeting its intended objectives, and making the necessary adjustments and improvements when needed.
- OLDM doesn’t always assure the sustainability of their CSI projects before exiting. This includes inadequate notice being given to CSI beneficiaries of OLDM’s exit from the project creating perceptions that the mine is not fulfilling its commitments.
- OLDM’s involvement in the provision of social services (e.g. education) has meant stakeholders are unclear as to the delineation between government and OLDM responsibilities. This results in unmet expectations and dependency on OLDM at the local level.

EXISTING MANAGEMENT MEASURES

Existing efforts around socio-economic benefit delivery are summarised in Section 5.

6.3.4. Expectations of Employment

ISSUE DESCRIPTION

Concerns regarding high levels of unemployment, particularly amongst the youth, were raised consistently during the SEAT engagement process. Concerns were also raised about Debswana’s high standards for employment which results in fewer people employed at the mine. Stakeholders also raised concerns about a bias towards the employment of men.

Job creation in the context of high levels of unemployment (particularly amongst youth) is a critical issue in Botswana. Unfortunately, the shortage of relevant skills on a national and local level limits employment opportunities.

EXISTING MANAGEMENT MEASURES

There are several measures in place at both corporate and operation’s level to maximise local employment opportunities:

- Job vacancies are advertised using methods and media accessible to zone of influence residents (e.g. kgotla offices; clinics; Boteti sub-district administrative buildings; newspapers; labour offices; and training centres)
- There is the ongoing enhancement/upscaling of an existing school development teachers’ programme (maths and science) to improve levels of education at foundation levels, with the objective of increasing the long-term employability of zone of influence communities.
- The maintenance and expansion of existing partnerships with training institutions continues, with OLDM giving input into curricula to ensure that employable skills are developed.
- A proportion of existing skills development and enhancement programmes are ring-fenced for Botswana youth (e.g. artisanal training, internships, learner officials and attachments within the company).
- Information sharing and awareness raising is carried out with government and local authorities, through the general manager’s Business Update, on the importance of zone of influence benefits to offset the real negative impacts of operations.
- Standardised information is provided on employment opportunities, procedures, etc. and distributed to departments to ensure that all departments involved in stakeholder engagement (as per the overarching stakeholder engagement plan) are consistent in their messaging.

6.3.5. Increased Social IIs

ISSUE DESCRIPTION

Throughout the engagement process, stakeholders raised concerns about increased social ills in the zone of influence. The most commonly raised topics included: high unemployment, alcohol and substance abuse, gender-based violence, crime (including stock theft), prostitution and inter-generational sex, teenage pregnancy, increased HIV/AIDS, and the ongoing vulnerability of the Baswara or Remote Area Dwellers.

In some instances, these behaviours can be attributed to OLDM employees and contractors. These behaviours are closely connected to alcohol and drug abuse, and attendant anti-social behaviour, which can impact on the wellbeing of both the individuals concerned and on local residents. This behaviour appears to be fuelled by the fact that many men are living away from home and are without their usual family structures which influence and regulate behaviour. The relative wealth of OLDM employees and contractors also makes them vulnerable to financial indebtedness and risky
sexual behaviour such as consorting with prostitutes and having relationships with young women.

**EXISTING MANAGEMENT MEASURES**

OLDM has a Wellness Manager who implements wellness programmes that cover issues from financial management to HIV/AIDS prevention. Furthermore, the mine has an Employee Assistance Programme (EAP) intended to support employees experiencing work-related or personal problems which may impact negatively on their productivity. At OLDM, the programme is housed at the Occupational Health Clinic and is managed by an EAP coordinator. In addition, a psychologist has been appointed at Orapa Mine hospital. Other relevant measures in place include:

- Workplace alcohol and drug testing;
- Targeted police operations focusing on drug and alcohol abuse; and
- Targeted campaigns, including health risk assessments, which are aimed at both employees and contractors.

**6.3.6. Ease of Access to Lease Area**

**ISSUE DESCRIPTION**

During the SEAT engagement process, requests were received to ease access to the lease area, which includes Orapa Township. These requests include the granting of permanent permits to government officials rather than the one-day temporary permit currently issued. Although there are procedures in place that support access to services in Orapa, frustrations do arise with this process. Some of these frustrations are caused by the host (e.g. when the hosts forget to apply for permits); in other instances, the frustrations are caused by miscommunication (e.g. when permits have been pre-approved, but the applicant isn’t aware of this). However, the repeated calls to create ease of access indicate a lack of awareness that controlled access is a legal requirement (set by the government of Botswana) due to the alluvial gravels on which Orapa Township is located.

