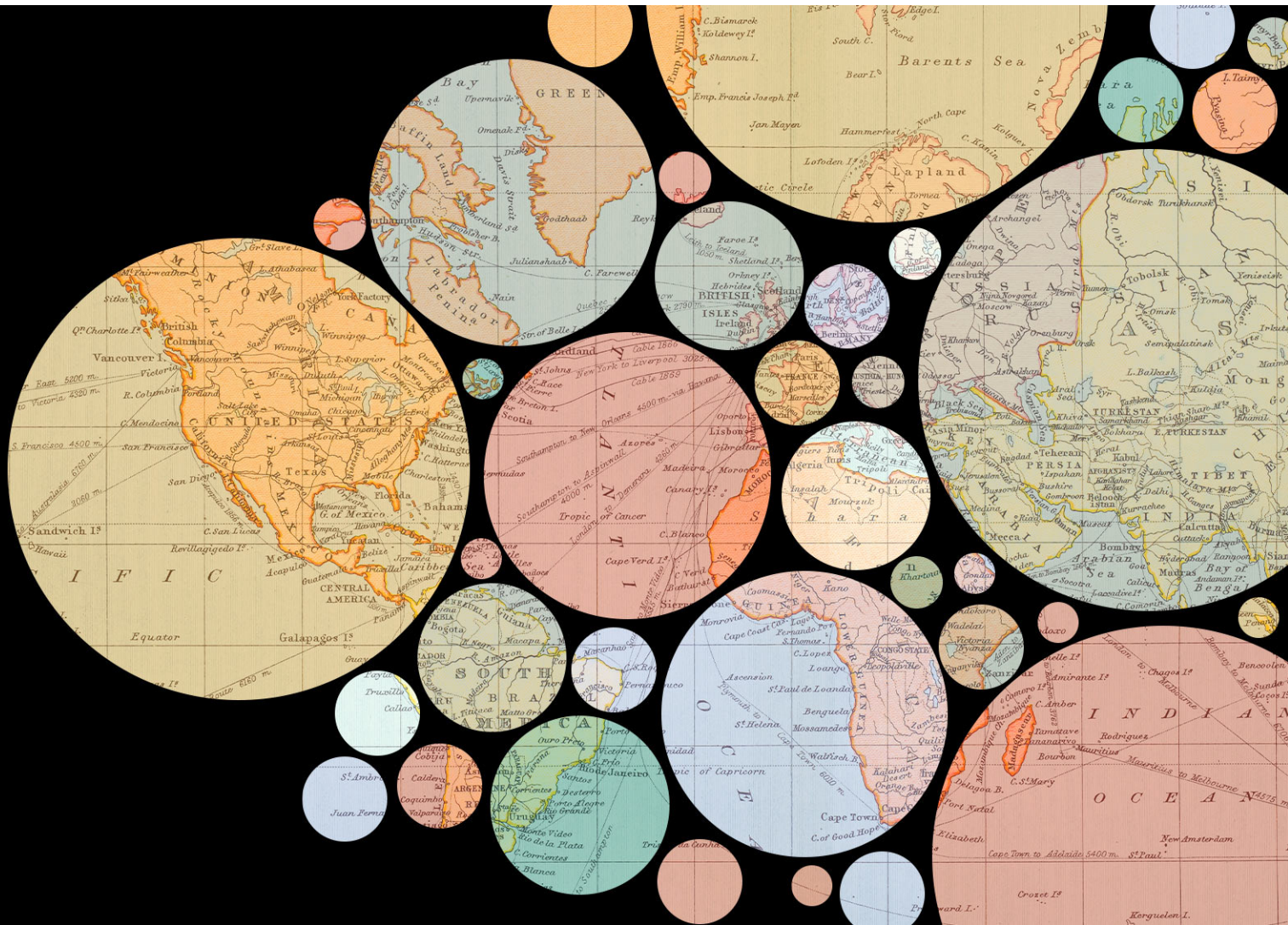


# Town Transformations & Mine Closures

## *Connecting dots*

Retha van der Schyf, from Salients Alliance Limited



Mines are by nature finite, eventually.

The towns or communities on which they rely, are not.

This dichotomy results in the need for Mine Closures on the one hand,  
and Town Transformations on the other.

## What is a Mining Town or Community

It is a social eco-system

on which a mine relies to support its operations (directly or indirectly),  
and wherein an **economic and social dependency on mining has resulted**.

