Every day is global safety day

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Dear Teemane Readers,

This month marks my first back at the helm as Editor of Teemane, and I cannot express the joy it brings me to once again help lead this platform of storytelling across the business. First and foremost, I want to thank Tiro Diepo for ably leading the Teemane team for so long. Tiro, we thank you and we salute you.

This issue is indeed a blockbuster one, with exceptional tales of progress across all sites of Debswana. Read more about the importance of safety in our business, underscored most recently on Global Safety Day, and indeed demonstrated in action through a number of key projects safely delivered and described in the pages that follow. In addition to many business developments, I am especially pleased about this issue’s focus on Values, and the “big six” Values we as Debswana continue to live and celebrate, as part of World Values Day recently held, and indeed every day before and after.

Thank you to the team for always helping us tell your stories, and I hope you enjoy how we have shared and curated them for you. Happy reading!

Best,
Cecily
EVERY DAY IS GLOBAL SAFETY DAY

As an important part of the Anglo family, Debswana has over the years cultivated in its entire workforce a culture of living its Values. So integral is this to our culture that employees are no longer identified by their Company uniform, but by the way they live the Values ingrained in them.

The PUT SAFETY FIRST value is one of the ‘big six’ Values of the Company, which speaks to the culture of safety espoused across Debswana. It remains core to the intricate extraction of diamonds in the pits, the processing of the ore at the plants, the preparation of food in the kitchens, the cleaning of floors, and the meeting of minds in the boardrooms, just to mention a few.

As Debswana celebrated Anglo Global Safety Day on the 14th of October, the Company has, in the words of Jwaneng Mine Assistant General Manager, Stephen Craig Kirkpatrick, “An opportunity to continue to build trust, have authentic discussions and to demonstrate extreme safety ownership.” Kirkpatrick says Jwaneng Mine’s dedication to safety must be lauded and maintained. “Based on relentless commitment, we will continue to attain Zero Harm within our operation,” he said. “I have no doubt that we will finish the year on a positive note.”

Kirkpatrick says safety must not be confined to a hard hat and goggles environment only, but also be looked at in terms of mental health issues. “Being psychologically safe requires openness and honesty in the workplace without fear of punishment or discipline,” Kirkpatrick says. “If you work in an environment where you are fearful, your creativity, productivity and control will be limited. This will reduce your ability to be creative and innovative; speak up and report honestly.”

These words were echoed by Jwaneng Mine General Manager, Koolatotse Koolatotse, who says the focus this year was on knowledge and skills transfer to help employees cope psychologically in the midst of the COVID-19 pandemic. “I have no doubt that creating and building constant awareness of safety at all times will make us stronger safety leaders at work,” Koolatotse noted. “When we are Always Safe, we are engaged and empowered to innovate, challenge and think creatively. These are essential ingredients for creating a safe and sustainable future for all our stakeholders and attaining our Purpose to Make Life Brilliant.”

“WHEN WE ARE ALWAYS SAFE, WE ARE ENGAGED AND EMPOWERED TO INNOVATE, CHALLENGE AND THINK CREATIVELY.

Koolatotse says the safety culture and related initiatives that permeate Debswana are a concerted effort to build and nurture partnerships with key community stakeholders. This is with the aim of co-creating safety solutions for employees and the community at large. “I am convinced that through our programmes and breakthrough safety targets, we will accelerate our efforts as Jwaneng Mine to be the pinnacle of success and be an international benchmark,” he said. “We cannot successfully implement these programmes without the support and collaboration of all key stakeholders. For this reason, I implore us all to embrace the safety initiatives we have put in place and those that will come in future.”

When delivering her safety message, De Beers Head of Safety and Sustainability, Dr. Urishanie Govender, expressed the importance of people-centered safety. She impressed upon the team how Jwaneng Mine employees demonstrated being safety champions. Debswana has mechanisms that support employees’ psychological wellbeing, and all are encouraged to make use of these. The pre-shift IMSAFE tool is used to ensure that employees involved in high-risk areas are well and fit to work. Let us all work to ensure we are safe, well, and healthy.
MOTHLHABANI’S Eminent Career

From his formative years as a typical country boy in Tsesebe village, Bakani Motlhabani has always had a keen interest in sciences. In fact, he excelled in this space as ‘A’ grade material.

He landed a scholarship in 1990 under the Debswana Scholarship Scheme that took him to the United Kingdom for his Advanced Level studies. He later studied for a Degree in Chemical Engineering (specialising in Minerals Engineering) at the University of Birmingham.

After successfully graduating, Motlhabani returned home and joined Debswana at Jwaneng Mine on 1 August 1995 as a Graduate Trainee. With his path to success well set, ‘BK’ as Motlhabani came to be affectionately known, worked diligently, applying everything he had been trained to do. Then, 20 years later, he landed the ultimate job at OLDM as General Manager.

Motlhabani’s meteoric rise is remarkable. “I spent 15 years at Jwaneng Mine in various capacities up to executive level before crossing to Orapa. There, I became Head of Ore Processing, then Head of Letlhakane and Damtshaa, before ascending to Assistant General Manager at OLDM.”

After succeeding Alan Breen as General Manager on 1 January 2017, Motlhabani became only one of four people that have held the General Manager tenure for five years in OLDM history. This history features 18 General Managers!

In a lateral transfer in September, Motlhabani landed an exciting corporate position as Head of the Technical Services Department at DCC. His portfolio includes creating futuristic operation solutions, driving technology and digital transformation, technical assurance and standards, efficiency and productivity improvement and technical talent management.

Motlhabani, who bridged the relationship between Debswana Management and unions, boasts of a Post Graduate Diploma in Organisational Leadership from the Oxford University Business School, and more recently the Operational Leadership Excellence Programme with Anglo American.

Where does Motlhabani see himself in the next decade? “I see myself growing to higher levels, perhaps within this company, or elsewhere. With the experience I have, I am now really seasoned when it comes to leading at the highest level.”

An avid golfer and farmer, Motlhabani is married to Faith, his ‘pillar of support’ with whom he has three children. He also strongly believes God always opens doors for him.

All the best, BK, in your new role!
Debswana’s six Values are deeply entrenched within the hearts of every employee.

They are the very crux and foundation of what identifies and distinguishes us from other organisations. With these Values, we are driven as employees to feel the way we do and to do things the way we do them, i.e., with passion and zeal to succeed in achieving Debswana’s goals. As Debswana joined the world in celebrating World Values Day, all are being called to reconnect with our Values, reconnect with each other, and reconnect with our external stakeholders. This is by living the Values that define who we are as an organisation. Any one of the ‘big six’ Values defines Debswana’s culture, its employees’ behaviour and the way the Company presents itself to the world.

Let’s remind ourselves of these Values...

**Put Safety First**

For Debswana, the job of mining diamonds - and indeed related jobs that are associated with digging for diamonds - is not done unless it is done safely. Safety performance at Debswana’s sites is a priority for the entire workforce, regardless of which department they are in or what role they play.