**EXISTING MANAGEMENT MEASURES**

Permitting procedures are in place to give people more easy access to the services in Orapa Township.

The issuance of permits in OLDM is governed by the Precious and Semi-Precious Stone (Protection) Act which states that no persons may enter or remain within the precious stones security area unless they are in possession of a valid permit. Permits are thus required to ensure the protection of minerals, associated mining assets and the overall security of the mining lease area.

Permits are, however, provided to the people of Boteti, Batswana as a whole, family members of OLDM’s employees, Debswana contractors, suppliers and business partners. The leadership and authorities of the Boteti sub-district and other Government of Botswana human resources are formally issued permits with ease. Some permits are issued on a long-term basis, a case in point being OLDM stakeholders with ancestral graves inside the lease area.

Permits for the purposes of accessing critical services such as health and education are also issued to members of the surrounding communities and eligible Batswana as a whole. Access and entry into Orapa takes into consideration respect for the human rights and dignity of stakeholders. Special, emergency, day-long permits, namely, the “No Host Permit” is also provided for people entering Orapa to access health services. These are the main, vulnerable groups in the vicinity of our mines. All children below the age of eighteen are allowed to enter Orapa Township without permits, although a clause requires that they have to be accompanied by their guardians/parents.

**6.3.7. Land Take**

**Background**

In 2009, OLDM embarked on a project to expand the Orapa Mine Lease Area to enclose the Airport Pan Gravels (APG) diamond mineral resource, encompass the Orapa Protection Area (buffer zone) and expand the Orapa Game Park. This project was informed and guided by the principle of avoidance of resettlement and where avoidance was not possible, that minimisation of resettlement be pursued. After several design iterations, including a much larger proposal, the expansion was eventually scaled down to the current expansion area of 43,027 hectares. This necessitated the acquisition of communal grazing land and triggered the economic displacement of:

A. **Group A**: Farmers with livestock on the land were compensated for their fixed assets according to Land Board Guidelines and relocated to the ranches.
B. **Group B:** Farmers who had no operational boreholes and no livestock, but owned a borehole certificate (drilling licence) in the area were compensated for their assets as per Land Board Guidelines. OLDM’s efforts to access replacement (like-for-like) borehole certificates from the government were unsuccessful due to their unavailability. This resulted in engagements at the highest level of OLDM’s leadership and negotiations on cash compensation.

C. **Group C:** Herders employed by livestock farmers were initially not considered Project Affected People in the socio-economic survey of 2016. All have now been surveyed with the exception of three non-citizens. A number of herders have relocated to the ranches with their employers, while others have found alternative employment and some have not. Through OLDM’s partnership with the local sub-district council, specifically the Department of Social and Community Development, the herders have been allocated residential plots.

**Issues of Concern**

It is against this background and context that some issues of concern were raised during the SEAT engagement progress. These relate to the following:

- Challenges transitioning from free-range subsistence livestock rearing at cattle-posts to ranches which require commercial knowledge, skills and more maintenance (i.e. Group A Farmers and Herders at ranches). OLDM has provided training and strengthened capacity in some aspects of ranch management.

- Herders (Group C) who relocated with their employees are now working within a different farming system, an unfamiliar environment which may not be endowed with all the veld products they are accustomed to.

- Challenging group dynamics – divergent views, insecurities, conflict and uncertainties associated with the syndicate strategy. OLDM has facilitated access to training in syndicate formation, organisation and management.

- New claims by a herder related to compensation having erroneously been paid to a farmer, which OLDM has addressed.

- Group B farmers feel the compensation they have received (especially compared to Group A farmers at the ranches) is insufficient and feel they have the right to replacement borehole certificates.

**EXISTING MANAGEMENT MEASURES**

OLDM is in the process of completing a Supplementary Resettlement Action Plan (SRAP) to ensure that the resettlement process is aligned with IFC PS 5. Doing so will ensure that the concerns raised are addressed.

In addition to the SRAP, a Livelihood Restoration Programme (LRP) is also being developed to specifically address any remaining livelihood issues related to the resettlement. The SRAP and LRP are due to be completed by the end of October 2017.

**6.3.8. Squatting**

**ISSUE DESCRIPTION**

The area around Orapa has some un gazetted settlements such as Mokolwane and Maipaahela.

**EXISTING MANAGEMENT MEASURES**

These include maintaining dialogue with the government and conducting community stakeholder engagements and feedback on issues of influx and squatting.

**6.3.9. Impacts on Natural Resources**

Two categories of impacts were raised by stakeholders with regards to natural resources: grass legacy issues in Mopopi, and water impacts in the Boteti region (ground water).

