

# BOTASH NEWSLETTER

31st October 2020



#### Editor's Note



Welcome to our October Issue of the Botash Bulletin Newsletter! A happy employee is a productive employee, so the adage goes. To take it a step further, an informed employee is an aligned employee.

Botash upholds its values of empowering its employees for optimal performance, and innovation through continuous improvement. This publication is one of the tools that the company uses to communicate important information to keep employees informed and updated on what is happening in and around the plant. This is only achievable when staff forms part of the culture and feels a sense of belonging.

The Botash bulletin, is an invaluable source of information for all employees and stakeholders. It also builds a cohesive culture and

empowers employees to make the right decisions in line with organizational objectives hence working collaboratively towards a common goal. As a general rule, the most successful man in life is the man who has the best information. Knowledge is power.

In this bulletin you will find news on capacity building, enterprise risk management, latest additions to the Botash family, FIS stars, among others.

Even as we are in the last quarter of the year, with disruptions that happened during the year due to the Covid-19 pandemic let's not lose focus of our targets but continue to work well to the year end. May I also encourage all of us to take care of ourselves by ensuring that we do not contract the virus.

You are once again encouraged to take part in this newsletter by being part of the news and contributing towards the content. **Enjoy the read** 

## Ndulamo Ntopo PR & Communications Coordinator

#### Some of the Values Champions for the month of October:

Champion	Company Value	Description	
Reuben Phologolo	Excellence	Excellent customer service with a smile and always goes the extra mile in executing his duties.  Exceeds expectation when executing his duties.	
	Integrity	Always puts the interest of the company above self. Always ready to contribute ideas aimed at improving work.	
Alfred Keleagetse	Excellence	Meets and exceeds expectations of his roles with best demonstrated performance.	
Flamingo International school staff and students	Teamwork		

#### BOTSWANA ASH MONTHLY BRIEF OCTOBER 2020

#### MD's Message



#### 1. Safety

During September 2020 safety outcomes were satisfactory. However, the three lost time incidents already recorded year to date mean the performance continues to be unfavourable compared to the previous year. Management reminds all employees, contractors and visitors to remain alert to hazards in their work environment and abide by safety regulations. Consistent supervisors' engagement in the day to day oversight on safety in the workplace remains critical as is everyone's ownership for their and colleagues' safety. Where there is brazen disregard for safety regulations the code of conduct must be applied without fear or favour.

#### 2. Manufacturing Effectiveness [ME]

Because of its significance, this month we will again discuss 'organizing the workplace'. One practical and systematic approach to organizing the workplace is the 6S system. Formally defined, 6S is a method of creating a clean and orderly workplace that promotes safety, exposes waste and makes abnormalities immediately visible.

- 2.1 <u>Sort:</u> The first step is to sort. The challenge is to get rid of things we do not need or use. This step is useful in removing clutter and disorganization which unfortunately is a feature of many workplaces including here at Botash.
- 2.2 <u>Straighten</u>: This is the step that is normally summarized as 'a place for everything and everything in its place'.
- 2.3 Sweep or shine: This step actually means clean the place so well that it allows meaningful inspection not just good old sweeping. Thus, if one finds themselves sweeping or even washing away the same spillage day after day (there are many examples of this at Botash) one should be working on stopping the spillage.
- 2.4 <u>Standardize</u>: This step is focused on establishing standards, so abnormalities are easily recognized. Validated checklists and audit protocols are very helpful here.
- 2.5 <u>Sustain</u>: For any improvement to be sustained, it must be clear to all that is the way it ought to be in the business. This calls for accountability and self-discipline for each team member. Failure to enforce standards undermines sustainability. For this reason sustainability depends on the stand the supervisor | manager takes.
- 2.6 Safety: A clean and organised workplace promotes safety.