Safety is thus a culture. Reconnecting with this Value demonstrates the need to integrate safety into the way we do things at Debswana. Where things go wrong, it is an opportunity to learn so that going forward, certain situations are avoided. Debswana continues to mature in terms of the culture of safety, and we must remain vigilant at all times to ensure a safe way of conducting our business.

**Be Passionate**

Being Passionate in the way we mine our diamonds is an integral aspect of Debswana’s diamond culture. For us, it is a living passion. Knowing that this mineral resource is building this country, transforming the landscape, sustaining livelihoods, creating employment, alleviating and eradicating poverty, and educating Batswana, drives us to mine diamonds with great fervor.

**Pull Together**

Debswana is an entity that ably rallies its workforce to pull together. It is this spirit that allows each individual to realise that their role is important. This enables an employee to respect the next person and to accept that their job is only made easier because of the roles of others around them.

This alone fosters reconnecting with each other as we Pull Together towards achieving the Company’s goals as a team, where one is facing challenges, the other steps in to help and pull the other one up. The spirit of teamwork thus pushes us to succeed as individuals and as one unit that is Debswana.

**Build Trust**

It is important for us to build and maintain trust within the Company and with our stakeholders, for they form an important part of our existence. Trust is the currency of the future if we are to continue existing as a corporate entity.

Trust inspires confidence. An employee needs to know that they can approach management with whatever issues or challenges they have knowing that they can trust them and share their problems in confidence. Where there is trust, there is long-term loyalty. Through Building Trust, we create a culture of collaboration, resilience, and productivity in order for Debswana to fully achieve its goals and objectives.

**Show We Care**

Debswana appreciates the challenges of not only communities around its areas of operation, but the entire country. We are constantly connecting and reconnecting with the people whose lives we touch through our Corporate Social Investment (CSI) initiatives. We Show We Care when we are actively responsive to the plight of other people.

We do this to change people’s lives for the better, to give them the opportunity to stand on their own feet, to afford them dignity and to create sustainable means of livelihoods that may be passed to future generations. Debswana continues to make strides in uplifting people’s lives to support and sustain the collective wellbeing of entire communities.

**Shape the Future**

Debswana is a world leader in shaping the future through creative thinking and innovation. We think outside the box as we generate new ways of doing things for the good of humanity. Since its inception in 1967, Debswana has scored many firsts in Botswana and beyond. More than that, we have created genuine impact and driven true progress.

Through innovation, we stay ahead of the game, thus giving us a competitive edge. This is especially so given that the Fourth Industrial Revolution (4IR) is upon us. The world around us is changing, so we push ourselves to perform better all the time.

Let us all reconnect with our Values, and live them in all that we say, do and think.
LIVING Debswana Values

We chatted to Millicent Lesedi Mafoko, Management Secretary for Project Management Offices (PMO) and Boitumelo Lekgowa, Human Resources Assistant in the Employee Relations section, both at Jwaneng Mine, about living the Debswana Values. Here is what we learned.

What do Debswana’s Values mean to you?
I see them as mini visions of what the Company wishes to do for its people.

Which of the six Values speak more to you and why?
Pull Together, because I have seen it happen in the PMO, when people are united in action and Pulling Together. I partly do project administration currently. As Management Secretary I can stand in for a Project Administrator when needed, and work goes on smoothly. That’s how I am living the Value.

What do Debswana’s Values mean to you?
For me, Debswana Values are basic fundamental beliefs that guide or motivate attitudes of the Company’s workforce in order for us to work safely to achieve the business goals of the Company. These Values, therefore, are the motive behind purposeful action as they help me to determine what is important.

Which of the six Values speak more to you and why?
Pull Together. Looking at the fact that we are currently living and working in difficult times, it has become more imperative that people Pull Together. Since COVID-19 hit us last year in Botswana, some employees have had to work from home. I was working from the office. I was passionate about helping colleagues who were working out of their usual stations. Being a member of a team, it allowed me to handle extra work that came about because of circumstances beyond our control. Teamwork is important for me.

Values for Smart Lockers Project

Be Passionate
Every challenge presents an opportunity. In keeping with our Value to Be Passionate, we are exhilarated by the product we mine and sell, the challenges we face and the opportunities we create. We will always be ahead in everything we do. A challenge inherent in healthcare has inspired us to bring about cutting-edge technology to enhance our service efficiency. We remain focused and determined to deliver more innovative healthcare technology for Jwaneng Mine Hospital.

Shape the Future
We will find new ways. We will set demanding targets and take both tough decisions and considered risks to achieve them. We will insist on executional excellence and reward those who deliver. This is the first implementation of e-dispensing in Botswana. It delivered the ability to completely eliminate waiting time on account of collection of medicines from our pharmacy. We set a bold breakthrough target: to eliminate all lost production time attributable to medication collection from the Hospital. We have achieved this, and are now asking “What’s next?”
JWANENG MINE BECOMING A MINER OF CARBON NEUTRAL DIAMONDS

The Value Proposition to Achieve 2030 Carbon Neutrality Targets
The global race towards decarbonisation is underway and Jwaneng Mine has not been left behind. Climate change remains one of the top global risks faced by businesses and therefore, an imperative that cannot be sidelined. Unmanaged, it has the potential to affect the operating environment and consequently lead to abandonment of the natural diamonds by consumers due to perceived negative impacts.

Our “Building Forever” Commitment
Now more than ever before, the business remains committed not just to minimising its carbon footprint, but also ensuring we make a positive impact on nature to protect it for generations to come. This is by taking bold and innovative steps to address climate change and its effects. As a business, we understand that the role we play in the life of a diamond is relatively short, yet our opportunity to create positive impact that lives long beyond the last diamond we discover is profound.

Decarbonisation Strategic Thrust
To achieve this commitment and safeguard our reputation, Jwaneng Mine continues to implement an ambitious Debswana 2030 Carbon Neutral Strategy. The strategy is founded on the Building Forever and One Dream One Team strategic thrusts of ‘reduce, replace and recover’ entailing four focus areas; reducing energy intensity; decarbonising electricity; replacement of fossil fuel and carbon recovery.

2016 - 2020 Energy Efficiency Performance
Our 2020 Targets: To deliver Carbon savings of 9% and Energy savings of 8%

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ECO2Man as the Driver
The Energy and Carbon Management (ECO2Man) Programme is the vehicle through which Jwaneng Mine monitors its energy efficiency performance year on year based on annual energy efficiency targets. Over its six years of implementation, the Mine has achieved exceptional energy efficiency performance year on year as demonstrated by the performance updates below.

The Performance Narrative
Against an efficiency target of 26.03 kWh/ton treated and 0.85 litres/ton moved in 2020, business achieved efficiencies of 25.93 kWh/ton treated and 0.74 litres/ton moved, representing a 1.4% energy efficiency improvement for 2020 against a target of 1% and overall, an improvement of 21% from the 2016 baseline of 32.93kWh/ton. For the 2021 reporting period, a 3% fuel energy efficiency improvement target has been set against the 2020 performance of 25.93kWh/ton treated. The performance year to date, indicates that 22.35kWh/ton has been achieved against the target, representing a 14% improvement against 2020 performance.