**Grass Legacy Issue**

**ISSUE DESCRIPTION**

Many years ago, grass was taken from Mopipi for the construction of the OLDM golf-course and for the mine grounds. It is uncertain whether the Mopipi grass issue was
addressed through rehabilitation or not at the time. There is a perception that the removal of this grass has led to the current “barrenness” in Mopipi Village. Efforts to resolve this issue have failed repeatedly, and it remains an ongoing grievance for Mopipi residents. In 2015, a commitment was made to replant the grass that was there. Instead of grass, trees were planted, as they were considered a more sustainable option, given the dry climatic conditions. Of the 350 trees planted, only 100 survived. Regardless of whether grass is a suitable replacement or not, residents remain steadfast in their demand to see the grass replaced.

EXISTING MANAGEMENT MEASURES

Measures implemented to date have not been successful in addressing this legacy issue. Please see Section 7 for revised measures to address this concern.

Groundwater Issues

ISSUE DESCRIPTION

Within the Boteti region, and in Mopipi, concerns were raised by stakeholders concerning OLDM’s impact on groundwater resources in the area, and the associated effect on other water users – in particular farmers.

In order for OLDM to access the water it needs, it sinks sandstone boreholes. These go deeper than the ones used by farmers in the area who use either hand-dug boreholes (the shallowest), and basalt boreholes (next level deeper).

Only farmers with significant financial resources can drill boreholes to the depths of the sandstone layer. Due to the hydrological effects of borehole use, it is only these farmers that would potentially be affected. Farmers with the hand-dug and basalt boreholes are not in direct competition with OLDM for water use.

It is important to note that OLDM monitors all its wellfields. If the monitoring results indicate that water levels are decreasing in a particular area, then that particular borehole will be closed. This is in keeping with Debswana’s environmental commitment not to draw more than 50% of the available water in a particular borehole. This commitment applies regardless of whether other water users are affected or not.

EXISTING MANAGEMENT MEASURES

In the context of Botswana’s water scarce conditions, concerns about the effect of OLDM’s water extraction are understandable. However, the mine has a number of management measures in place designed to prevent this impact from occurring:

- Debswana is committed to a water conservation approach within its operations - zero discharge with a recycle and reuse approach. This is intended to limit its impact on the country’s water resources.
- In line with Debswana’s commitment to wise water use, OLDM will extract no more than 50% of the available drawdown for any particular borehole.
- Continuous engagement and education of the farmers in the sustainable use of water resources.

7. Management Responses to Issues Raised, and Future Monitoring

A social management plan and a stakeholder engagement plan have been developed to guide OLDM’s efforts towards improved social performance management and stakeholder engagement.

7.1. Management Measures

The table below summarises the management measures identified to address each of the issues raised by external stakeholders during the SEAT engagement process. These measures are already being addressed by OLDM, allowing for the key issues raised during the SEAT process to be addressed.
**Table 18: OLDM’s Management Measures to Key Issues**