As part of improving our manufacturing effectiveness, organizing all our workplaces is the place to start. It is important, therefore, for all employees to continuously reassess their contribution to the state of the workplace and specifically be clear as to what they are doing to advance good housekeeping. It is also important to note that all of us have workplaces, so this message is relevant to every employee.

#### MD's Message Cont...

Management has continued to refurbish amenities (offices, ablution blocks, workshops) around the factory as part of this programme. It is expected that these facilities shall be well looked after and kept clean.

#### 3. Covid-19

On the back of Covid - 19 dominated trading environment, during August, the business performed as follows:

- Soda ash sales (by volume) closed 7 % below budget.
- Revenue was 1 % below budget aided by better pricing.

On aggregate our business in September was in line [on revenue] with what it was before the Covid - 19 crisis. After running at a revenue higher than 85 % for three months, it became possible to review wages in September 2020 - a matter that management had had to defer until then given the revenue to fund such review was simply not there. I wish to thank all employees for the patience demonstrated during the period from April to September. While, I once again do not wish to cause alarm, I wish all employees to understand that, that the Covid - 19 crisis is not over yet. There will be longer lasting impact which will lower the business' revenue. We, therefore, must continue to act with that understanding in mind. In the new year more difficult decisions may have to be made. You can all be assured that management will not make decisions that undermine the long-term sustainability of the business. These decisions may not be immediately popular - and that's okay - for they are meant for sustaining the business not seeking popularity.

We shall continue to use the framework which was previously communicated and has guided our response to Covid - 19 so far. In summary the framework outlines:

- a. The protection of safety and health of employees to enable continuity of operation of the business' productive assets.
- b. Preserving those lines of revenue that remained or have been revived.
- c. Conserving cash.
- d. And preparing for the upturn on the other side of the crisis.

I request that you to remain adaptable and understanding as plans need to be adjusted and changed for the next year.

It is important to continue to work safely and follow good hygiene, physical distancing and the wearing of masks in shared spaces as has been communicated over the past five and a half months.

Even if, just one of us does not abide by these protocols it could significantly disrupt the business, so management needs the support and constructive contribution of every one of us.

During September, a confirmed Covid - 19 case of a client who had travelled to South Africa was identified on site. The good news is that the individual was isolated before spreading the virus on site - a sign that protocols that have been put in place do protect us and our clients.

#### MD's Message Cont...

#### 4. Botash Values

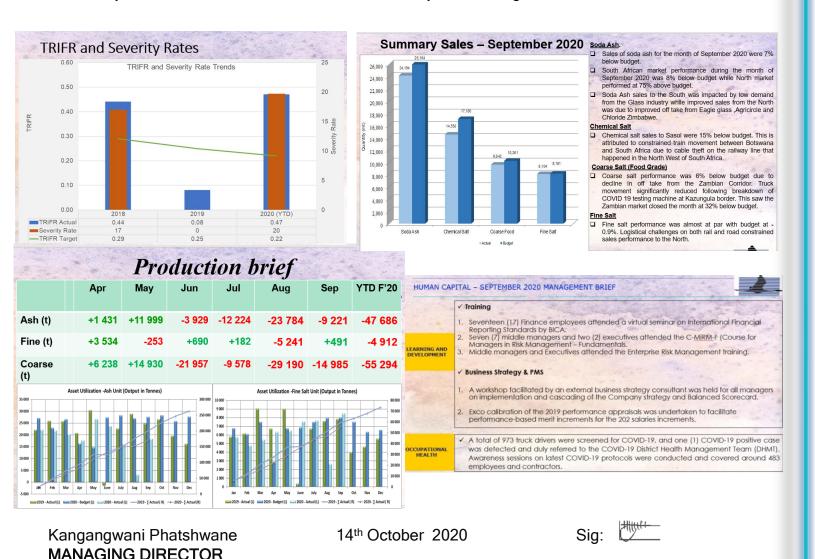
Botash needs to be increasingly a value-based business. Employees are reminded that behaviour in the workplace is expected to be in line with company values: Accountability, Customer focus, Excellence, Integrity and Teamwork [Ace It]. It is these values which should guide behaviour within the business. All employees are expected to live and model these values. Choosing to disregard these values many result in suboptimal performance or even offending the code of conduct which on its own may result in disciplinary action including dismissal. Management is committed to recruiting only those employees who in addition to meeting other requirements share these values.