Jwaneng Mine remains committed to “Building Forever.” This is our blueprint for creating a positive and sustainable impact that will endure well beyond the discovery of our last diamond and it is at the heart of everything we do.
GOING GREEN: OLDM Eyes Mega Solar Power Project

The challenge posed by Debswana Leadership for the business to march towards carbon neutrality by 2030 is bearing fruit.

Part of this will see the Company establish a large-scale photovoltaic system that is capable of powering up OLDM plants. This futuristic outlook comes on the back of a successful solar project that took the OLDM administration block completely off the traditional electricity grid.

Asset Management Engineer - Electrical at OLDM, Pilatwe Gasemodimo, says the pilot project clearly demonstrates Debswana’s determination to go green. “In 2019, we started with the load profile studies for the administration block,” Gasemodimo says. “That helped us to size the plant and to determine the cost. In 2020, we secured funding and immediately went to tender. However, delays due to COVID-19 restrictions set us back, and we only commenced construction of the plant in the fourth quarter of 2020. In June this year, the project became operational after the issuing of the generation license by Botswana Energy Regulatory Authority (BERA).”

The solar project has immense benefit not only for Debswana, but for humanity, in the sense that there has been a significant reduction of Debswana’s carbon footprint in line with the Company’s quest to migrate from fossil fuels to renewable and clean energy. The business is going green, and this is yet another demonstration of that fact. “Besides saving on energy costs for the Company, this project has averted 38 tonnes of CO2 emissions since it became fully operational. To us, that is a very significant achievement,” Gasemodimo said.

Sitting on roof tops of the parking lot at the Administration Block, the 300 large photovoltaic panels employed in the project have a combined capacity to generate 121 kWp (A/C output pegged at 100 kW). The solar plant adequately supplies power to the OLDM administration building.

Gasemodimo is confident that Debswana’s 2030 carbon neutrality quest is very much achievable. “We are busy with preliminary works for a large-scale facility that can feed the plant and also possibly produce green Hydrogen for mining activities,” he asserts. “This project was just a litmus test in Debswana’s quest to be carbon neutral by 2030.”

Studies are currently being conducted to explore even more avenues that will see Debswana achieving the 2030 goal.
UNDERSTANDING TFM and Debswana’s TFM Journey

The manner in which Debswana manages its high-volume fluids at the Mines has a significant bearing on the Company’s operational costs. A substantial amount of diesel and lubricants, including oils and greases, are used by the heavy equipment at OLDM and Jwaneng Mine.

These fluids are properly monitored at all times to ensure optimisation of usage. This is the essence of Total Fluids Management (TFM), which is in line with Debswana’s business strategy in that the usage of clean fluids means components life extension, financial savings and less environmental impact.

Debswana’s Principal Mechanical Engineer, Ematang Yambwa, says TFM is key to efficiencies at the Mines. “TFM is underpinned by a key principle of cleanliness,” Yambwa explains. “In a nutshell, the cycle is: we receive the product, store it, use it and then dispose of it.”

Debswana’s TFM journey began in 2015 when we roped in Steve Baxter from Anglo to assess Debswana’s total fluids. From this, Baxter produced a report advising how to improve our fluids management for Jwaneng Mine and OLDM.

In 2020, Yambwa and his team started the journey by conducting a self-assessment to review progress since Baxter’s report. “It was basically setting the baseline in terms of our performance, and so we needed to move from the baseline to a point of being world-class,” Yambwa explains.

The team included Supply Chain Management, Puma Energy, and Engineering and Asset Management representatives from the Mines and DCC, especially those who deal with high-volume fluids. They visited OLDM in February this year, and then Jwaneng Mine. This was to reset the baseline for the TFM programme.

“The idea was to literally walk around the fluid installations to totally assess them if they were using the right filtration systems, storage, disposal, dispensing practices among others,” Yambwa says.

Assessment was done first at OLDM’s white area where bulk oil is received. After this was the installation, bulk delivery in the green area, the storage tank in the blue area where diesel is transferred for distribution to different equipment, storage areas for oil, ancillary equipment, and the fixed plants which use packaged lubes.

Having made our observations and interviewed people at both Mines, we then prepared two reports that formed a basis for developing the implementation plan for the remainder of the year and beyond,” Yambwa says. “Some of the things we saw at the sites were to be expected. There were pockets of excellence for both OLDM and Jwaneng Mine, as well as a number of areas that needed attention.”

In early September, a smaller team visited OLDM and conducted a Level 2 Assurance Audit to provide assurance that the programme had started in good faith. “There has been quite a bit of progress, and we are in the process of writing the reports,” Yambwa observes. “We have since given the sites feedback and there is action that has been happening to close some of the gaps that were identified.”

Yambwa further calls on all stakeholders involved to play their part. “We have made a good start and are on course to have achieved 80% of where we need to be,” Yambwa beams. “We all need to appreciate the significance of TFM.”
Mine Closure Plans are an integral part of our planning as a business. OLDM Closure Plans are currently under review in alignment with the Mine Closure Toolbox version 3. This is on the back of the last review done in 2017 for the three respective operations. The anticipated delivery date for the finalised Closure Plans is Quarter 4 (Q4).

The updated version sees increased emphasis on the importance of designing, planning, operating and executing closure at our operations with a focus on integrating with Life of Asset planning. The toolbox also reinforces the operations’ desire for improved community relationships and engagements. As part of the Mine Closure review, comprehensive Social Stakeholder Engagements with Government, corporate entities and communities impacted by OLDM’s operations were conducted to solicit stakeholder feedback to the current Mine Closure Plans.

Environmental Coordinator, Mogi Aaron, shared that the team is on the lookout for any surprise elements that can then be planned for and mitigated. “The various aspects that have been covered before include the social environment, interested and affected parties, social closure risks, social closure criteria, risk assessment and gap analysis. The action plan must be revisited and updated on the basis of information that has surfaced since the last review,” Aaron noted.

“THERE MUST BE INCORPORATION OF SOCIAL CLOSURE COMPONENTS THAT WERE PREVIOUSLY OMITTED, SUCH AS SOCIAL SUCCESS CRITERIA, SOCIAL CLOSURE ESTIMATES, COST FLOWS AND STAKEHOLDER ENGAGEMENT PLAN.”

“Aaron further stresses the importance of updating all Mine Closure Plans to align them with the remaining time until closure, as well as integrating recent developments across OLDM. “There must be incorporation of social closure components that were previously omitted, such as social success criteria, social closure estimates, cost flows and stakeholder engagement plan.”

Before finalising the Closure Plans, OLDM is expected to have integrated the Social Closure Plan with other social closure requirements and defined a clear interface with the Life of Mine Expansion Projects.

While immediate communities around Orapa and other stakeholders whose lives are tied to the Mine worry about closure, Debswana has over the years been championing communities’ socio-economic empowerment through sponsoring tangible sustainable development initiatives that will continue to sustain Batswana post-OLDM.
Shining a Light on NDINAYE TAWANA

Teemane recently caught up with Ndinate Tawana, a Geologist and Data Enthusiast driven to solutions. Ndinate has been with Debswana for seven years thus far, having previously worked for Tati Nickel Mining Company. She is currently an MRI Analyst within the MRM department.