<table>
<thead>
<tr>
<th>Management Measure</th>
<th>Key stakeholders (external or internal)</th>
<th>Timelines</th>
<th>KPIs</th>
<th>Performance targets</th>
<th>Monitoring and evaluation</th>
<th>Required resources</th>
<th>Responsible person or team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issue/Impact #1: Inadequate stakeholder engagement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase departmental awareness on OLDM stakeholder engagement being a site-wide responsibility beyond the SP work stream</td>
<td>Business Departments (internal)</td>
<td>Ongoing Monthly</td>
<td>Engagement plans with clear objective in place. Stakeholder logs updated timeously. Increased number of engagements. Number and diversity of key stakeholders reached by type. Level of satisfaction of stakeholders with revised methods of engagements</td>
<td>Key stakeholders engaged. Monthly meetings % compliance with SEP Updated SEP based on above analysis</td>
<td>Record keeping and signed off minutes. Documented methods of engagements e.g. focus group discussions. Trend analysis of engagements. Monthly SEP review. Monthly reports to ExCo on ZOI stakeholder engagement</td>
<td>Meeting venue Multi-disciplinary teams Transport</td>
<td>SP and Stakeholder-facing departments</td>
</tr>
<tr>
<td>Review and update existing stakeholder maps and analysis, and ensure that selected methods of engagement are appropriate, relevant to the diversity and needs of ZOI stakeholders</td>
<td>Youth Women People with disability Men Community leaders and structures</td>
<td>Ongoing Monthly</td>
<td>Stakeholder Engagement plans Stakeholder engagement logs updated timeously Increased number of engagements Number and diversity of key stakeholders reached by type Level of satisfaction of stakeholders with revised methods of engagement</td>
<td>Key stakeholders engaged Monthly meetings Revised methods of engagements Updated SEP based on above analysis</td>
<td>Record keeping and signed off minutes Documented methods of engagements e.g. focus group discussions Trend analysis of engagements Monthly SEP review Monthly reports to ExCo on ZOI stakeholder engagement</td>
<td>Meeting venue Multi-disciplinary teams Transport</td>
<td>SP and Stakeholder-facing departments</td>
</tr>
<tr>
<td>Management Measure</td>
<td>Key stakeholders (external or internal)</td>
<td>Timelines</td>
<td>KPIs</td>
<td>Performance targets</td>
<td>Monitoring and evaluation</td>
<td>Required resources</td>
<td>Responsible person or team</td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------------------------</td>
<td>-----------</td>
<td>------</td>
<td>---------------------</td>
<td>-------------------------</td>
<td>--------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Issue/Impact # 2 : Grievance Mechanism and Emergency Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation of the Social Incidents and Grievance Procedure – in line with the UN Guiding Principles</td>
<td>Business Departments (internal) Communities within the ZOI (external)</td>
<td>Ongoing Monthly</td>
<td>Revised, updated and signed-off OLDM Social Incidents and Grievance Procedure Number of community members reached Number of Social Incidents and Grievances received via the grievance procedure Number of Social Incidents and Grievances closed</td>
<td>Reviewed timeframes for socialising the procedure, and incorporated into the updated SEP. Full compliance of grievance mechanism with UN Guiding Principles. Report to stakeholders on the % of closed grievances and complaints</td>
<td>Tracking and reporting of all registered grievances and complaints Trend analysis and quarterly review of stakeholder engagement plan</td>
<td>Meeting venue Multi-disciplinary teams Transport</td>
<td>SP and other community facing departments</td>
</tr>
<tr>
<td>Review the placement/ location of the Social Incidents and Grievance boxes policy, procedures and protocols</td>
<td>Youth Women People with disability Men Community leaders and structures</td>
<td>Ongoing Monthly</td>
<td>Level of community participation in the identification of strategic locations for the boxes Number of community members reached Number of social incidents and grievances received via the different platforms of the grievance procedure</td>
<td>Multiple placement of grievances boxes Reviewed timeframes of socialising the procedure</td>
<td>Tracking and reporting of all registered social incidents and grievances Trend analysis and quarterly review of stakeholder engagement plan and budget Multi-disciplinary teams Transport</td>
<td>Meeting venue Multi-disciplinary teams Transport</td>
<td>SP and other stakeholder facing departments</td>
</tr>
<tr>
<td>Management Measure</td>
<td>Key stakeholders (external or internal)</td>
<td>Timelines</td>
<td>KPIs</td>
<td>Performance targets</td>
<td>Monitoring and evaluation</td>
<td>Required resources</td>
<td>Responsible person or team</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------------</td>
<td>-----------</td>
<td>------</td>
<td>---------------------</td>
<td>--------------------------</td>
<td>---------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Review and update CSI policy, procedures and protocols</td>
<td>• Business Departments (internal) • Communities within the ZOI (external)</td>
<td>Ongoing - Completion of the CSI policy by end of Quarter 3, 2018</td>
<td>• Number of CSI requests received • Number of CSI projects applications approved/ supported • Number of SED initiatives being implemented • Number of CSI/SED projects with capacity building focus as per SED KPI’s especially on Employee Voluntarism and External Capacity Development Number of viable, sustainable CSI projects</td>
<td>• Defined scope of CSI and its linkages with the overall SED pillars • Defined MoU’s with CSI beneficiaries incorporating clear roles, responsibilities as well as exit strategies (mentorship and support programs) • Development of formal project proposal template • Development of an OLMCSI project monitoring and reporting template</td>
