



# ENVIRONMENTAL AND SOCIAL ADVISORY

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To solve environmental challenges for a  
world driven towards a sustainable future

# ENVIRONMENTAL AND SOCIAL SERVICES

As the world reconciles with the notion of sustainable development and as the concepts of ESG and positive impact become ingrained, the way business is performed is evolving drastically.

Driven by society, regulators and customers, responsible business is rapidly progressing from a competitive advantage to an essential practice.

In response, Kongiwe offers an agile, highly-experienced advisory service that prioritises contextual, practical and commercially applicable solutions, whilst maintaining the highest level of scientific and professional rigour. This is offered under four service lines:



Permitting and Licensing



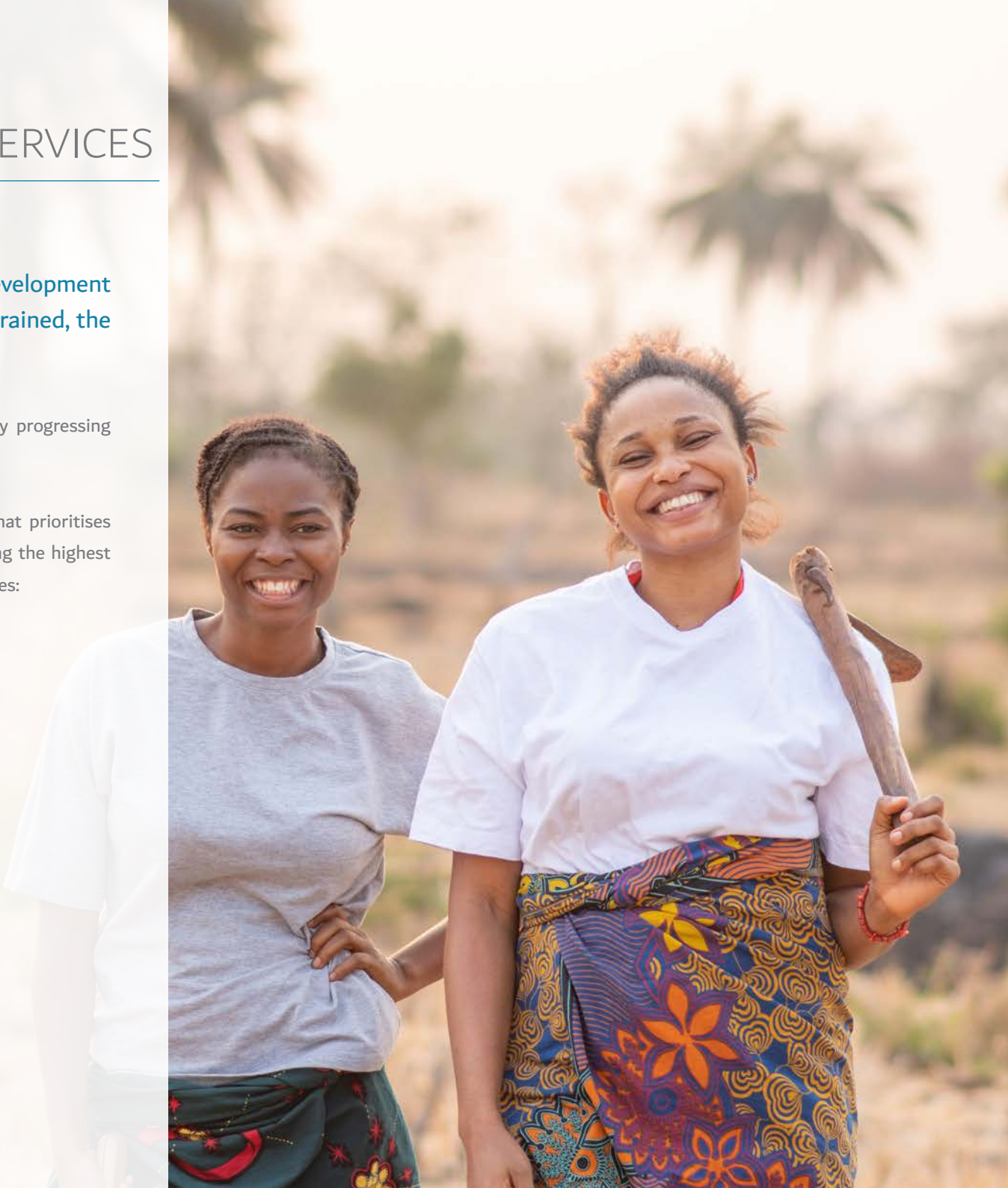
Public Participation and Stakeholder Management