It applies to pre-existing or purpose-built mining towns

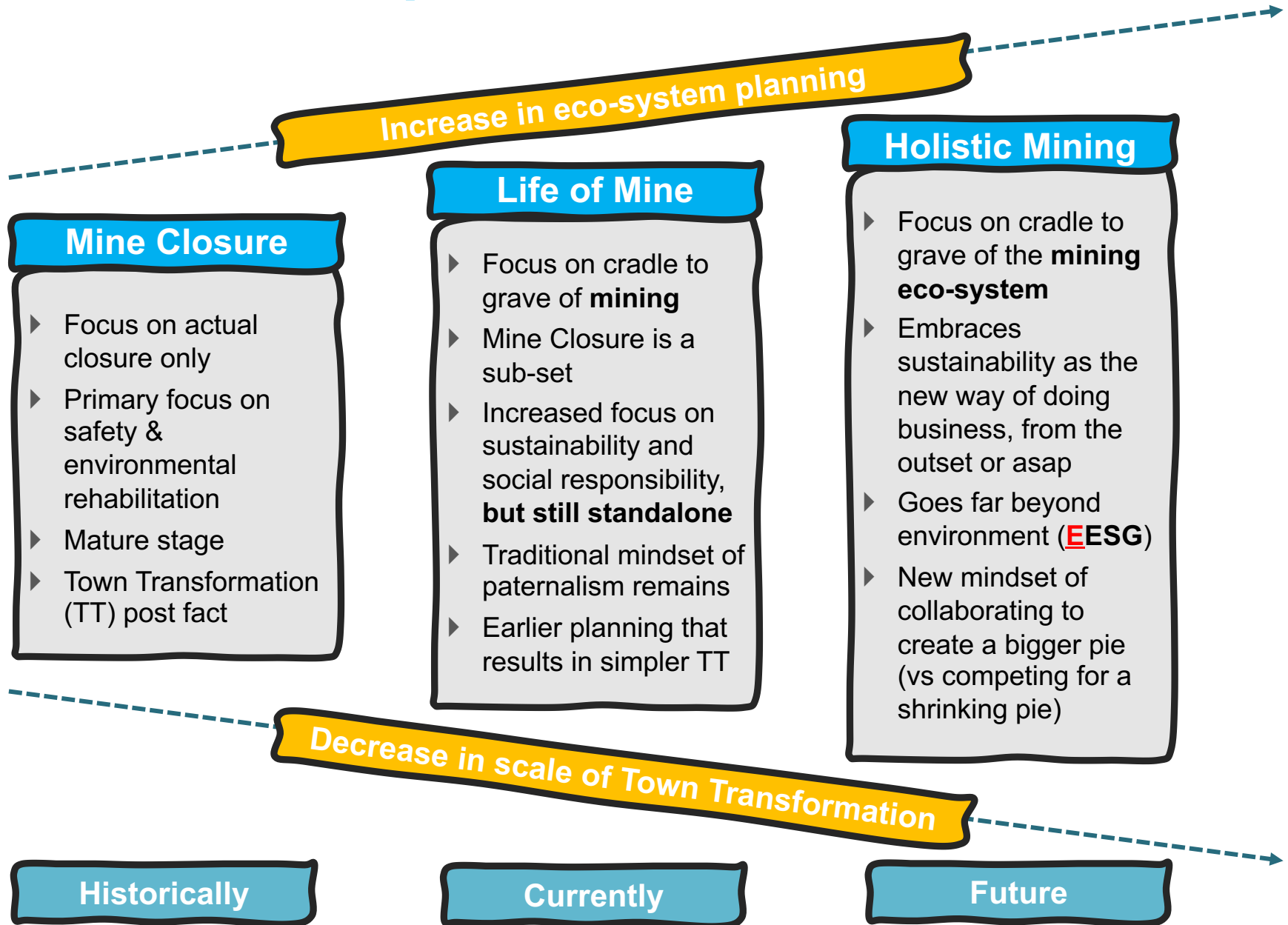
This leads to several direct and indirect benefits.

*UNTIL*

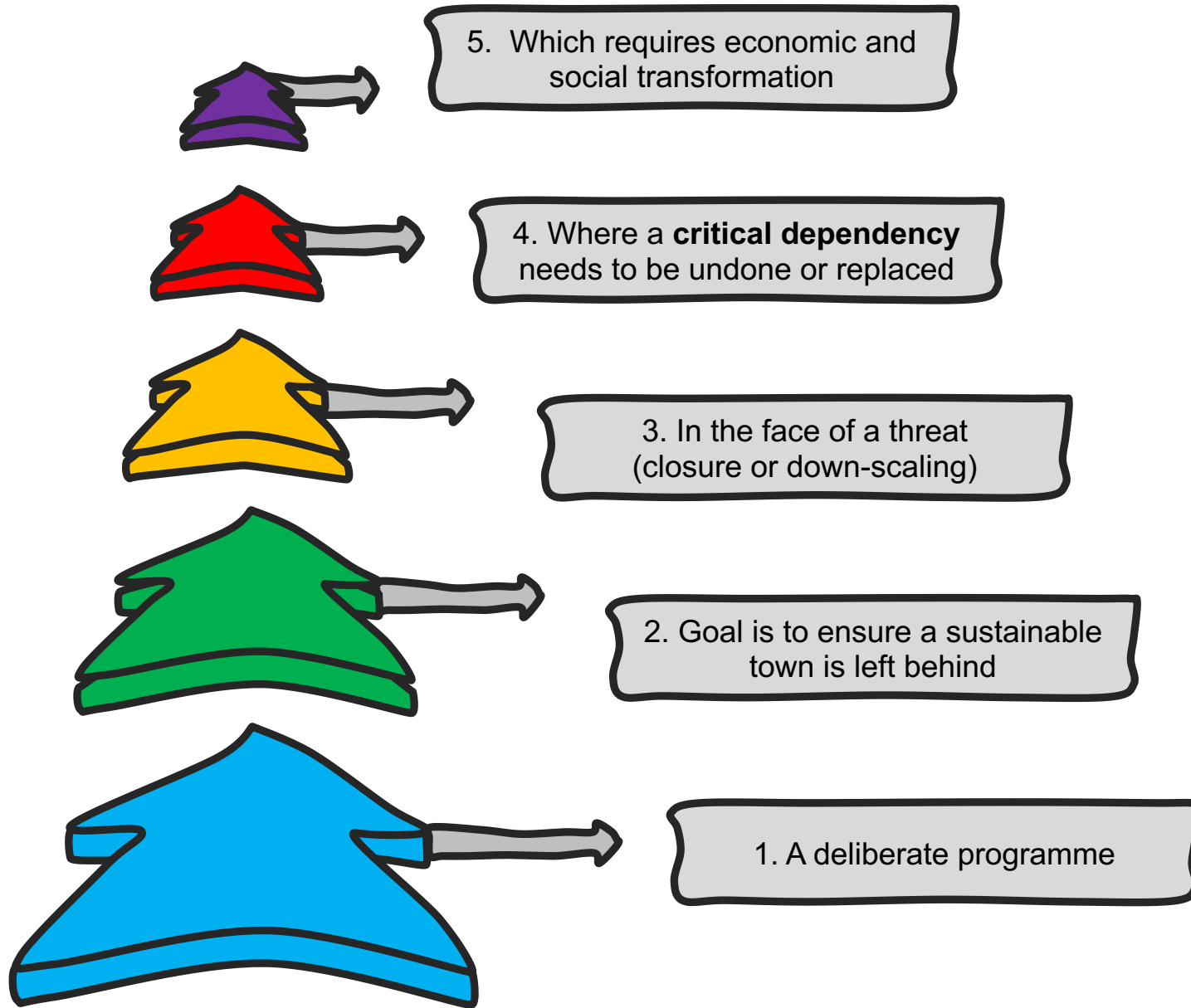
Mine closure dawns, an inevitable future event.