<td>• Quarterly progress reports of approved CSI Projects to Mine ExCo, Mine SusComm and the Debswana SusComm • Monthly progress monitoring and support to CSI Projects • MoU’s and partnerships evaluated annually</td>
<td>• CSI annual budget • Multi-disciplinary teams • Transport</td>
<td>SP and other stakeholder facing departments</td>
</tr>
<tr>
<td>Communicate and socialize revised CSI policy and procedures to all ZOI communities and Heads of Departments(HoD’s) including Debswana business partners</td>
<td>• Youth • Women • People with disability • Men • Community leaders and structures • Community Based Organisations • Business Departments</td>
<td>Ongoing (from Q3 -2018) Monthly</td>
<td>• Number of community members reached • Number of meetings held with ZOI communities • Number of implementation partners (expert partners)</td>
<td>• Implementation of the revised CSI Policy • Tracking and reporting of best practices in implementation through strategic partners • Undertake perception survey for implementation of the revised CSI Policy</td>
<td>• Tracking and reporting of all CSI requests from ZOI • Trend analysis from survey and CSI related engagements</td>
<td>• Meeting venue • Multi-disciplinary teams • Transport • CSI annual budget</td>
<td>SP/PMO and other departments</td>
</tr>
<tr>
<td>Management Measure</td>
<td>Key stakeholders (external or internal)</td>
<td>Timelines</td>
<td>KPIs</td>
<td>Performance targets</td>
<td>Monitoring and evaluation</td>
<td>Required resources</td>
<td>Responsible person or team</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------</td>
<td>----------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>----------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>Issue/Impact # 4: Expectations of employment</strong></td>
<td>• Human Resources (internal) • Business Partners • Communities within the ZOI (external)</td>
<td>Ongoing</td>
<td>• Number of applications received from members of ZoI communities</td>
<td>• Placement of both skilled and unskilled labour</td>
<td>• Tracking and reporting on citizen employment statistics</td>
<td>Vacancy adverts</td>
<td>SP and HR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monthly Quarterly</td>
<td>• Number of community members obtaining employment with OLM, Business Partners and outside the mine</td>
<td>• Report to stakeholders % of citizen employment across the mine and its business partners</td>
<td>• Meeting minutes and presentations targeting workforce development within the local communities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Citizen employment database updated</td>
<td></td>
<td>• Trend analysis of SEP and update SEP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undertake career development fairs through the Orapa Training Centre</td>
<td>• Youth • Women • People with disability • Men</td>
<td>Ongoing</td>
<td>• Number of community members reached through career fairs</td>
<td>• Report to stakeholders on the relevance/role of the Orapa Training Centre</td>
<td>• Tracking and reporting of all citizen apprentices (both for employment uptake within and outside Debswana)</td>
<td>Relevant training</td>
<td>SP and HR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quarterly</td>
<td>• Identify partners for workforce development in alignment with community needs assessment</td>
<td>• Undertake perception survey among communities on skills audit vs employment opportunities</td>
<td>• Trend analysis from survey and capacity development related engagements</td>
<td>Multi-disciplinary teams</td>
<td>SP and HR</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Measure</td>
<td>Key stakeholders (internal or external)</td>
<td>Timelines</td>
<td>KPIs</td>
<td>Performance targets</td>
<td>Monitoring and evaluation</td>
<td>Required resources</td>
<td>Responsible person or team</td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------------------------</td>
<td>-----------</td>
<td>------</td>
<td>---------------------</td>
<td>--------------------------</td>
<td>---------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Issue/Impact # 5: Increased social ills</td>
<td>Targeted interventions for behaviour change communication by a diversity of multidisciplinary teams</td>
<td>Ongoing Monthly Quarterly</td>
<td>Number of people reached with behaviour change messages</td>
<td>Monthly awareness creation on triggers and vulnerabilities that affect adverse behaviour patterns</td>
<td>Tracking and reporting on issues raised from the interventions</td>
<td>SP, Hospital Services and other departments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Debswana employees (internal) • Communities within the ZoI (external)</td>
<td></td>
<td>Increased awareness on the socio-economic impacts and costs of social ills</td>
<td>Adhere to a multidisciplinary SEP to address social ills</td>
<td>Aftercare for people with identified behaviours to facilitate change</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reduction in social ills through relevant District statistics</td>
<td>Tracking and analysis of SEP and update SEP</td>
<td>Trend analysis of SEP and update SEP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Media reports on social ills in the District</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Monthly reports to ExCo on issues raised from engagements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OLDM participation at District forums e.g. District Health, emergency response; etc.</td>
<td>Ongoing Quarterly</td>
<td>Number of engagements/ number of people reached</td>
<td>Adherence to the SEP of the District</td>
<td>Tracking and reporting on trends of social ills identified</td>
<td>Relevant training</td>
<td>SP, Hospital Services and other departments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Business departments (internal) • Communities within the ZoI (external)</td>
<td></td>
<td>Level of OLDM participation at relevant district forums</td>
<td>Quarterly road shows to ZoI communities addressing social identified ills</td>