ESG and Impact Advisory



Audit and Compliance





## ABOUT KONGIWE

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Given the strategic profile of sustainability management, Kongiwe provides client-centric services that are decision enabling, focused on risks and opportunities and take into account the commercial realities facing our clients. We do this through an integrated approach and our appreciation of the contextual challenges of doing business in the emerging markets.

### **How we support our clients:**

- We navigate the frequently complex process of permitting and licensing, always seeking to “design out” risk and leverage unseen opportunities for improved performance.
- We don’t just offer stakeholder engagement, rather focusing on the bigger picture of stakeholder management. We take context into account, are deliberate and ensure meaningful participation.
- We take our time to understand key drivers within our clients’ business as well as those with influence over their projects.
- We ensure that our management approach and advisory services are at all times practical to ensure implementation.
- We seek to create sustainable positive impact through our clients. We understand that this means that projects need to be commercially viable.



# WHAT THIS MEANS FOR YOU?

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Our services are practical, integrated, contextual and commercially applicable. Our clients receive high quality data, presented in a format that supports business processes and decision making.

This is provided by experienced and committed advisors. You will receive information that is practical and supportive of your business whilst being cognisant of the need to maintain scientific and professional integrity and, where required, strict independence.

## You will receive:

- An advisor that is highly trained and similarly experienced with staff that have executed projects in over 30 countries across 3 continents.
- An advisor that is committed to the long-term sustainability of your project and who will provide you with the correct advice to support the project, irrespective of what that may involve.
- An advisor that is adept at engaging with stakeholders in the boardroom or at grassroots level.
- A competitive advantage through highly contextual data, management and reporting.



# KONGIWE VALUES



## Client-centric

Providing tailor-made services that exceed our clients' expectations.



## Excellence and quality

We strive to utilise diverse and multi-faceted skillsets to deliver quality services, timeously.



## Teamwork

Building a positive environment of camaraderie which encourages taking a collaborative approach.



## Respect

We pride ourselves in treating each other, our clients and stakeholders in the same way we expect to be treated.



## Positive Impact

Our team is passionately driven and focused on making a positive impact on the environment and society; at the same time caring deeply about our clients, stakeholders and staff.





## OUR ENVIRONMENTAL AND SOCIAL ADVISORY SERVICES

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Kongiwe offers environmental and social advisory services across four key functions. These align with the typical challenges clients are currently facing and logically progress from initial permitting and licensing functions through strategic advisory and implementation services to compliance auditing and reporting.

Our services are highly integrated and are specifically tailored around each of our clients specific needs. Our staff, clients and services are unique and diverse, not conforming to generic or narrow categories.

### Services include:



Permitting and Licensing



Public Participation and Stakeholder Management



ESG and Impact Advisory



Audit and Compliance





## PERMITTING AND LICENSING

Permitting and Licensing is a key legislative requirement and the first stage in legitimising a project. This is also often the first real opportunity to engage stakeholders and develop a social licence to operate. When done correctly this process can design out costly mistakes and provide key strategic information required for decision making.

We know that this is often a long lead study and timeframes are critical, thus we ensure that our work is done at a high quality and in the most efficient way possible. This requires focus on material risks, engaging in stakeholder management early on and making sure our studies are undertaken in a contextually appropriate manner.

We recognise that this is a significant investment into a project and when part of a feasibility process, one that is done at risk. We prefer to be a part of a project from conception to scope out unnecessary studies and scale costs in line with decision certainty.

### Permitting and licensing includes:



Environmental and Social Impact Assessments performed to local and international permitting standards



Water Use and Air Quality Licensing



Prefeasibility and Definitive Feasibility Assessments (including competent persons reporting)



Gap Analysis and Supplementary Information Packs for lender requirements.