#### 4.1 What is Accountability?

There two behaviours which underpin accountability at Botash:

- 4.1 Being answerable to own actions or inactions.
- 4.2 Holding others within the business answerable

Examine your own behaviour and determine whether you are living this value.



#### **Botash News**

#### **BOTASH BITTERNS BENEFITIATION PROJECT IN PROGRESS**

Bitterns is a mother liquor overflowing the thickener, primary filtrate from the filtration plant and lake cooling water make-up. These are collected in the Bitterns Tank and then pumped away to various users:

- Salt Plant for washing raw salt (about 20% volumetric flow)
- Utilities Plant to slurry the fly ash produced from burning coal in the boilers
- The balance of the bitterns (about 80% volumetric flow) is pumped to the Bitterns Ponds

   excess bitterns

Currently excess bitterns are pumped to the Bitterns Pond located on the pan south of the plant area after the extraction of soda ash. The bittern's seeps back underground for possible recycle.

In 2016, a site investigation of the whole manufacturing process from Wellfields to Bitterns' Ponds was carried out. The investigation established that other minerals such as potash (potassium sulphate and potassium chloride), Sodium Sulphate, Bromine, lodine, Salt and Soda ash can still be extracted economically from the Botash bitterns.



Dewatering of Solid Deposits after Step 1 of Samples Generation on Harvested Salt Pond

Realizing the opportunity for product diversity, the site investigation was followed by the scoping study in 2018 which confirmed the findings of the investigation, hence the Botash Board and Management made a decision to carry out a Feasibility Study (FS) to improve on the estimation accuracy of potash (to be exact, potassium sulphate) possible production.

As part of the FS, an onsite Pilot Solar Ponds operation is underway to prepare samples to be run on a pilot potassium plant. Process data sharing continues with K-UTEC to incorporate into the design. Evaporation tests continues at K-UTEC's indoor solar evaporation modelling plant to acquire mass balance calculations and preliminary process designs with focus on utilities and process selection.



Transferring Bitterns from Pond 3 to Pond 1 at the end of Step 1

# SAVE YOUR FUTURE CLEAN YOUR HANDS



Clean hands keep you healthy.

Wash your hands with soap and clean running water for at least 20 seconds

**BOTSWANA ASH (PTY) LTD** 









WIPE

#### **RISK MANAGEMENT**

During the month of October Botash conducted a course for Managers in Risk Management (C-MiRM) through the Enterprises wing of the University of Pretoria. 36 participants consisting of the executive and middle management from different departments took part in this course which was carried out virtual.

The course objectives were to:

- Provide a structured approach with well-defined guidelines and strategies to establish and maintain multi- dimensional risk management frameworks.
- The course synchronized risk management processes and principles of existing and future implementation of international standards such as ISO 31000:2018, ISO 31010:2019 (Risk Management Techniques) as well as ISO 14001:20185 (environment Management System) and ISO 45001:2018 (Occupational Health and Safety Management System).

The C-MiRM course was meant to enhance the ability of managers to create and protect value within the company through managing risks, making risk based decisions, setting and achieving objectives and improving performance through exploiting opportunities and supplying risk response methods in their daily activities.

The course provided a broad overview of each of the related International Standards within the context of operational Risk Management responsible for implementing a layered approach dealing with risk at both horizontal and vertical tiers. It was observed during the course that the level of delivery varies from Operational Risk Management at site level, Enterprise Risk Management at group or Corporate levels and Governance as well as Risk and Compliance at Board level.