<td>Multi-disciplinary teams</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>% improvement on quarterly dashboards for HRA, EAP and Sedimosa engagements</td>
<td></td>
<td>Meeting venue</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Adherence to the SEP of the District</td>
<td></td>
<td>Multi-disciplinary teams</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Quarterly road shows to ZoI communities addressing social identified ills</td>
<td></td>
<td>Meeting venue</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Relevant training</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Measure</td>
<td>Key stakeholders (external or internal)</td>
<td>Timelines</td>
<td>KPIs</td>
<td>Performance targets</td>
<td>Monitoring and evaluation</td>
<td>Required resources</td>
<td>Responsible person or team</td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------------------------</td>
<td>-----------</td>
<td>------</td>
<td>---------------------</td>
<td>--------------------------</td>
<td>-------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Issue/Impact # 6: Ease of Access to Lease Area</td>
<td>On-going adherence to MoU with Local Authorities on the category and levels of officials to be issued with permanent permits. Compliance by ZoI communities with access control procedures to the mine lease area.</td>
<td>Ongoing</td>
<td>• Business Units (internal)  • Communities within the ZoI (external)</td>
<td>• Number of no-host permits issued to members of ZoI communities  • Number of community members and key stakeholders (as identified through the Stakeholder analysis) with access to social and health services in Orapa, and in compliance with access control procedures.</td>
<td>• Awareness creation and education on access to mine lease area by ZoI communities.  • Continuous engagement with local authorities on the granting of various permits to the mine lease area.</td>
<td>• Tracking and reporting on issues raised from community engagements regarding access to mine lease area  • Periodic client satisfaction survey on access to mine lease area</td>
<td>Security, Police and Corporate Affairs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue/Impact # 7: Land take and associated compensation issues linked to mine expansion and mine infrastructure</td>
<td>Implementation of the Supplementary Resettlement Action Plan (SRAP) engagement and feedback with local authorities and community members on the impacts of influx and squatting.</td>
<td>Ongoing</td>
<td>• OTBT team and other business departments (internal)  • Project Affected People (PAPs) and communities within the ZoI (external)  • Youth  • Children  • Women  • Men  • People with disability</td>
<td>• Level of compliance with IFC PS 5  • Number and categories of project affected people engaged with livelihoods restoration initiatives (plan)  • Number of PAPs whose livelihoods have been restored community meeting  • Extent of squatting taking place in ZoI settlements</td>
<td>• Compliance to the principles of the IFC PS 5  • Adherence to the Livelihood restoration plan and its associated resources for monitoring and evaluation  • Adherence to the Livelihood restoration plan and its associated resources for monitoring and evaluation</td>
<td>• On-going monitoring, review, evaluation and reporting on the implementation of the SRAP (internal Debswana reporting; Bi-Annual SRAP Report; SRAP Close-out Audit)  • On-going use of the grievance mechanism to monitor and address any complaints or grievances that may arise Weekly monitoring tracker  • dashboard regard to influx and squatting  • Quarterly reports to ExCo</td>
<td>Support Services, Resettlement Specialist; SP Team and other relevant departments; District Resettlement Working Group departments</td>
</tr>
<tr>
<td>Management Measure</td>
<td>Key stakeholders (external or internal)</td>
<td>Timelines</td>
<td>KPIs</td>
<td>Performance targets</td>
<td>Monitoring and evaluation</td>
<td>Required resources</td>
<td>Responsible person or team</td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------------------------</td>
<td>-----------</td>
<td>------</td>
<td>---------------------</td>
<td>--------------------------</td>
<td>------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td><strong>Issue/Impact # 8: Squatting due to influx at Makolwane settlement</strong></td>
<td>Maintain regular stakeholder engagement and feedback with local authorities and community members on the impacts of influx and squatting</td>
<td>Business departments (internal) • Youth • Children • Women • Men, • People with disability</td>
<td>Ongoing-Monthly</td>
<td>• Level of attendance at community meeting • Extent of squatting taking place in ZoI settlements</td>
<td>• Full compliance with IFC PS 5 • Adherence to the Livelihood restoration plan and its associated resources for monitoring and evaluation</td>
<td>• Trend analysis from engagements with regard to influx and squatting • Quarterly reports to ExCo</td>
<td>• SP Team, OTBT team and Support Services • LRP budgets • Co funding</td>
</tr>
<tr>
<td><strong>Issue/Impact # 9: Impact on natural resources</strong></td>
<td>Community engagement on ways of addressing the impact on natural resources e.g. grass legacy issues and water resources</td>
<td>Business departments (internal) • Community leaders and structures (external)</td>
<td>Ongoing-Monthly</td>
<td>• Level of attendance at community meeting • Communities informed of decisions and how it affects them • Number of grievances/complaints relating to impact on natural resources</td>
<td>• Adherence to the SEP developed to address the key issues on impacts to natural resources • Communities informed of decisions and how it affects them • Form working committees with affected communities to address key issues and develop community owned mitigation measures</td>
<td>• Record keeping and minutes from engagements • Quarterly reports to ExCo • On-going use of the grievance mechanism to monitor and address any complaints or grievances that may arise</td>
<td>• SP Team, Safety and Sustainability, MRM • Meeting venue</td>
</tr>
</tbody>
</table>
Responsibility