**Insufficient planning** around this event gives rise to the need for Town  
Transformations.

# What is the impact of Mine Closure

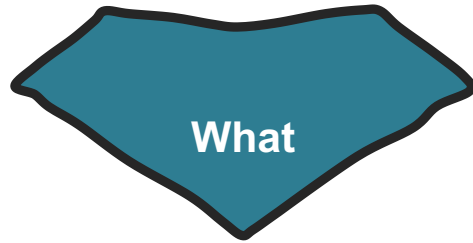


# What is a Town Transformation Programme



Scale and complexity of a Town Transformation Programme directly correlates with how early an integrated and holistic approach a mine has taken to its entire eco-system.

# Primary focus on Town Transformations



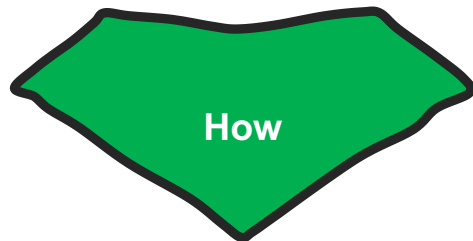
- ▶ Definitions



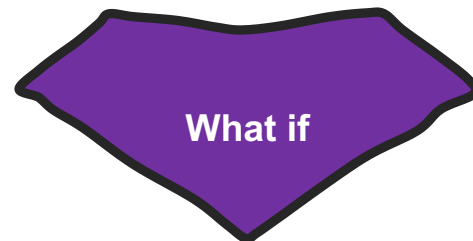
- ▶ When to start focusing on the community or town within which we operate