As part of the course, participants took part in interactive assignments, feedback sessions and behavior modelling to test their level of understanding and to provide feedback.

When giving his view on the risk management course, Managing Director, Mr Kangangwani Phatshwane said that he learnt that all risk be it safety, occupational health, environmental, quality, business [or enterprise] can be managed using ISO 31001 series of standards and tools. "I also learnt that risk is not always negative [or undesirable] but can be positive [ if converted into an opportunity]," he added.

Mr Phatshwane further shared that the training has presented a few benefits to the company, the first benefit being creation of a uniform ability to understate and manage risk, secondly standardizing the approach to assessing risk, designing controls and monitoring effectiveness of risk management across the business.

Commenting on the status of Botash's Risk Management Programme Mr Phatshwane highlighted that while the management of SHE and Quality at Botash is relatively mature, business risk can be improved significantly.

His view concerning the evolution of risk management is that it has evolved from a time when risk was perceived with fear and avoidance to a systematic body of knowledge which sees risk an essential part of business and even may be welcome to the extent it converted into opportunities.

Another participant, Mr Marang Molatlhegi, Acting SHE Manager, appreciated that the course, citing it very insightful as it explained the Risk Management framework and how it relates to the ISO 9001, 45001 and 14001 Management Systems and brings in a proactive approach towards managing risks and opportunities within the company. "I learnt new ways of mitigating risks, such the Bow Tie Analysis, FMEA and Hazop which I believe will go a long way in equipping us to manage risks more efficiently," said Mr Molatlhegi.

At the end of the training all participants were assessed and found to be competent following which they will be awarded certificates of competence.



### **NOTICE FROM SOWA TOWN COUNCIL**

#### **WASTE MANAGEMENT**

#### **WASTE DUMPING**

Sowa Town Council (Environmental Health Division) have observed that some Sowa residents **dump** garden waste (tree branches and leaves), general waste, in open spaces.

This makes our town look untidy.

We appeal to all Sowa residents to stop dumping waste in open spaces.

Environmental Health and Roads Divisions are currently embarking on cleaning these open spaces.

Collection of garden waste is charged at **P40.00** 

If any controlled waste is deposited on any land or area of a local authority contrary to the Waste Management Act of 1998, the local authority may serve a notice to remove the waste.

#### **WASTE COLLECTION CHARGE**

Please be reminded to kindly pay for residential waste collection services.

The service is charged at **P11.00** per month per household.

Defaulters are given up to the end of October to settle their debts.

Failure to pay for the above services council will result in Council taking legal action against defaulters.

#### BY MANAGEMENT



#### **Lean Manufacturing Effectiveness Ongoing**

A chart with Mr Michael Thekiso, one of the Lean Manufacturing Initiative Champions

1. As an effective Manufacturing Effectiveness Champion for the Lean Manufacturing Initiative how do you find the initiative benefiting to the company?

The focus is on implementing the 5S methodology. This approach can benefit the company if all workplaces are kept in a manner that enable elimination of time and material wastage. This is done through a conscious and strict application of the following steps:

- Sort: Determine the essential and non-essential items. Eliminate the non-essentials.
- Set in order: Store the essential items in the right place.
- Shine: Keep the area clean.
- Standardize: Establish direction to make the first three steps a habit.
- Sustain: Create a system to ensure the success of the methodology over time.

#### 2. How do you apply the process in your daily operations?

My approach which I encourage others to adopt, is to ensure the process is embedded in my daily routine. A quick check of the 5S process every start and end of my day enable 5S to become way of life.

3. Which systems/processes did you adopt/inherit through the lean in your operations?

Botash as a company has adopted the 5S methodology with the intention to eliminating wastage in the business processes. True innovation and improvement of processes cannot be realized amid wastage of time, material and other resources hence the rollout to the entire workforce.