What is your role within Debswana? My job entails management of MRM data and information systems. As an integration analyst, I am positioned right at the hub of the MRM department. I am responsible for bringing all the other functions within the department together to ensure a seamless flow of data throughout the MRM processes in order to allow the department to deliver. I am also responsible for continuously seeking innovative ways of doing work in an effort to keep the department competitive. This requires an integrated approach in response to the needs of the business, therefore one of my core duties as an MRI Analyst is to define a roadmap that can carry us through this challenging technological era.

What do you like most about your job? Being able to provide solutions to business problems that bring value to the business.

What is the biggest challenge you have experienced? Transitioning from a Geoscience role to a Techno-centric role. This was quite a test for me but through perseverance, I managed to go beyond expectations. Some sacrifices were made along the way in order to adapt. To quote Rick Warren, “There is no growth without change, no change without fear or loss, and no loss without pain.”

What is one thing people don’t know about you? I am a music fanatic. Music is therapeutic. My dream is to record a song during my lifetime, so watch this space!

What is your wish for the next few years? I would like to spread my wings and analyse broader business problems that can offer opportunities for my personal growth.

What is your personal mantra? Just get started. It is said, “Winners have got a thousand reasons to make excuses, but they take just one reason to succeed.” So, put excuses aside and start building your dreams.

What advice would you give to your colleagues? You need to continuously work on improving yourself to remain relevant. We live in unpredictable times where everything is constantly changing, so it is crucial that we also ready ourselves for future challenges.

Ndinate is married with 2 kids and is passionate about work, life, learning and progress.

Thank you, Ndinate, for sharing a glimpse into what makes you you!
**ARE TSWELELENG KA GO ITLHOKOMELA**

Mmereki wa moepo wa Jwaneng, Rre Bakang “Thuram” Motlogelwa o rotloeditse babereki ka ene go tswelela ba dira tsotlhe tse di maleba go hema segajaja sa COVID-19. Rre Motlogelwa a re mogare o tsweletse ka go nna teng mme ebile o tla o nna bogale thata ka mefuta e tswana le bo “Delta”.

Rre Motlogelwa a re jaaka a tsere maikarabelo a bo COVID-19 Marshal, o tswelela a netefatsa gore bakaulengye ba babaletsengle mo tirong. O supa fa nako e ntsi go bo bonala fa thuto mabapi le go ipabalela mo COVID-19 e gorogile go babereki ka ene. Are o buiswa se ke go bona babereki ba le bantsi ba sala ditsethana tsa ipabalelo mabapi le COVID-19.

A re e ntswa go ntse jalo, go na le bangwe ba ba santseng ba tlola tsama iso tsa ipabalelo mabapi le COVID-19. Rre Motlogelwa a re seemo se, se kgonwa fela ke go bona gore rona rele babereki re a gakololana fa re bona mongwe a sa dire se se maleba.

Fa re le ko malwapeng, Rre Motlogelwa o kopile gore re nne re netefatsa gore re tswelela ka go ipabalela mabapi le COVID-19. A re babereki ba nne le kelelo mo go thomamiseng gore bana le bone ba tihaloganya sentle ka magokonyane a go ipabalela mabapi le mogare o.

Fa a wetsa, Rre Motlogelwa o buile a sa kgwe mathe ka go rotloetsa bereki go tswelela ka go sala morago ditsethane tse moepo o di dirang go fokotsa go anama ga mogare wa COVID-19 ebile a supile fa dipalo di tsweletse ka go fokotsa. Se se tsisa tshepho le katlego mo go lwantsheng mogare. Rre Motlogelwa a re go bophokwa go bona gore rothe re tsaya makento jaaka maiteko a go kena batho a tsweletse.


Debswana e rotloetsa babereki go obamela metawana e e beilweng ya COVID-19. Mnogo re ka fenya!
OLDM Launches OM FEEDBACK PHASE

OLDM expects to launch the Feedback phase of the Operating Model business process framework in November as the Mine pushes for continuous improvement in all facets of its operations.

The three-pronged Operating Model comprises of Operational Planning, Work Management and Feedback - all of which are at varying levels of implementation at OLD. It provides a structured way of working to convert business expectations into targets, strategies and discrete pieces of work that are well planned, scheduled and executed to achieve desired outcomes. Essentially, Feedback recommends how teams should formulate effective improvement initiatives. It feeds into Operational Planning and Work Management as the Mine continues to refine its plans periodically.

“We use the Operating Model to set business targets, plan, execute work and improve our performance,” OLDM Business Improvement Lead (A), Moemedi Merafhe explains to Teemane.

Moored on three principles – being providing clarity, producing stability and reducing variations in a process - the Operating Model is geared towards improving the work ethic at OLD. It is key to Debswana’s quest to fast-track the One Dream One Team Strategy in line with our Purpose of Making Life Brilliant.

The Feedback component focuses on creating data to indicate when an intervention in a process is required. It is about improving the way the Mine plans, executes its operations, and reviews its performance as it seeks to achieve Business objectives.

“In the Feedback component, we use the data to determine if there is a need to intervene in order to improve process/business performance,” Merafhe explains. “Through Feedback, we provide Key Performance Indicator data to employees as well as a standardised way of analysing and responding to the data. Our approach has been to implement the Operating Model in a phased manner taking into consideration the size of our operation; Merafhe continues. “Currently, the scope covers production areas mainly and Supply Chain Management as a key enabler to production, with intention to implement in the support services areas in the future.”

The Operating Model helps OLD ensure that operations run safely, reliably and sustainably; it assists in the journey to attaining Zero Harm, ensuring the Mines attain the true potential of assets and runs operations cost effectively. “We are already seeing sustainable, stable and reliable performance at Lethakane Tailings Plant where we piloted Work Management and went live in 2018. We’ve also seen encouraging results at our flagship plant, No. 2 Plant in 2021 as we stabilise Work Management.”

Merafhe says that, from a Feedback perspective, OLDM management has managed to determine the right focus area and develop transformational improvement interventions using Feedback principles and tools. “These focus areas include the Orapa Mine 240 Ton haul truck Overall Equipment Effectiveness and No.2 Plant Overall Equipment Effectiveness improvement initiatives which are our key improvement initiatives at OLD.”

Employees see a lot of value in executing work according to the new ways of work as planned work is safer, according to Merafhe. “The Operating Model also improves role clarity within teams and this contributes to employee happiness in line with our OLDM strategic pillar of Happy People.”

OLDM’s passion for the Operating Model is palpably reflected in its mantra #kearataOperatingModel. Indeed, enthusiasm has translated into good results in the just ended Anglo Level II Assurance Review, where OLD was deemed to be highly compliant to the Work Management process with most of the assessed sections achieving a score of 80% and better.

Keep it up, team!
A TALE OF PROGRESS:
Cut 8 North-East Corner

Despite the complexities of mining the North-Eastern area of the Jwaneng pit, progress is being made. The breakthrough target is anticipated by the year-end to Bench 27 against the budgeted Bench 25.