- ▶ Why create or invest in sustainable towns



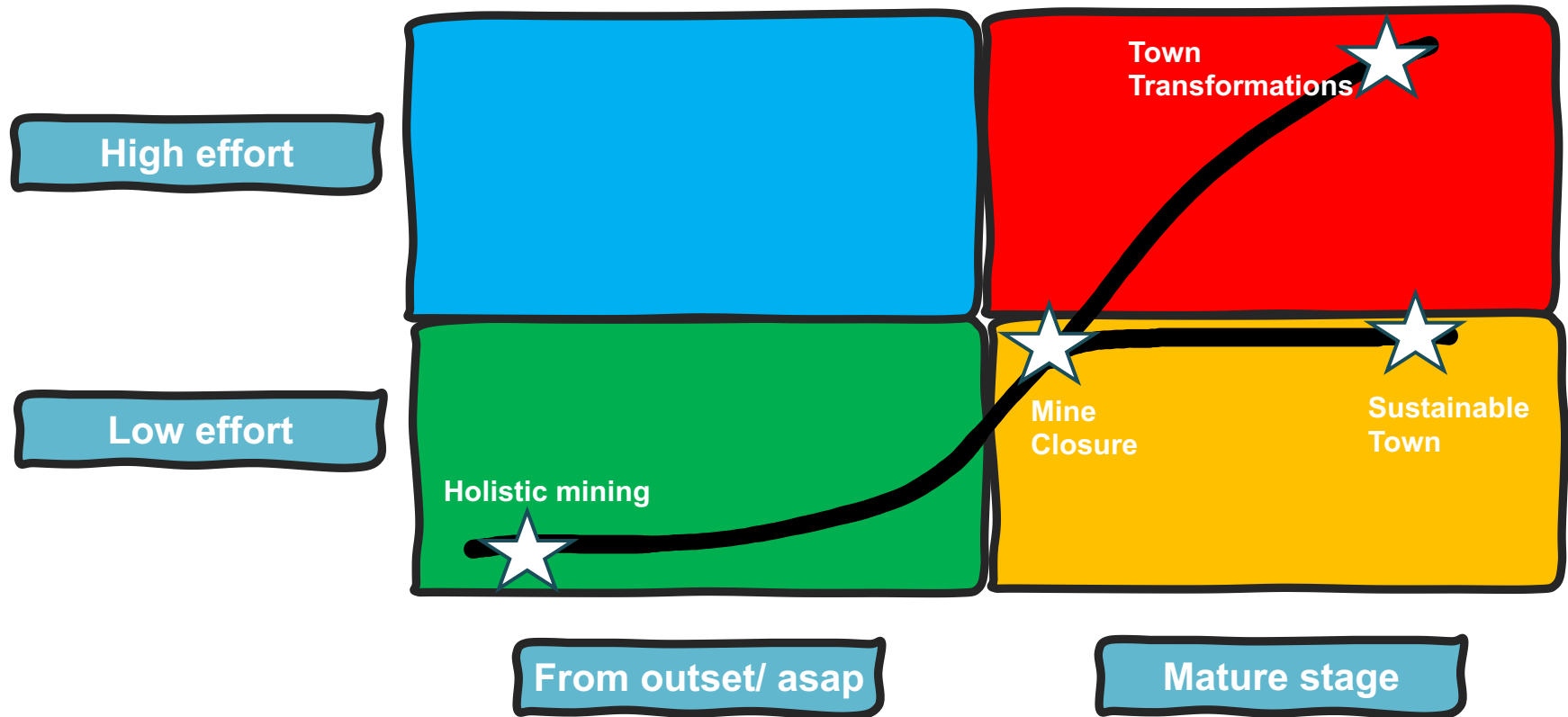
- ▶ The big six on how to



- ▶ It can be easier than assumed
- ▶ It's a choice, at least for now
- ▶ Identity evolution required, to be in keeping with the times

# Context on when

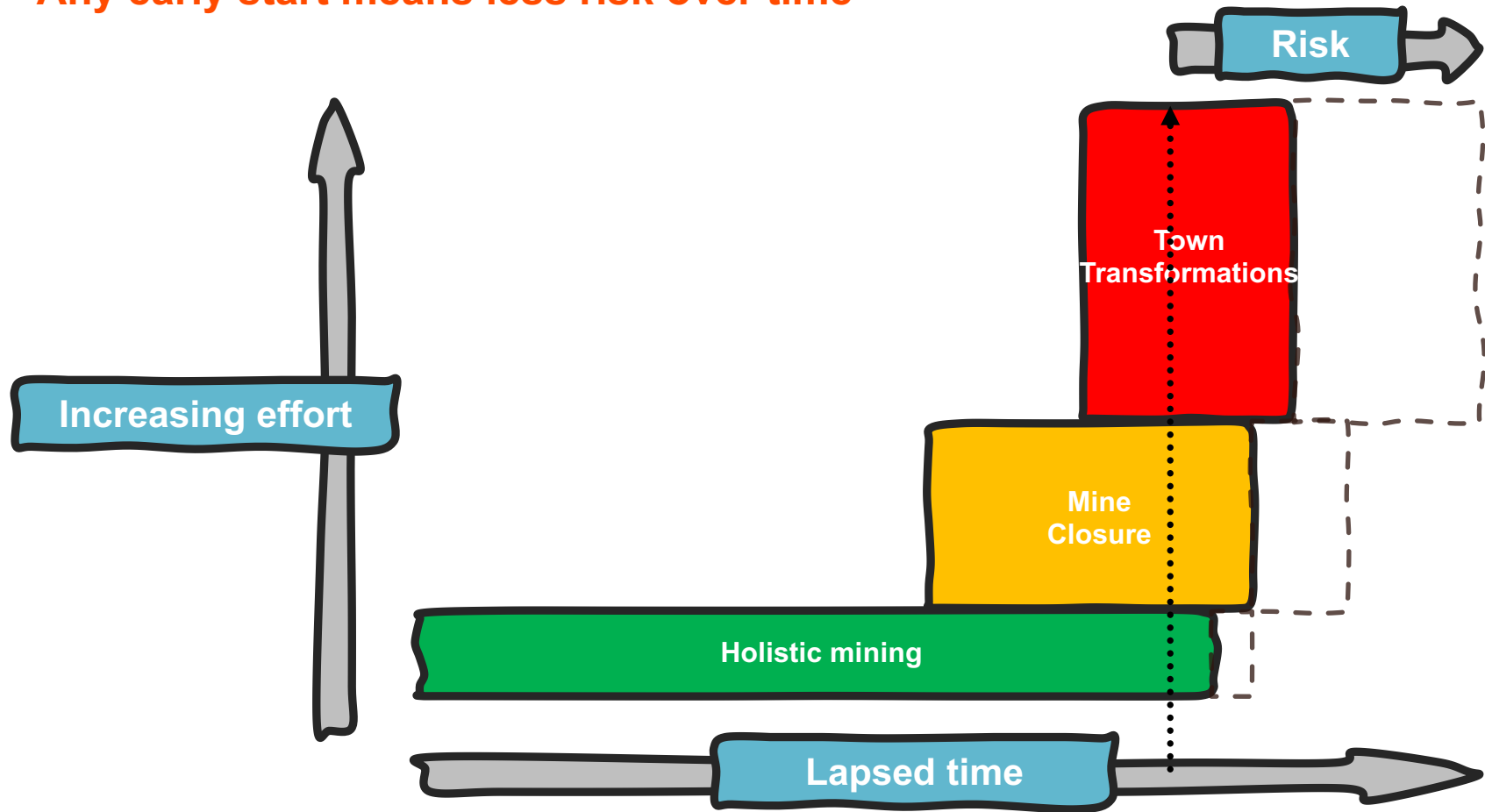
Any early start means less effort over time