- 4. What benefits did/do you derive from these changes?
  - Better accounting for materials and resources such as spares and assets.
  - Quicker support turnaround due to improved knowledge of the process and location of required resources.

#### 5. Which other areas do you intend to improve going forward?

The support services departments will be the focus to enable them to take up and benefit from the initiative. The production departments had taken pole position in the drive to adopt 5S and their focus will be to regroup and ensure they restart where they left off before Covid-19 and sustain the drive.

6. Which other operations, systems and processes do you appreciate around the plant that has improved due to the adoption of the lean manufacturing initiative?

 This is best described by the respective process owners. However, the Soda Ash CO2 Compressor team had a good start before the Covid-19 outbreak and can leverage that success to improve





#### Management and EXCO attends a Negotiations Training

On the 26<sup>th</sup> of October 2020 Botash' Management and employee Union Leadership attended a Negotiations joint virtual training. Negotiation is an in-depth conflict management process designed to improve relationships between management and labour by mutually identifying action steps to address production, communication and relationship needs as well as other issues of mutual interest between them.

Participants were taken through the necessary steps to follow in the development of a negotiation process which includes identifying problems, solutions and developing an action plan beyond collective bargaining agreement. On the other hand, participants were cautioned that skills development around conflict management may be found necessary, depending on the experience and needs of the two parties.

The facilitator Ms Claire Hock, an Associate Director at Ernst & Young People Advisory Services, in her presentation said that parties should utilize their separate meetings to respond to issues of what they will to do to improve their relationship and make it clear as to what the they are prepared to do to improve the relationship. She said identified set of measurable action steps may be merged into common themes and parties may agree to reduce deliberations to writing and agree on follow up steps.

"The training was absolutely vital in helping both management and the union improve their working relations in achieving mutual benefits for both the company and workforce. I believe moving forward we will have clear set objectives and will work together to realize them," said Mr Sabelo Matikiti, Human Capital Manager.

Union Representative, Mr Gabedi Abofilwe highlighted that he believes now both Botash Management and the Union should trust each other and work together on important issues to build a safe and better working environment. The Union also learnt that times have changed, and they have to move from 'position-based negotiations' to 'need based negotiations. He continued to appreciate the Board and Management for having seen it fit to find the right tool the close the gaps.

In maintaining business sustainability Botash believes that nurturing the relation with its different stakeholders who include the union is essential. This conflict management process has been used in southern Africa since the late 1980s and has born fruits including among them increased trust with stakeholders, advantages in making informed decisions and growing the business sustainably, or even actualizing profits. Managed relations also develop talent in all its forms and encourages collaboration. The training was facilitated by Ernst and Young Advisory Services (Pty) Ltd

-THE END-

#### **Botash News**

#### Meet Ndiyapo Lufu- Packaging Attendant



#### 1. Please introduce yourself and tell us what you do?

My name is Ndiyapo Lufu. I am a father of three. I work at the Salt Plant as a Packaging Attendant. My roles entail bagging, bag filling, salt bag sewing and loading for customer.

As a Packaging Attendant upon arrival at work I do shift handover with my colleague from going shift, attend toolbox, do housekeeping check, complete risk assessment form, test stacker to see if its working properly then I start loading as per the foreman's instruction.

Again, at the end of the shift I carry out general housekeeping activities like sweeping, washing and sorting before I hand over to incoming shift.

#### 2. What inspires you at work and beyond?

Every job opportunity provides a source of living and that's inspiration enough. I also like what I do, seeing my customers and the employer satisfied with my quality of work and service keeps me going. Let me also state that my role is a physically demanding job as carry heavy bags, so I also exercise in the process.

#### 3. What challenges do you encounter in your job?

Working with people always has its own challenges because people have different expectations. Sometimes I come across customers who

are not cooperative, and I have to exercise self-control. For example, a truck driver would be much aware that they are not supposed to board the truck while in the plant unless authorized to do so, but some will just challenge that policy. Others will ask for salt for their personal use since it's in their vicinity and would not understand when you tell them that it is not allowed. I think customers need constant induction on the handling procedures.