8.1. Responsibility for the SEAT Process

The General Manager, together with the Corporate Affairs Manager, will be responsible for the ongoing management, monitoring and reporting of the progress made in addressing the issues raised by stakeholders during the SEAT process.

8.2. Next Steps

The management measures detailed in Section 7 will form the basis of a detailed Social Management Plan for OLDM. This plan will guide OLDM’s efforts towards improved social performance management over the next 12-month period. Progress against this plan will be tracked on a monthly basis by the Corporate Affairs Manager, and reported to the General Manager and to Group EXCO. External stakeholders will also receive updates on performance against the management measures. This will happen as part of regular stakeholder engagement, as laid out in the Stakeholder Engagement Plan arising from the SEAT process.

As part of completing the SEAT process, the Corporate Affairs Manager will oversee the feedback of results from this SEAT assessment to external stakeholders.

SEAT is a three-yearly assessment process. The next assessment process is therefore due to take place in 2020. In the interim, the SMP and SEP will be updated on an annual basis.

General Manager
Tel: (+267) 2902200
Fax: (+267) 2970297
Email: LThankane@debswana.bw

Senior Manager Support Services
Tel: (+267) 2902204
Fax: (+267) 2970297
Email: TSithole@debswana.bw

Corporate Affairs Manager
Tel: (+267) 2902212
Fax: (+267) 2970375
Email: SMalikongwa@debswana.bw
References

The following reports proved useful as references:


- Population and Housing Census, Selected Indicators for the Central Boteti Sub District 2011, Vol 6.4


- Impacts of Climate Change on Water Availability, CSIRO, 2012


- Socio-Economic Component of Mine Closure Plan for Orapa and Letlhakane Mines, August 2011


- Debswana Site Rules and Regulations for Contractors


- Botswana Statistical Services: Population Projections 2001-2030

- Botswana National Atlas, 2001
10. Glossary of Key Terms and Abbreviations

Activities

The things that an operation has (e.g. a tailings dam) or does (e.g. employment) in order to do business or to meet required standards and policies (local and corporate).

ART: Antiretroviral Therapy

BCM: Botswana Chamber of Mines

BHC: Botswana Housing Cooperation

BMWU: Botswana Mine Workers’ Union

BPC: Botswana Power Corporation

BTC: Botswana Telecommunications Corporation

Capacity Building

Interventions designed to develop the ability of organisations, including the skills and experience of staff, to plan and deploy resources in order to achieve objectives, and to serve community development needs more effectively and efficiently.

CARP: Completely Automated Recovery Plant

CEEP: Citizen Economic Empowerment Policy

CBNRM: Community-Based Natural Resources Management

COHSASA: Council for Health Service Accreditation in Southern Africa

Corporate Social Investment (CSI)

This includes contributions (monetary, staff time or gifts in kind) that bring benefits to communities over and above an operation’s core activities. Beneficiaries can range from local, district and national stakeholders. The scope may range from donations to charities to initiatives that complement business needs, for example, improving the skills base of local people.

DCAT: Diamond Control Awareness Team

DDAA: Diamond Dream Academic Awards

DDC: District Development Committee

DEA: Department of Environmental Affairs

DGS: Department of Geological Surveys

DGSDP: Debswana Government Schools Development Programme

DMSAC: District Multi-Sectoral AIDS Committee

Engagement

A general term used to describe the many forms of stakeholder interaction undertaken with the aim of developing a continuous exchange of views and information. Engagement is essential for operations seeking to understand host communities’ attitudes towards them, their issues of concern, as well as their socio-economic development needs.

Environmental Impact Assessment (EIA)

A process for assessing the environmental implications of new projects. An assessment should cover all relevant environmental impacts of a project (water, air, soil, noise, waste, land disturbance, etc.), and include a management and monitoring plan to mitigate and manage negative impacts. Such assessments are normally a legal requirement for any significant development (including any new mine development or extension project). In addition, there are international standards established by organisations such as the World Bank and the International Finance Corporation. Debswana is committed to meeting or exceeding such standards. EIAs and Social Impact Assessments (see below) are often undertaken together to provide a comprehensive assessment of a project’s impacts.
Focus Groups

A means of engaging with a selected group of stakeholders through encouraging a relatively small group to discuss specific issues. As the name suggests, focus groups normally focus on a particular topic of interest to stakeholders or the organisation which convenes the group. Depending on the feedback being sought, they can involve a cross-section of the community or include members of a specific social or demographic group (for example, the young or a culturally distinct group).