# Context on when

Any early start means less risk over time



# Guidance on when

1. **Don't create** a critical economic and social **dependency** in the first place.

2. If you still have choice, start a mine with a **comprehensively** sustainable end in mind.

3. If the mine is already mature, **start asap** to plan for a comprehensively sustainable eco-system.

4. Worst case, don't wait until there is < 15 years life of mine remaining.

# Why undertake a Town Transformation

.....Legal obligation vs moral obligation and social responsibly

.....Business commitment – brand distinction or protection in relation to commitments made

.....Risk mitigation (e.g. financial, reputation etc.)

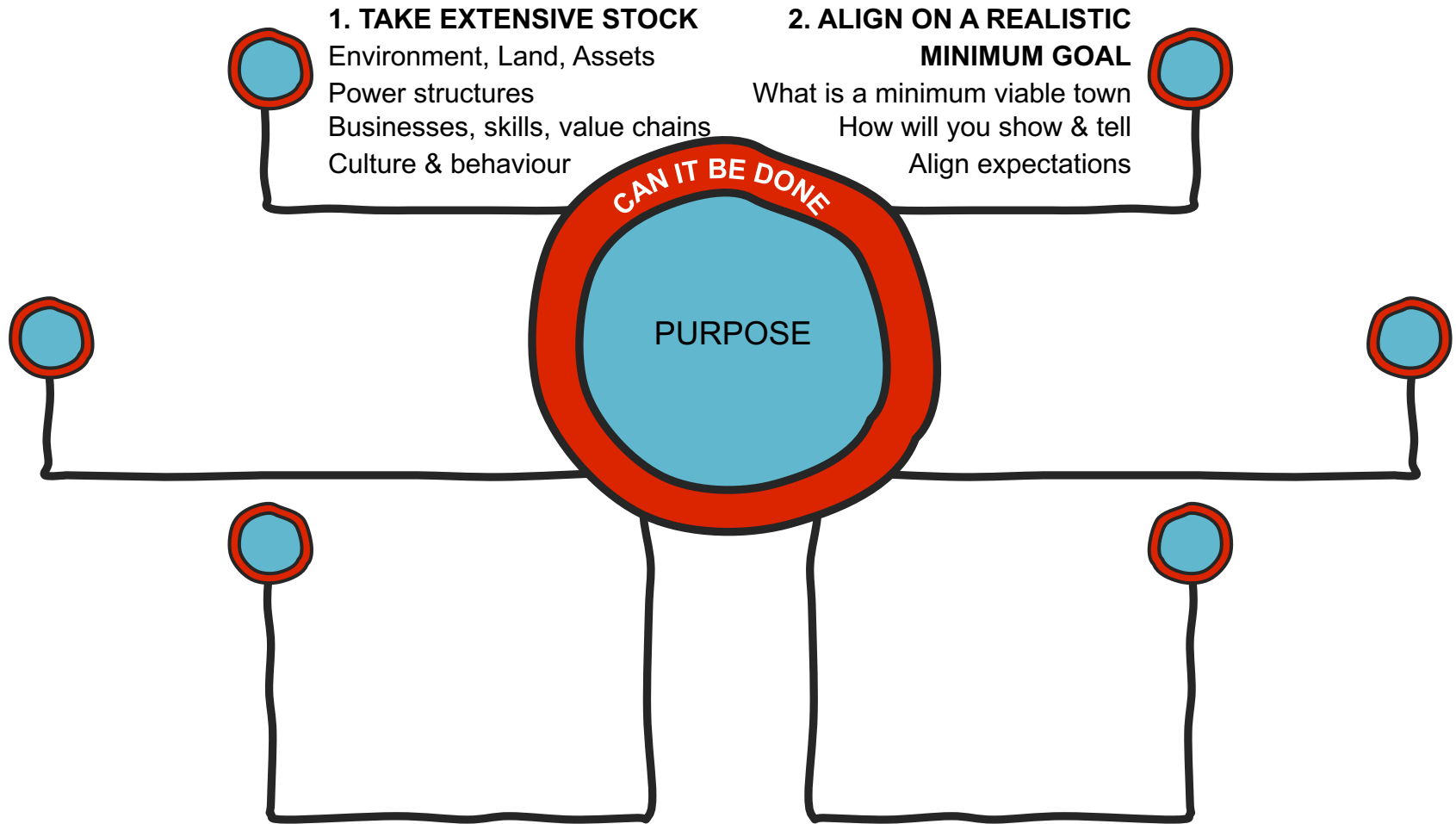
.....Future world measures

1. Rebalance between Public Sector and Private Sector for economic sustainability
2. ESG soon to include Economic or Socio-economic advancement – EESG/ ESSG
3. Rise of focus holistic wealth-creation beyond purpose and profit-making