Therefore, such challenges need discipline to avoid flouting company procedures only 6 bags high are allowed but some customers do not comply with the

I understand my role, always take my supervisor's instructions, always strive to be a good team player and this has kept me going. Am not boasting but am proud to say all my foremen prefer working with me.

I aspires to grow and get authorization to operate machinery at the salt bagging plant (freeloader, Dowser) as I have the relevant skills acquired from my previous experience.

#### 3. If you could change one thing at Botash, what would it be?

I could make everyone in decision making to fully appreciate the activities and workload of plant operators so that they can make informed decision when situations call for that. To make them aware or atleast to change their mindset to the reality.

#### Botash Star

#### 4. Three things people do not know about you?

Three things people don't know about me.

- I am a staunch Zion church member.
- I am good cook.
- I am a private person.

#### 5. How do you think Botash would remember you?

A hard-working, well-mannered young man who is results oriented and enjoys peace. A loner who prefers keeping his private life to himself. I would like to always be remembered as a someone who has open to learning from others and giving a fair opinion when asked to.

-THE END-



#### **BOTSWANA ASH STAFF PENSION FUND**

#### ELECTION RESULTS FOR ADDITIONAL MEMBER TRUSTEES - BARGAINING UNIT

Following elections for additional Trustees which were held as from 22nd to 24th September 2020, we are pleased to announce the results of the elections as follows:

#### **CANDIDATE VOTES**

Trevor Seitiso	61
Joyce Motsumi	46
Montshwari Tabengwa	51
Spoiled votes	0
Total	158

As per the results above, Mr. Trevor Seitiso has emerged the overall winner. For Non-Bargaining unit, Mr Albert Mochotlhi was unopposed.

We congratulate them on their appointments!!!

#### New Botash Receptions

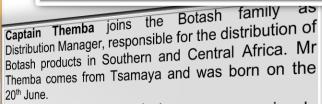
# Botash welcomes the following new employees and wishes them a fulfilling experience



Garth Kitching joins Botash as the School Principal for Flamingo International School (FIS). Mr Kitching assumes responsibility for the overall leadership and management of Flamingo and the whole school community. He was previously employed at Al Sahwa Schools, in Muscat in the Sultanate of Oman for the past three years as Head of Primary, Deputy Director. He also served as the Schools' Director for a year.

Mr. Kitching was born on 6th October in Durban, South Africa. His hobbies are painting, cycling, fishing and reading. He is married to Debbie Kitching and blessed with 2 daughters, Lisa and Natalie.

He is a highly qualified and experienced school leader with many years of international schools experience. He has the drive and vision to lead Flamingo International School on a journey to meet all international standards and practices expected in international education and is committed to creating a safe and secure school environment and offer excellence in teaching and learning. Students and their learning will be placed at the centre of all conversations as the school creates new strategic intent and strives to constantly improve in ways that ensures every child has the opportunities and experiences to meet their full potential.



Captain, as he's commonly known was previously employed by Transport Holdings (TH) as Operations Manager, responsible for logistics and consolidation, warehousing and clearing.

He is a cyclist and married with 3 kids (1 son and 2 daughters).

Koziba Nswazwi recently joined Botash as a Laboratory Sampler. She has been engaged as a temporary Laboratory Sampler responsible for, a temporary Laboratory Sampler responsible sampling, recording, storage and housekeeping.

Ms. Nswazwi was born on 7th May in Mapoka.

Her hobbies include reading and watching TV. She has a son.



**Peo Keolebogile Phokoje** joined Botash as a STD 3 Class Teacher. She was previously employed by John Mackenzie School as a STD 1 Class Teacher. Ms. Phokoje was born on 15<sup>th</sup> November in Orapa.