The North-Eastern end of the Cut 8 pit was deemed unstable due to the steep dipping bedding planes, requiring the Mine to suspend mining and redesign the pit on the North-Eastern end in 2017. What started out as a trial project in 2016 saw the area, commonly known as Cut 8 North-East Corner (C8NEC), rapidly developing. This was when there was a realisation that the dynamic mining approach (conventional mining combined with dip-slope mining) employed could potentially unlock the constrained C8NEC, thereby boosting the Cut 8 and Cut 9 Business Cases. Mining activities were then resumed in 2018 after taking into consideration the project trial inputs into the pit design.

“This area forms part of Life of Mine (LoM) that goes up to 2034. You can imagine that should this project not be successful by positively impacting the business cases, we could have been talking a different story,” says Senior Mining Manager in charge of the project, Gosiame Gaofeie. “Success of the project triggered the solution to be incorporated in areas of the pit that are posing similar challenges.”

For a successful execution of the C8NEC, the business came up with a multi-disciplinary team of Mining Engineers, Geotechnical Engineers, Geologists and Surveyors. A dynamic mining approach was employed that allowed for continuous adjustment to the design to optimise stability of the pit and continuous probing of lower benches to give direction on the type of mining method to incorporate. This resulted in the Mine design having a combination of Dip-Slope Mining and Conventional Mining methods.

Despite the dynamic mining solution, one of the notable challenges on the C8NEC has been the narrow mining widths which either affected productivity or couldn’t fit a shovel. Success on the de-stacking of the area started in 2019 when owner mining was employed from contract mining. This allowed for flexibility in the approach without limitation of contractual obligations. Management had to make some bold decisions to suspend Cut 8 main waste mining in order to concentrate on C8NEC. The purchase of two Liebherr 9350 excavators was also a milestone as they could easily fit in narrow spaces and quicken the highwall scaling, clean up and casting associated with dip-slope mining.

The business has so far perfected the mining approach and this has seen the multi-disciplinary technical team attaining great milestones into reaching the business aspirations. Despite the two-month lockdown necessitated by the COVID-19 pandemic in 2020, the mining team managed to de-stack the C8NEC by 7 benches, two more benches than the original budget. Presently, mining is at B25 level where double-sided loading is employed over 104m mining widths from the 7m widths at the start of 2019.

Here’s to even more progress!
KOOLATOTSE APPLAUDS THUBA CHALLENGE; Encourages Great Fitness and Wellness

The battle for fitness is one that many fight for the greater part of their life; yet the fruits of one’s labour are sweet after what can feel like an ordeal.

This is especially when weight loss is the goal, and the targets are tough. Participants in the Thuba Challenge know this all too well and will attest to the truth in the old adage “Where there is a will, there is a way!”

One such living testimony is Andrew Tlou, a man who at one time seemed to have lost all hope of shedding excess weight. Speaking during the 2021 Thuba Challenge awards ceremony on the 8th of October at Jwaneng Mine, Tlou said a meeting with his doctor jolted him out of his comfort zone. “My doctor warned me that the direction I was taking with my body was not ideal for me,” he said.

Facing pressure to make drastic changes to his lifestyle, Tlou then heeded the doctor’s advice to take exercise seriously. He threw himself into the punishing task of burning the soles of his sneakers against the asphalt. “At first, my heart was not really into it when I joined the Thuba Challenge,” Tlou confessed. “I just joined it to pacify my bosses and peers at work.”

In no time, he realised there was something else burning besides the rubber of his running shoes – his passion! He was hooked and never looked back! Today, Tlou cuts a manageable figure of around 70kg and says he aims to drop three more kilos to maintain a healthy 67kg!

Speaking on the same occasion, Jwaneng Mine General Manager, Koolatotse Koolatotse, said because of COVID-19, physical fitness has never been more imperative. He likened the human body to one of the giant P38m trucks at the Mine that are regularly and properly maintained. “If you park these trucks we use to mine diamonds for just one day, it means P70m is lost, and if we park them for 10 days, it means P700m is lost,” he revealed. “We are going to treat a human being the same way we treat that truck. Give them love, give them care, give them great welfare.”

He continued, “Thuba is cheap, football is cheap, running is cheap, so we are going to attempt to do that as a breakthrough outcome for 2022; that is, having a robust budget for taking care of your fitness,” he pledged.

The budget not only targets physical fitness for the Company’s workforce but covers the expansion of the Company’s existing wellness facilities, including mental health. Koolatotse also challenged Wellness Coordinator, Rosemary Siwela, and her team to achieve a breakthrough target of attracting at least 1,000 members participating in the Thuba Challenge by December 2022.

Koolatotse further urged nationwide uptake of the COVID-19 vaccination. “Wellness says if you get vaccinated, the chances of infection lessen, and if you get infected, the chances of transmitting are suppressed, so let’s get vaccinated.”

Here’s to a healthy, well, and vibrant team!
There are a number of key things that can be considered basic necessities to life and indeed to one’s ability to remain productive.

Two examples of these are access to menstrual hygiene products for girls and women, and electricity. They are integral to wellness, productivity and performance, be it at home, work or school.

On the school context especially, access to both these necessities is not always a given, and Debswana continues to work to address such issues as this. Debswana’s partnership with Chosen Pads and Now for Them Trust seeks to bring greater progress in this regard. This is through rolling out reusable hygienic sanitary pads as well as solar lamps to disadvantaged communities throughout Botswana.

Odisang Moruti from the Jwaneng District Commissioner’s Office says Debswana’s selflessness must be lauded. “We cannot as a nation attain our National Vision of “Prosperity for All’ if we do not interrogate challenges, adversities and dire needs of our communities and develop relevant interventions that will bring lasting solutions.”

Sanitary pads

The dignity of the girl child is an imperative, given that for some who are less privileged, the monthly natural occurrence can be quite a traumatic experience. Stakeholders from all walks of life must therefore, prioritise easy and affordable access to hygienic sanitary pads to allow the girl child to continue with her life and education uninterrupted, as well as to protect her from unnecessary embarrassment. The donation of 1,818 reusable sanitary pads will help girls meeting the challenges of menstruation including skipping school and use of unhygienic makeshift products that can cause health complications. “Accessibility of sanitary pads is key,” Wellness Coordinator for Jwaneng Mine, Rosemary Siwela, says. “Unavailability of such would result in poor hygiene and shame. Basically, life stops.”

Solar lamps

At least 2,000 learners in Jwaneng Mine’s catchment will be able to improve their studies and grades, thanks to the donation of the solar-powered lamps. Households will also benefit from the initiative.

Chief Education Officer Mr. Molelowamodimo also commended Jwaneng Mine’s commitment to promoting educational development. “The schools in our districts are faced with dire needs, some of which are visible and some of which are not,” he says. “With projects like these, one changes our environment, improving the welfare and dignity of our students.”