## RECENT EXPERIENCE

### ESIA – International

Kongiwe was appointed by a dual LSE/TSX listed Canadian junior mining company to provide strategic ESG and advisory services and to act as the in-house HSEC Manager. A primary function of this appointment is to manage the ESIA process related to a Rare Earth opportunity in Malawi. The mandate includes the provision of project management continuity and ensuring delivery.

The ESIA has been undertaken to international lender standards including those required by the IFC and EBRD. The studies include complex environmental assessments related to the development of a large-scale greenfield mining operation in a remote location in Africa. Given that this is a relatively new industry in Malawi the mandate includes significant and ongoing stakeholder management through all levels of government as well as in depth engagement with traditional leadership and project impacted people.



### ESIA – South Africa

Kongiwe was appointed by dual JSE/NYSE listed gold producer which is undertaking gold tailings reclamation projects across the Witwatersrand of Gauteng. In addition to reprocessing the tailings for the production of gold, the aim of these reclamation projects is to remove historic gold tailings facilities scattered across Gauteng, thereby removing air and water pollution sources, rehabilitating the land and making it available for future development.

Kongiwe was appointed to undertake numerous environmental permitting processes including ESIA and Water Use Licencing. Given the history of mining in Gauteng and the complicated development of Johannesburg, these projects have particularly complex environmental and social sensitivities. Stakeholder engagement played an important role in the permitting processes. Based on our quality of services, Kongiwe has been appointed to multiple projects over the last 5 years.





# STAKEHOLDER MANAGEMENT AND PUBLIC PARTICIPATION

The scale of projects we advise on generally have the potential to change peoples lives materially. As such, stakeholder management and public participation is a critical service that we offer across our advisory mandates. This is undertaken in compliance with international best practice such as required by the IFC.

Stakeholder management is a critical business risk at all stages of a project. This is an area that we see significant divergence between lender expectations and in-country requirements and is an area prone to objections and appeals in terms of legal process or international best practice.

More than a risk, Kongiwe approaches stakeholder management as a key opportunity to include stakeholder knowledge in the identification, management and mitigation of risks and opportunities and uses these processes to forge lifecycle engagement. This is specifically designed to develop the all important social licence to operate.

## Our Services include:



Stakeholder  
identification and  
analysis



Stakeholder Issue  
Analysis



Strategic stakeholder  
management and  
engagement planning



Stakeholder  
consultation and  
information disclosure



Stakeholder meetings  
and public consultation



Grievance management  
planning and  
implementation





## RECENT EXPERIENCE

### Stakeholder Management

Kongiwe was appointed to assist a dual listed Australian and US gold mining company to undertake the Stakeholder Engagement for an underground gold mining project, Mpumalanga, South Africa. A Public Participation Process (PPP) was undertaken in compliance with the South African permitting framework. The desired outcomes of the PPP are not only to meet the legislative requirements for environmental authorisation, but also to establish positive relationships with the various stakeholders to ensure that when the project is implemented, these relationships can contribute to the successful execution of the project. The PPP was undertaken for the Scoping and EIA and Environmental Authorisation phases.

The PPP offered stakeholders an opportunity to be informed about the proposed projects, to raise issues of concern and to make suggestions for enhanced project benefits, as well as receive feedback from the environmental specialists and/or proponent where required, whether it was through written responses or at meetings held.

The project area has a long history of formal and informal gold mining. Conflict between informal mining groups and increased environmental impacts stemming from unregulated activities heightens the importance of proactive public engagement. Kongiwe was able to engage effectively with stakeholders with often opposing views and establish meaningful long-term engagement.





## ESG AND IMPACT ADVISORY

The ESG and impact field is rapidly growing and evolving. Effective, strategic and deliberate planning, management and communication of the ESG performance and social impact of a business is fast shifting from a luxury to a requirement of entry. This is being driven by funders, clients, regulators and society at large and is as such a critical business function.

At Kongiwe we recognise what this means is different to each client. We are strategic in our approach to ESG and impact advisory services and tailor our offerings to each client.

Our advisory services are flexible and are appropriately scaled to the certainty of the project. When approaching mandates we operate as members of a team providing insight rather than just another report. We focus on creating plans and strategies to avoid risk and leverage opportunities to support decision making. This requires integrated thinking to identify, track, manage and report on key ESG and impact data.