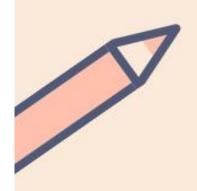
Her hobbies include reading and swimming. She has 3 daughters.



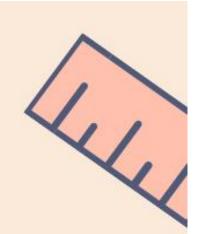
**Thomas Moatswi** joins the Botash family as a Graduate Accounts Officer, responsible for accounts payable and ensuring timely payment to all suppliers. The Mochudi native was born on the 31<sup>st</sup> August. Mr Moatswi was previously employed by Worldwide Manufacturing (Pty) Ltd (Redo) as an Accounts Officer responsible for stock taking.

Moatswi is a football player who also enjoys family outlings. He has a son.









# RECOGNIZING FLAMINGO INTERNATIONAL SCHOOL (FIS) MATHEMATICS OLYMPIAD STARS

THREE OF ITS STUDENTS WHO WON MEDALS AND
CERTIFICATES IN THE RECENT MATHEMATICS OLYMPIAD
COMPETITIONS ORGANIZED BY MATHEMATICS OF
BOTSWANA (MAB TRUST)



FORM 3

SILVER MEDAL



OTILIA MOREWANARE FORM 3 BRONZE MEDAL



JOEVIC KAPUYA FORM 2 BRONZE MEDAL

CONGRATICATIONS !! WE ARE PROUD OF YOU.



# Flamingo International School Rare Germs



Audrey Banda is a 15-year-old, Form 4 student at Flamingo International School.

In 2019, Audrey entered the Science Olympiad. Based on her excellent results, she was selected in April 2019 to attend a training camp in Gaborone along with other students who had achieved top results in this academic test. From this camp, six students were selected to represent Botswana in the international Science Olympiad in Doha, Qatar.

Audrey describes the experience as, "Unforgettable! There were so many intelligent and talented students there and the competition was really tough". Audrey was supposed to attend the International Science Olympiad in Germany this December but unfortunately, Covid-19 caused this event to be cancelled.

Audrey is one of our brightest and most diligent students and we are very proud of the fact that Flamingo International School has a student of this calibre who has been selected twice to represent Botswana in Science. Well done, Audrey! We are so proud of you.



Otilia Morewanare, age 15, attends school at Flamingo International School, is a leader in the making. In 2019, she was chosen to attend the, 'Children's Consultative Forum' in Maun. Students from sixteen regions in Botswana attended with ten students selected to represent each district. These students connected at this conference to discuss issues that affect children in Botswana. At this conference, Otilia was elected as the Chairperson for Sowa Town District.

In 2020, Otilia attended the 'District Child Programme' and was chosen as Vice-secretary of the District Child Programme Committee. These committees actively address issues like poverty, sexual abuse but also concentrate on issues that affect children positively.

Otilia was instrumental in raising funds for Childline by hosting a modelling show. She was also sponsored by Botash and collected private contributions in this drive. She was a key member of the team that encouraged students at Flamingo International School to collect sanitary pads and toilet paper that were then passed on to the Botash group who were working with a similar project.

We are very proud that Otilia is a student who gives freely of her time and energy to support and uplift those in need. She is a servant leader who makes the world a better place. Well done, Otilia! We are proud of you.

#### The Lens



the IGCSE exams.

#### The Lens









- 1. Mr Mamelodi during the Sua Flamingos strategy meeting held recently at the Botash premises.
- 2. Mr Phatshwane, Botash Managing Director, receiving a token of appreciation from BOASA Social Club.
- 3. Ms N. Ntopo (L), handing over 20I donation of sanitizer to Dukwi Customary Court.
- 4. Counting of votes at the Elections for Additional Trustee Members for the Bargaining Unit.
- 5. Mr. Trevor Seitiso all smiles after emerging the overall winner as an additional member for the Bargaining unit.