Jwaneng Mine has developed numerous education initiatives for the region in the past. This includes the Debswana Government School Programme Diamond Dreams Academic Awards (DDAA); and GirlEng which raises awareness of Science, Technology, Engineering & Mathematics (STEM) careers to girls at an early age.
MATLHOGONOLO MOOKETSANA STAYS SHINING

Matlhagonolo Mooketsana is a young woman that takes her work seriously. As a Process Engineer - Assurance at Letlhakane Tailings Plant (LTP), she strives to stay on top of things as she goes about her daily duties.

These mainly include quality assurance for the plant, as well as compiling COVID-19 Screening and Monitoring data for LTP, production data analysis, production meetings, plant walk about and consultation with the team.

Ever the workaholic since she joined Debswana in June 2014, Matlhagonolo is knee-deep in various aspects of the plant’s processes including data analysis, compilation of production reports, and performing laboratory tests. If there is a deviation, she will then do some troubleshooting and come up with appropriate solutions.

In a tête-à-tête with Teemane, Matlhagonolo says, “I am also involved in developing, testing and implementation of new production processes which help the Business in that they improve plant efficiency, improve throughput, hence generate revenue for the plant.”

Matlhagonolo’s biggest professional achievement to date is the successful optimisation of the High-Pressure Roller Crusher (HPRC) at the LTP in 2019. And how did she achieve this feat? “At the LTP, we mine tailings,” Matlhagonolo explains. “We look at the material passing the 8mm sieve. We have a target of 74% of material that is passing as a product. At that time it was at 59% passing 8mm, and I was able to take it up to 70% which means more diamonds could be liberated from the material.”

Compliance with the Company’s safety regulations is a big deal for Matlhagonolo. “I also ensure compliance with Debswana and Government safety regulations. I make sure that we do plant task observation with a view to eliminating fatalities. I am part of the quantum safety launches every Wednesday. This is very important because if you have a safe workforce, you have an engaged workforce, so you can do more.”

Matlhagonolo says she enjoys working with many stakeholders. “These are both internal and external,” she says. “Within Debswana, I work with many departments including mining, geology, survey, hydrogeology, engineering, finance and human resources.”

One big challenge Matlhagonolo faces is that of working on standby especially for weekends and afterhours. “Also, plant issues are different on a daily basis, which means you do not know what to expect,” she says. “I am currently working on FESI consumption improvement, Tailings water reduction and Production planning using the Operating Model,” she says.

Matlhagonolo hails from Bobonong and is a graduate of Chemical Engineering from Laurentian University in Canada. A mother of one, she says motherhood means everything to her “I do not think I am very patient, but having a daughter in 2019 taught me to be more patient;” she says.

Top of her wish list for the next few years is to grow professionally in Debswana and to register her own property development company. “Let’s apply the business skills we learn from running a great company like Debswana to our personal life and transform Botswana into one of the best economies in Africa and the world,” says Matlhagonolo, who also has a keen interest in project management.

Thank you for letting us get to know you better, Matlhagonolo. Stay shining!
ORAPA MINE HOSPITAL STAFF SUPPORTS STUDENTS

In the midst of fighting the COVID-19 storm, Orapa Mine Hospital staff considers the less privileged. The team recently donated toiletries and masks to students of Makgadikgadi CJSS in Mosu village.

According to Dr. Eustice Motshome, Senior Dental Officer who led the Health Services team to handover the items, this is an annual initiative of living the Debswana Value of Show We Care. Every year, OMH identifies a different beneficiary.

“The target school for the year 2021 was Makgadikgadi CJSS in Mosu, roughly 105km from Orapa,” he says. The healthcare workers of OMH bought a total of 146 packets of masks, 123 toothpastes, 163 packets of sanitary pads, 68 toothbrushes and 110 bathing soap bars to the tune of roughly P15,000.00.”

Dr. Motshome said it is OMH’s desire to assist those who are underprivileged in the community, instill a sense of hope, and uplift their self-esteem. “In living the Value of Show We Care, we will always think through the consequences of what we do so that our contribution to the world is real, lasting and makes us proud,” he says.

Makgadikgadi CJSS Headmaster, Motlhanka Tadubana, expressed sincere gratitude to the continued support from OLDM. “We are deeply touched and humbled by the gesture shown by the OMH staff,” he said, adding that the donation could not have come at a better time. He assured that the items would be distributed fairly to those in need.
The Area 2 Electrical Team is on a drive to realise Big, Hairy, Audacious Goals (BHAG). This follows cost savings of over P1.8 million during work carried out by the team during the No. 2 planned shutdown.

“IT IS IMPERATIVE THAT OUR WORKFORCE BE MOTIVATED AND ENCOURAGED TO THINK BIG, TO IMAGINE GREATER POSSIBILITIES AND CONSIDER BEING CREATIVE,” Tshetlho. Tshetlho then proposed a methodology and subsequently approved the installation and commissioning of the VSDs.

“IT IS IMPERATIVE THAT OUR WORKFORCE BE MOTIVATED AND ENCOURAGED TO THINK BIG, TO IMAGINE GREATER POSSIBILITIES AND CONSIDER BEING CREATIVE,” Tshetlho. Tshetlho then proposed a methodology and subsequently approved the installation and commissioning of the VSDs. “The three VSDs were installed and commissioned within record time of six days versus the 60 days which were required by the service provider,” Mukani said. He attributed the success of the project to a motivated and united team as well as to strong coaching and supporting. “It is imperative that our workforce be motivated and encouraged to think big, to imagine greater possibilities and consider being creative,” he says. “Special appreciation goes to the Electrical Management team led by Gasemodimo Pilatwe and Senior Engineering Manager, Lefoko Sethoko, who continuously encourage employees to be creative and innovative.”

The Plant 2 Area 2 Electrical team executed their work so well that there were no delays incurred, proving the team’s keenness to deliver the Company’s Vision and initiative of 80% OEE at Plant 2.

The Area 2 Electrical team comprises 13 members, being Maintenance Artisans and Operatives.

According to Molebatsi Mukani, Maintenance Coordinator – Electrical, the section needed to install and commission a 500-Kilowatt (KW) G150 Sinamics Variable Speed Drive (VSD) for drive TGD 63 80 in the plant. There was also a plan to upgrade other two smaller VSDs being the 110 KW G150 Sinamics for drive – TGB 63 70 and the 7.5 kw G120 Sinamics for drive TGH 63 60.

“The decision to change the VSDs came as a result of establishing that the plant was running on obsolete equipment which no longer had spares or could not be supported by the Original Equipment Manufacturer (OEM),” Mukani said.

The idea was to improve plant reliability and availability. The team sourced quotations based on the fact that this task has never been done internally. As a leader, Mukani engaged his team to see if they could also tap into the BHAG and Transformation & Innovation strategies’ space with the aim of saving costs for the company.

According to Mukani, the idea was socialised with Leadership, especially the Fixed Plants Electrical Engineer, Oarabile
OLDM PLANTS SHUTDOWN
EXECUTED SAFELY

OLDM has successfully executed shutdowns of its No. 2 Plant, CARP and Letlhakane Mine (LM) Plant without any safety incidents and within budget. According to the Shutdowns Managers, this is a great accomplishment in view of the magnitude of the projects and the complexity of managing projects of this size.