Human Rights

The right of every individual to liberty, freedom of association and personal safety. These are the foundation of a human rights code at the core of national and international law. The United Nations Universal Declaration of Human Rights is widely regarded as the minimum set of standards that must be observed. Increasingly NGOs will also refer to economic, social and cultural rights enshrined in other conventions.

IDCC: Infectious Disease Control Centre

Impact

Changes attributable to a project, programme, policy or process. Impacts (also referred to as effects) may be planned or unplanned; positive or negative; primary or secondary; achieved or unplanned; positive or negative; primary or secondary; achieved immediately or only after some time; and sustainable or unsustainable.

ISO 14001

A certification developed for environmental management systems (EMS) by the International Standards Organisation. An EMS provides a framework for managing environmental responsibilities so they become more efficient and more integrated into overall business operations.

LED: Local Economic Development

Management Measures

Ways of trying to reduce or enhance a particular impact that an operation may be having, on the environment, the community or the economy.

Management and Monitoring Plan (MMP)

A plan that allows managers to both measure and monitor impacts over a period of time and specify activities that will be implemented to manage or enhance impacts, and monitor the mines’ performance against its stated management plan.

Monitoring

The collection and analysis of financial and non-financial information on a regular basis in order to check a project’s performance compared with its stated objectives, budget and work plan. Monitoring is normally concerned with inputs, activities and outputs.

Non-Governmental Organisations (NGOs)

Organisations, often not-for-profit, that provide information, lobbying, community development and environmental perspectives and advice.

Partnerships

Agreements or alliances with external organisations to further common goals. These include the support of socio-economic development and environmental protection.

PMO: Project Management Office

PSLE: Primary School Leaving Examinations

SCM: Supply Chain Management

SHHA: Self-Help Housing Agency

Socio-Economic (Benefit) Delivery (SEBD or SED)

The term “socio-economic benefit delivery” (SEBD) refers to all the ways in which a mine contributes to socio-economic development, whether through core or non-core business activities. As such, SEBD includes local procurement, local employment, enterprise development, employee volunteering, external capacity building, synergies on infrastructure use, and corporate social investment (CSI).
Small and Medium-Sized Enterprises (SMMEs)
The term used to describe businesses that have a turnover of less than a million per annum and often employ a small number of people.

SMP: Social Management Plan

Social Impact Assessment (SIA)
This is the process of identifying the impacts of a project on the social environment in which it operates. A range of issues can be addressed, including cultural impacts, health, demographic effects, resettlement, human rights and economic impacts. SIAs should include a management and monitoring plan to mitigate and manage negative impacts. As with Environmental Impact Assessments, SIAs are a legal requirement. EIAs and SIAs are often undertaken together. There are international standards for SIAs which have been established by organisations such as the World Bank and the International Finance Corporation (IFC).

Social Licence to Operate
A concept used to describe the importance of having broad-based and ongoing community acceptance, support or approval of a company’s operations and major projects. The social licence to operate concept is normally seen as being additional to the need to secure formal licences, planning permissions and permits from government agencies. Failing to address community concerns and hence losing community support (the licence to operate) has resulted in severe disruption to, or closure of, many large investment projects, including some in the mining industry.

SPS: Social Performance Strategy

Stakeholder
An individual or group that may be affected by, have an interest in, or can influence the operations of the company.

Stakeholder Engagement Plan (SEP)
This is a plan that details how stakeholder engagement and stakeholder issues are to be managed. SEPs are mandatory, have a three-year time horizon and must be updated annually.

VDC: Village Development Committee

VET: Village Extension Team

VHC: Village Health Committee

VTC: Voluntary Testing and Counselling Centre

Zone of Influence
A zone of influence is the area within which direct and indirect impacts attributable to an operation can be expected. Typically, the zone of influence is: unique to each operation, larger than the actual footprint of an operation, and encompasses socio-economic issues and impacts as well as issues and impacts associated with other disciplines (e.g. environment, health and safety).
Contact Us

CORPORATE CENTRE
Plot 64288, Airport Road, Block 8
P O Box 329, Gaborone, Botswana
+ 267 361 4200
info@debswana.bw
+ 267 318 0778

ORAPA MINE
P Private Bag 001, Orapa, Botswana
+ 267 297 0201
+ 267 297 0243

LETLHAKANE MINE
P Private Bag 001, Orapa, Botswana
+ 267 297 0201
+ 267 297 0243

JWANENG MINE
P Private Bag 002, Jwaneng, Botswana
+ 267 588 4000
+ 267 588 0143

DAMTSHAA MINE
P Private Bag 001, Orapa, Botswana
+ 267 297 0201
+ 267 297 0243