### ESG and Impact Advisory services include:



Environmental and Social  
Due Diligence.



Environmental and Social  
Management Systems  
Development.



Impact strategy, systems  
and reporting.



ESG and impact system  
implementation.



Strategic ESG and impact  
advisory services.



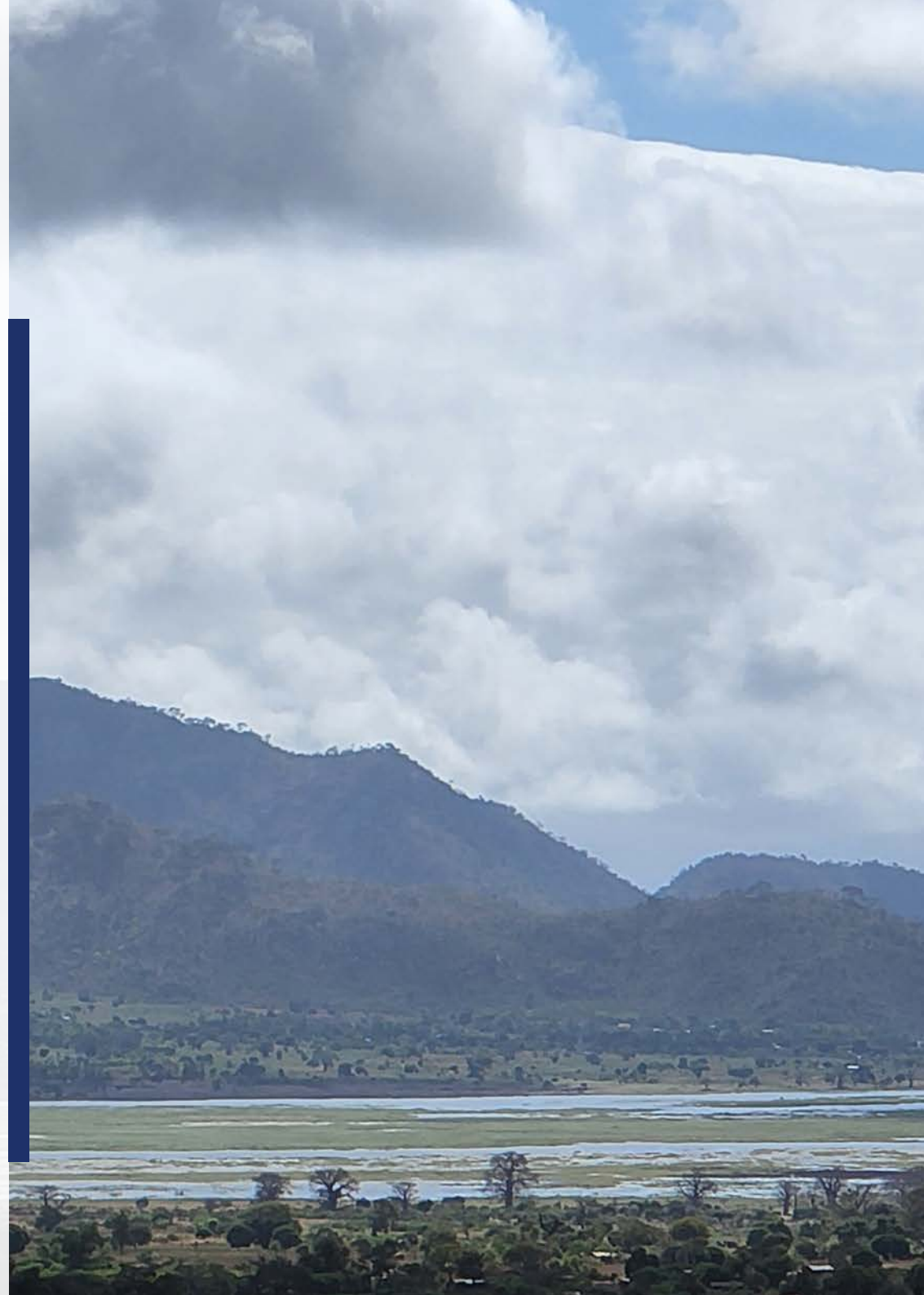


## RECENT EXPERIENCE

### ESG Implementation

In 2017 Kongiwe was appointed to provide ESG advisory services to a dual listed junior mining company. The company is listed on the Canadian and London Stock Exchanges and is developing a greenfield rare earth mining project in southern Malawi. In addition, the company is undertaking various prospecting activities across Malawi and holds stakes in full value chain assets including planned refining projects in Europe and a waste battery metal recovery research and development company in the United Kingdom.