The objective of the shutdown at Plant 2 was to address structural integrity issues as informed by our Structural Inspection Maintenance Management plans (SIMM), improve safety performance by de-risking the plant as per our Elimination of Fatalities (EOF) plans and to improve Overall Equipment Effectiveness (OEE) towards 80% by reducing unscheduled maintenance & operational downtime by end of this year.

“The LM shutdown was executed successfully; we had just over 750 tasks in the plan to execute,” says Leungo Lame Kwelagobe, who was responsible for LM shutdown. “All these were done with no safety incidents – it was an absolute scratch free shutdown. For me, this is the biggest indicator of a successful execution shutdown.”

She further noted that the shutdown was executed within the approved operational and capital budgets. “The main issue we were watching closely was overtime incurred due to the shutdown overshooting or going beyond the scheduled times,” she says. This was minimised significantly. Work supervision was key in achieving this outcome.”

Kwelagobe mentioned that compliance to the shutdown plan and the Operating Model (OM), particularly the Work Management (WM) Process, was a contributor to this good performance. The presence of leadership and engineering practitioners was also a contributor to the quality works delivered.

“The OM is a definite tool for success!” she notes. Supervision goes a long way in the successful execution of works. Effective communication is the glue that holds everything together when dealing with multiple parties, from employees to the different business partners engaged.

Mothusi Makwape, Shutdown Manager for No.2 Plant notes that the shutdown recipe for success was anchored around the Anglo Shutdown framework and OM. “This resulted in a scratch free and COVID free shutdown delivered on schedule and to the required quality,” says Makwape.

According to Makwape the ambition to attain a true scratch free shutdown was supported by Visible Felt Leadership, leading indicators e.g. near hits, HPH reporting effective closure, high levels of compliance to FRCS protocols as well as excellent planning of work.

This was a collective effort from the entire OLDM team (including Business Partners), OLDM EXCO, DCC discipline leads & De Beers Executive team who were pulling together towards a collective goal and demonstrated the true power behind the ODOT strategy.

Well done, OLDM team!
JWANENG MINE HOSPITAL PIONEERS IN HEALTHCARE DELIVERY WITH E-PHARMACY

The innovative Collect & GO™ units Smart Lockers recently introduced at Jwaneng Mine Hospital are set to ease congestion at the Hospital. The state-of-the-art technology allows the Hospital to take medicine to the people in line with efforts to mitigate crowding amidst COVID-19.

“The e-Pharmacy system enables customers to collect their medication at their own convenience,” explains Mpho Masalila, Pharmacy Manager at Jwaneng Mine Hospital. “The medicine is dispensed by the pharmacy as per best practice process and is safely stored for collection.”

Having launched in September, the project seeks to revolutionise healthcare delivery both within Debswana and indeed beyond. It means less time spent by patients queuing for their medicines, and adequate time put in at work, thus increasing individuals’ ability to continue with work productivity and other important areas of life. Most Government-run health care facilities in Botswana experience congestion. The e-Pharmacy solution is a demonstration that e-solutions can be rolled out throughout the country for the benefit of Batswana.

Beyond the standard patient benefits, these P101 solutions also ensure that treatment regimens for patients are not disrupted even when there are country-wide movement restrictions.

Jwaneng Mine Hospital caters for an average of 5,205 patients employed by Jwaneng Mine, with 13.4% of them requiring chronic medication each month. The challenge to date has been that valuable production time was lost as a result of patients waiting to collect medicines for up to 15 minutes on average, and in some cases up to 4-6 hours depending on the patient’s predisposition. This translates to a total of 2,800 to 4,200 production hours potentially being lost to “collection of medicine” every month and a value of P4,935,504.00 to P7,403,256.00 wasted.

“Our breakthrough target to address this gap was to achieve elimination of all waiting time for all chronic medication at the Jwaneng Mine Hospital by the end of 2021 and a 75% reduction in all waiting time attributable to collection of medicines by end of 2021,” Masalila says. “In fact, the e-Pharmacy innovation means Mine employees do not have to take time off during working hours to go and collect their medicines. They can pick up medicine after hours or during lunch breaks because with the Collect & GO™ smart locker system, the total medicine collection process takes just 30 seconds for the patient!”

The new system is being received very well by Mine employees. “They say it is a welcome development. Employees applaud it for being an innovative solution to a real and chronic challenge. It is a customer centric-response which will reap dividends across the 4 strategic pillars of the ODOT HPO 2023 strategy.”

Jwaneng Mine Hospital continues to pioneer in healthcare delivery and is indeed a leader in e-medical panaceas. Last year, the Hospital successfully launched an electronic Hospital Information Management System (HIMS). The One Dream One Team spirit and tangible impact of this solution will be even further realised when the e-Pharmacy solution is implemented at Orapa Mine Hospital, expected to have equally strong results.
The First Lady of the Republic of Botswana, Mrs. Neo Jane Masisi, recently visited the Dr. Adrian Gale Diamond Museum and Orapa Game Park. Both projects are part of the Orapa Today, Boteti Tomorrow (OTBT) programme, whose aim is to make Orapa a great place to live and work and to build a sustainable alternative economy for the Boteti Sub-District. This is in an effort to leave an impeccable legacy beyond diamond mining in the district. The First Lady made the stop in Orapa during her campaign tour on Gender Based-Violence in the Boteti Sub-District.
TO OUR LONG SERVING DIAMONDS
OCTOBER 2021

5 YEARS
Kekhumo
Goemetswemang
Mogi
Laone Veronica
Motlusi
Monkgogi
Gaboratanelwe

Mudlovu
Maitshwenyo
Aaron
Dikole
Makwape
Chepete
Seboko

20 YEARS
Peter
Kagiso Eric
Shimane Ebiditswe
Thabayaone Bushi
Keaboka
Andile Hilton
Joseph
Tinaye
Modiredi
Timothy
Phillip
Thuso
Ontse Junior
Gaolaolwe Gorata
Bengani Bengs
Prince Emmanuel
Likani
Seilane
Tshepiso
Gabatsoswe
Mopati
Bafhenyi Bruce
Armos
Frank
Lesego
Masasa Eric
Gobotsamang
Anniki Tshepo
Lesedi

Morris
Moloko
Gaotswe
Sebidie
Nka
Mnauli
Shomana
Manyothwane
Molwantwa
Nkaleng
Otsweleng
Mbsana
Digwa
Nkoketsang
Mocheregwga
Lesole
Masundu
Gaseemelwe
Galempone
Motshabi
Machacha
Mokgogi
Mathape
Moroka
Thankane
Seselemarumo
Ragabane
Moloswa
Mothanka

25 YEARS
Olga Doreen
Moseki

10 YEARS
Ndibo
Bakang
Gaofenngwe
Phenyoyaone Pex
Neo Lucy

Matshameko
Mmokwe
Mmolai
Nageng
Moalosi

30 YEARS
Samuel
Kenneth Caes
Lesang Billy
Gobopaone
Lynet Sebogodi
Permission
Thuso Kebie

James
Moreri
Gasewagae
Gare
Kabomo
Marabu
Kelobang

15 YEARS
Setshego
Oabile
Moagi Letlhogonolo
Moitshepi
Golebaone
Comfort
Joseph
Johannes Mokone

Mpotsang
Kasamo
Maruping
Segase
Akanyang
Mongadi
Ntshwarisang
Mmokwa

NEWBIES ON THE BLOCK!