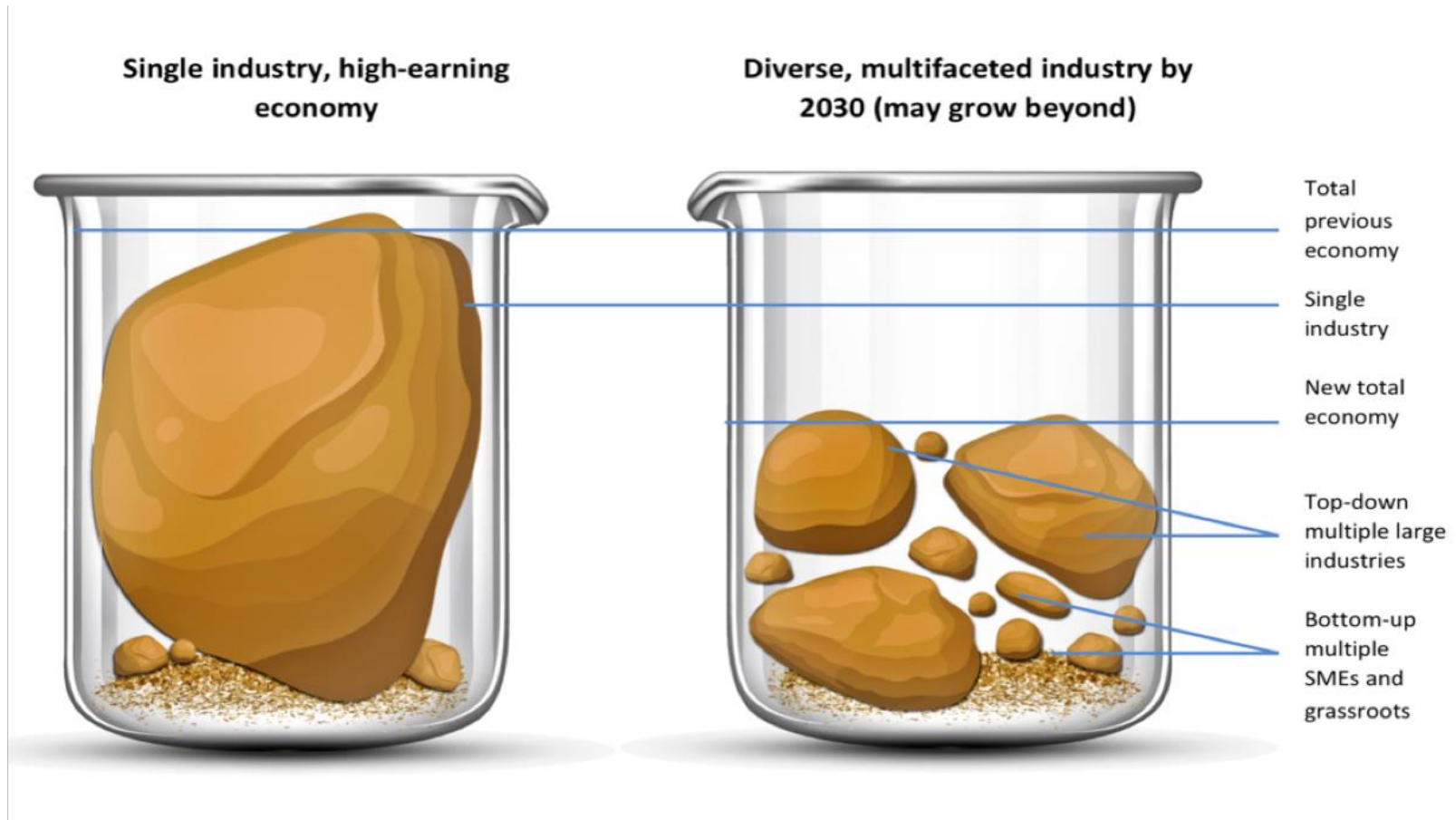
# The How To includes several interconnecting moving parts