Kongiwe has, through a retained service mandate, represented the company as an in house ESG manager. This includes the development of ESG management systems, ESG related project management services, ESG representation during investor roadshows and due diligence assessments and general ESG advisory services. The project has recently received a positive environmental authorisation from the government of Malawi and is actively fund raising. Kongiwe remains engaged and is actively involved in the development of the mine.





## RECENT EXPERIENCE

### ESG Advisory

Kongiwe was appointed to undertake a strategic risk and opportunity assessment for a leading project management and engineering firm in the field of mineral processing in Africa, a subsidiary of a diversified global engineering, project delivery and operations management group. The assessment focused on strategic risks and opportunities related to the classification and export of a hazardous waste for processing into usable materials. This involved the potential transportation of material across multiple international borders and various processing options within multiple countries in Southern or Eastern Africa. Kongiwe assessed the risks and opportunities as well as legislative requirements for multiple scenarios to inform the optimal projects feasibility.

Linked to the assessment were advisory services related to the highest social benefit related to climate change, economic stimulation and employment opportunities flowing from the project. This included an assessment of a legacy of negative impact as well as defining opportunities to localise employment at a local, national and regional scale.





## AUDIT AND COMPLIANCE MANAGEMENT

Taking stock is a critical management function. More than just a report, an audit is an opportunity to do just that, and when done correctly this becomes a strategic management tool. We approach our audits with this in mind and strive to add value, insight and practical solutions to each of our mandates.

This includes the identification of compliance challenges as well as strategic opportunities. Our audits are based on experience and as such are focused on practical, pragmatic advice to de-risk projects.

### Our audit services include:



Red flag reports and high level feasibility assessments.



Environmental and Social Due Diligence.



Compliance audits.



Environmental and Social Performance Audits.



Independent review and gap analysis.



Local standards assessments.



International standards gap analysis.





# RECENT EXPERIENCE

## Audit

In 2017 Kongiwe was appointed to undertake the independent annual external compliance audits for the Mpumalanga coal operations of one of the largest globally diversified natural resource companies.

From an initial limited appointment, Kongiwe now audits Environmental Authorisations, Environmental Management Programmes, Water Use Licences and Waste Licences for 5 mining complexes with over 40 unique licences. Kongiwe has been consistently providing these audit services from the initial 2017 appointment and remains engaged.

Through our commitment, we have assisted our Client to improve environmental compliance across the operations we audit resulting in a significant reduction of environmental legal risk across our Clients' operation.





## RECENT EXPERIENCE

### Gap Analysis and Supplementary Information Pack

Kongiwe was appointed to conduct an initial gap analysis on an ESIA obtained for the upgrade of the Zimbabwean Border Post. A positive authorization had been awarded by the Zimbabwe Government, but the ESIA did not meet the IFC and other lender specific requirements.

Kongiwe undertook an IFC gap analysis and, through supplementary studies and additional stakeholder engagement, successfully assisted our project development Client in bringing the ESIA and ESMP to a bankable standard in line with international standards. This satisfied the lenders and allowed funding to be secured. Subsequent to the successful gap analysis and ESIA update, Kongiwe was appointed to assist with the project execution through monthly E&S compliance audits on behalf of the Client, the government of Zimbabwe and the consortium of local and international lenders.

The project was particularly challenging as there was a race to raise funding. Kongiwe was able to work under pressure delivering excellent service within budget and in line with tight deadlines.



# OUR FOOTPRINT

With our head office in South Africa and having offices conveniently located in Canada and the United Kingdom, we are able to provide services across Africa cognisant of the requirements of international developers and investors.





## Kongiwe Environmental (Pty) Ltd

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