Khutsafalo Kgolothang – General Metallurgist Assistant (GMA)
A native of Mochudi, Khutsafalo joins Jwaneng Mine from OLDM, where she has been since 2005. She is blessed with 4 children (3 boys and a girl, being Tshepiso, Lopang, Warrel, and Oratile.) During her leisure time, Khutsafalo enjoys walking, watching TV, and cleaning.

Leidiwe Molati – Maintenance Operative (Ore Processing)
From Mopipi village, Leidiwe also joins Jwaneng Mine having previously worked at OLDM. He is married to Fionah Reago Molati, Amongst his hobbies, Leidiwe enjoys reading, watching TV and playing chess.
People are a key asset in every organization and the biggest mistake that any organization can make is, to overlook this crucial fact. It is therefore imperative to ensure that in whatever plans that an organization makes, the driving force, being the people, are on the forefront. It is in light of the aforementioned, the People Transformation pillar which I have the pleasure of overseeing, exists as one of the ODOT 2024 Strategy Pillars.

Like every other impactful ideation, this pillar is very diverse. It is centred around some core initiatives that seek to drive our mandate. There is the Organisational Design which basically speaks to aligning the structure of an organisation with its objectives, to ensure that organizational goals are achieved or met. Ultimately, a structure is only as strong as the foundation and we want ours to be a strong one! A fit for purpose structure is crucial to enable effective delivery of the strategy.

Another initiative is that of Future Skills. In the words of Gary Hamel, “You cannot build an adaptable organization without adaptable people”. In an effort to make this pillar a success, the intention is to prioritise equipping our employees with the necessary skills set that we require to move into the future as Debswana evolves. For instance, we are currently moving from open pit to underground which then translates into the need for underground skills. Our people should be in step at every stage. The focus is also upskilling the workforce to be more effective in the now.

We also have the Alternative Employment Model. This means ensuring that we create flexible conditions of employment in terms of bringing people into the organization. It further spills over to allowing the current workforce to have sensible options in terms of picking the right employment conditions for themselves. Happy employees make the best employees and this we do not take for granted! Agility and flexibility will come out of this arrangement and it will enable both Debswana and employees to navigate the ever changing employment landscape. This initiative will be fully supported by a revised Rewards Philosophy.

That is not as far as it goes with our initiatives, the Employee Relations Transformation is also in place and is concerned with the relationship between employees, management and employee representatives. I tend to liken this to a three-legged pot to show just how interdependent these are. Seeing this initiative through will help ensure that the organization becomes a well-oiled machine, which is effective and efficient in helping Debswana to transform and move into the required end-state.

Another critical initiative is Change and Culture Transformation, which focuses on assisting employees to navigate the proposed or envisioned change. To survive the new order, coping and keeping pace with change is a non-negotiable. Employees and leaders need to be supported throughout the journey, and the intention here is to deploy change capacity and capability building interventions to track and monitor as we move along.

In light of the above, there are many opportunities that this pillar brings about. The stated initiatives will be shared equally among all, to ensure that employees benefit. With the emergence of new roles as the organization evolves, employees will also get the opportunity to occupy these roles in addition to acquiring new skills. Basically, this pillar further seeks to create a space for employee development and growth to maximize as much as possible, the impact of job losses if any.

Taking a sneak peak into the near future, in just a period of six months, we will begin to communicate the outcomes and progress of these initiatives so that we are all well informed and aligned with progress. Employees should also look forward to a detailed implementation roadmap so that we walk this journey together. In a nutshell, this pillar is positioning Debswana to be competitive, have a well skilled workforce and improve productivity and marketability. Employees will thus be in a good space to reap the rewards of this endeavor.

In conclusion, we would like to thank all the key stakeholders, who have contributed to the output thus far. I would also like to encourage us all to rally behind this pillar and the ODOT strategy in general because we are the organization and if the organization does well, we together with the community stand to realise the benefits. Let us all feel free to come forward and co-create solutions that will take Debswana to another level so that the future generation can enjoy the legacy that we leave behind.

Let us keep in mind the words of Bill Gates when he said, “Great organizations demand a high level of commitment by the people involved”. Together, we can build a better Debswana tomorrow.

#ODOT2024
MAOKETSA COMMENDS OSTRICHES

OLDM General Manager, Mogakolodi Maoketsa, has commended Orapa United for their good display both in the Premier League and the African Continental Cup competitions, particularly the CAF Confederation Cup.

Speaking to the team before they departed to Cameroon to play against Coton Sport, Maoketsa noted that he was proud of the achievement of the Club so far. He applauded their commitment and passion in what they do, and assured the team of the Mine’s continued support.

“My being the new GM does not in any way change the support you have been receiving from the Mines as we still stand by the same purpose that initiated this project,” he said. He, however, said it is their aspiration that the Ostriches at some point in future be an independent club that sustains itself.

Maoketsa wished the team all the best as they moved forward, noting that it would not be easy but “you must do your best.” He continued, “Whatever your hand finds to do, do it with all your might or do it well,” he said quoting Ecclesiastes 9:10 in the Bible. “Martin Luther King said if a man is called to be a street sweeper, he should be a great street sweeper.”

The Ostriches as the team is affectionately called by its supporters has since been eliminated from the Confederation Cup on away goals role following a tie with Coton Sport. Orapa United won 2-1 at home then lost 1-0 away. We wish the Ostriches the best of luck in future competitions.
Jwaneng Galaxy Football Club will proceed to the CAF Champions League group stage! This was after the team shocked Simba Sporting Club of Tanzania with a marvellous 3-1 victory in the away game recently held.

In truly exciting news, Jwaneng Galaxy Football Club will proceed to the CAF Champions League group stage! This was after the team shocked Simba Sporting Club of Tanzania with a marvellous 3-1 victory in the away game recently held.

Gape Mohutsiwa scored the decisive goal 6 minutes before the end of the game to clinch the victory for our Jwaneng boys.

Galaxy Coach, Morena Ramareboli, said in an interview that their game plan was perfectly executed to deliver the victory. The Coach made a few strategic changes for the second half with an even stronger offense.

When welcoming the team back to Botswana, Jwaneng Mine General Manager, Koolatotse Koolatotse, commended the team for their incredible efforts. He said that the current Galaxy players and Management have written their names in the history books of Jwaneng Mine Galaxy Football Club. Koolatotse shared how proud he was of the players and team at large as an avid fan who will always cheer them on. He also encouraged them to be fearless during the group stage games and do their best.

Well done, boys!

“THE CURRENT GALAXY PLAYERS AND MANAGEMENT HAVE WRITTEN THEIR NAMES IN THE HISTORY BOOKS OF JWANENG MINE GALAXY FOOTBALL CLUB.”