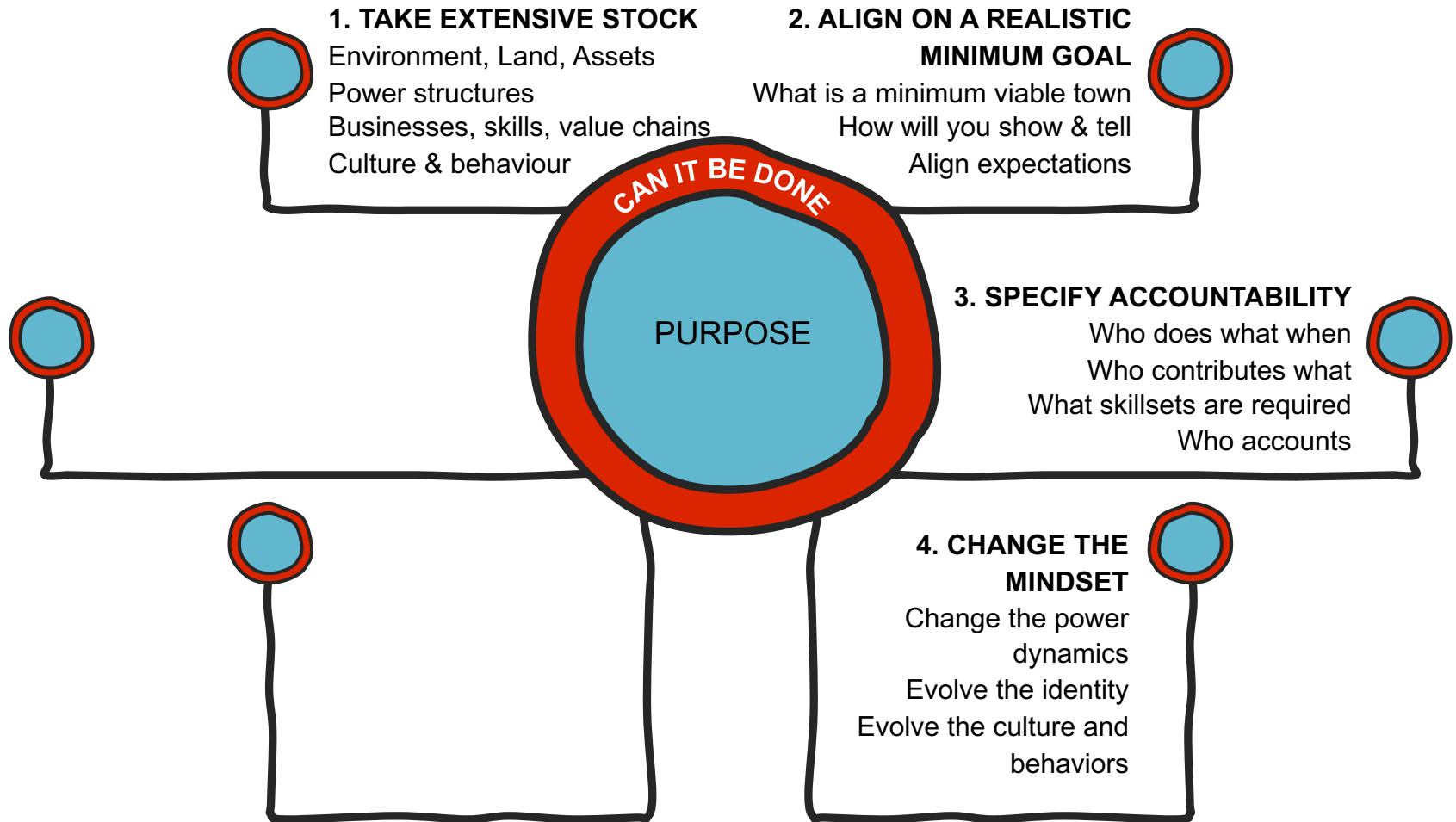
# How To: The top 6



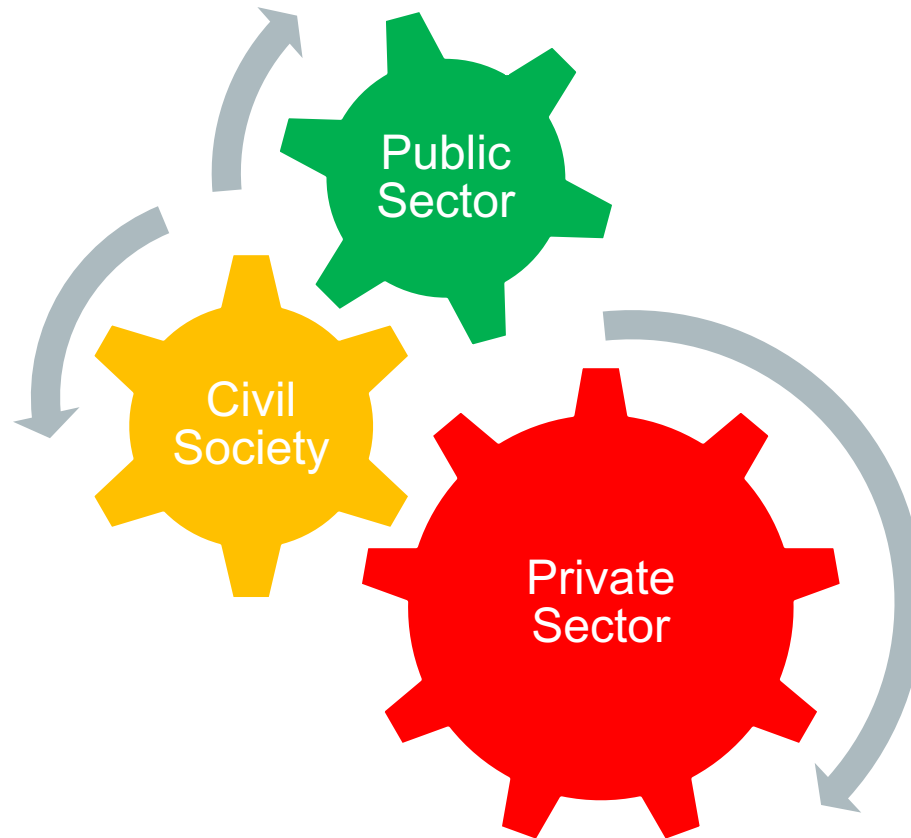
# How to: Realistic goal in the case of Oranjemund (snap- shot 2019)



# How To: The top 6

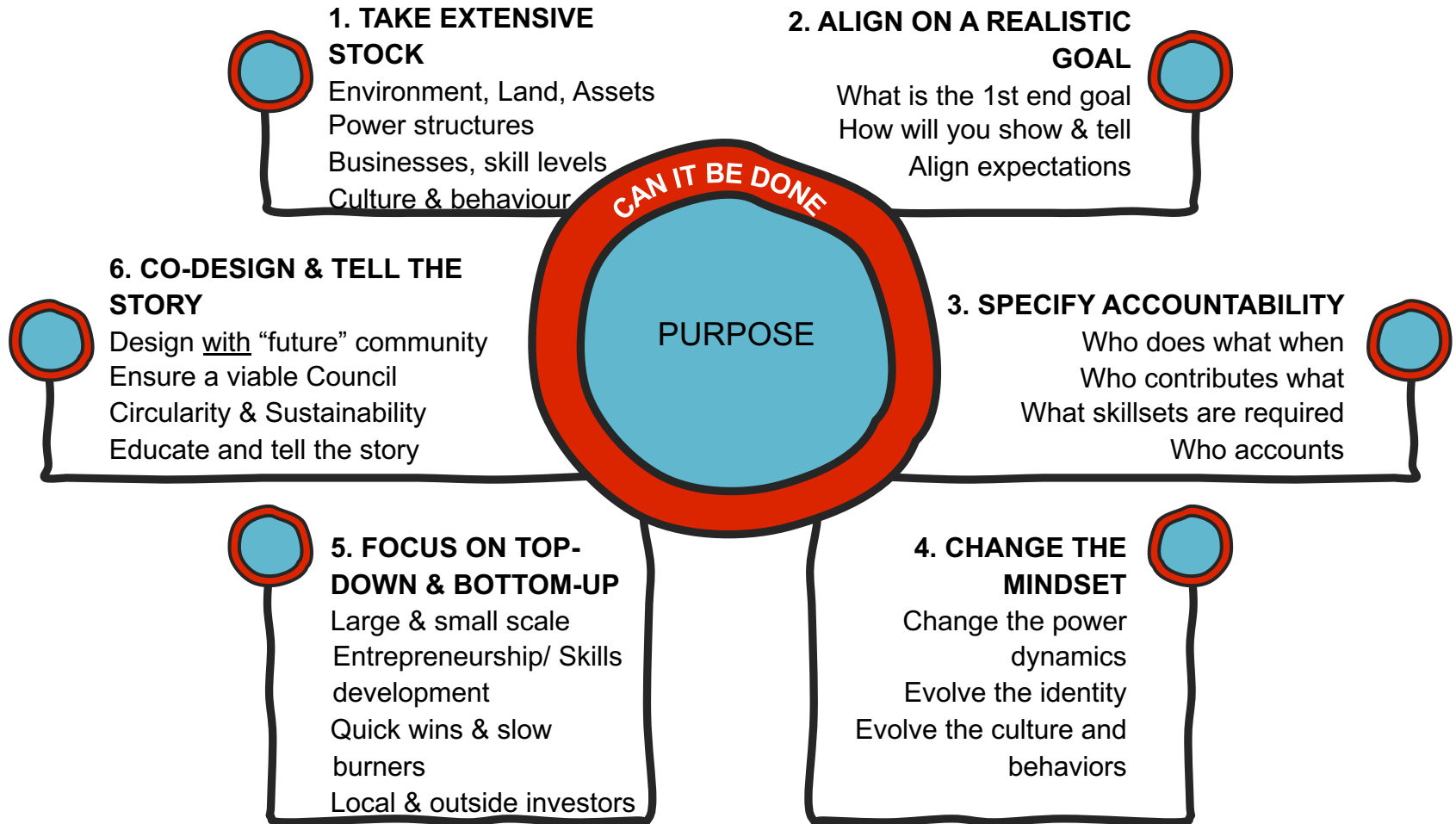


**Full collaboration between the 3 primary stakeholder groups is a big opportunity for more effective Town Transformations, (as well as for economic development in Namibia overall).**





# How To: The top 6



# What if

.....Late Town Transformations can and should be avoided – An early holistic approach is the hedge

..... its both harder and easier than you think – identity politics is a bigger hurdle than the technical transformation

.....it is about **enablement and leverage**, not a black hole of cost

.....the new form of business leadership is **orchestration**, not sole responsibility, ownership or paternalism - Move from being the soloist to being a choir conductor

.....measures of business success have changed – The future is about holistic and sustainable **wealth creation**

..... ESG is soon to become **E**ESG or ESS**G**

.....no one is to blame - World context has changed wherein **EVERYONE** is responsible

# What new and exciting legacy can we create through mining?

