

Annual Report
2018/19

MAKING
4IR
WORK



KAGISO
TRUST
Overcoming poverty



KAGISO
T R U S T
Overcoming poverty

Strategic Focus Areas



KAGISO
T R U S T | Education
Development



KAGISO
T R U S T | Socio-economic
Development



KAGISO
T R U S T | Institutional
Capacity Building



KAGISO
T R U S T | Financial
Sustainability



KAGISO
T R U S T | Special
Projects

Stakeholders

- Partners
- Employees
- Non-profit organisations
- Beneficiaries
- Regulators
- Communities

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This report covers the period 1 July 2018 to 30 June 2019 and sets out to communicate the development climate within which we find ourselves and detail our response and initiatives to address these.

“

As a global community, humanity is experiencing and bearing witness to its most profound shift in evolution and revolution in recorded history.

”

– Frank Chikane (Rev)
Chairperson



ABOUT KAGISO TRUST

OUR IDENTITY

OUR VISION

A prosperous, peaceful, equitable and just society

OUR MISSION

To contribute to development through sustainable funding, with like-minded partnerships and innovative scalable development models

OUR VALUES

- Integrity
- Accountability
- Passion for Development
- Hands On, Bottom Up Approach

4IR

Committed to developing and implementing technological innovation

OUR STRATEGIC GOALS:

- **EDUCATION DEVELOPMENT PILLAR**
To extend educational development programmes
- **SOCIO-ECONOMIC DEVELOPMENT PILLAR**
To promote and support socio-economic development
- **INSTITUTIONAL CAPACITY BUILDING PILLAR**
To support strategic institutional capability development for sustainability
- **FINANCIAL SUSTAINABILITY PILLAR**
To ensure financial sustainability of Kagiso Charitable Trust



KAGISO
T R U S T
Overcoming poverty

OUR FOOTPRINT

Gauteng

Kagiso Enterprises Rural Private Equity Fund (KERPEF):

- Killer Grill & Fish & Chips, Sandwich Baron

Education Conversations:

- University of Johannesburg

KT Leverage Fund:

- South African Council of Churches

Kagiso Trust Consulting:

- CoGTA

PMO:

- Department of Telecommunications

North West

KERPEF:

- Matrix Computers

Northern Cape

KST:

- Anglo American Schools Project

Free State

BNSDP:

- 166 schools in Thabo Mofantsanyaya

KST:

- 322 schools in Motheo & Fezile Dabi

EMSP:

- 61 Students (including 2018 intake of 15 students)

PMO:

- UFS Research partnership

Western Cape

KT Leverage Fund:

- SAWID

PMO:

- Stellenbosch and Western Cape Universities Research partnerships

Limpopo

KST:

- Anglo American Schools Project

PMO:

- University of Limpopo Research partnership

Kagiso Trust Consulting:

- Molemole Municipality
- Musina Municipality
- Makhaduthamaga Municipality
- Collins Chabane Municipality

Education

- Sekhukhune District

Mpumalanga

KERPEF:

- Thembeke Sales and Logistics

KST:

- Anglo American Schools Project

KwaZulu-Natal

KERPEF:

- Sparkling Auto
- AC DC Electrical Supplies

Beyers Naude Memorial Lecture:

- University of Zululand

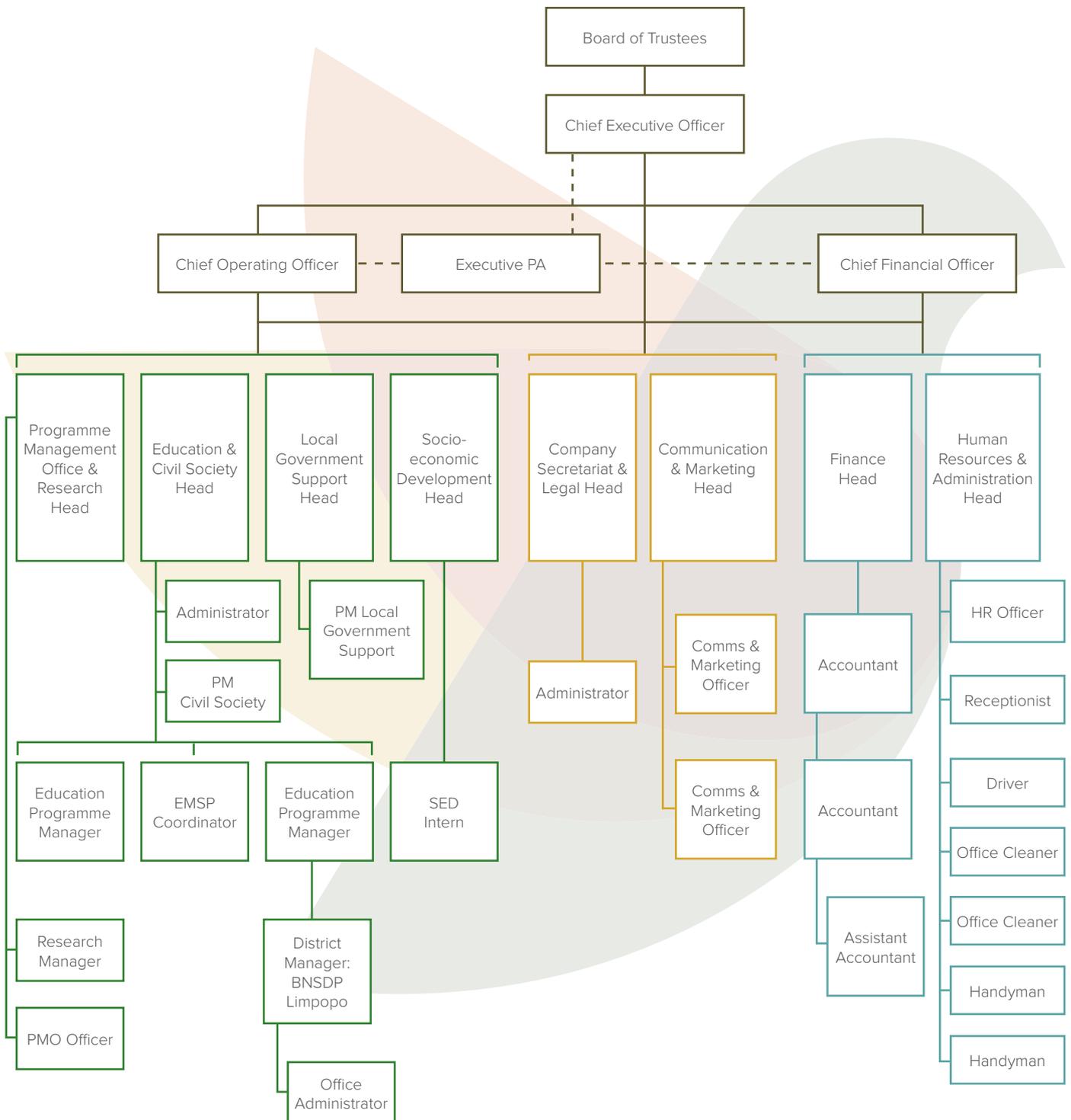
Eastern Cape

KTC:

- CoGTA

OUR ORGANISATION

Note: As of 30 June 2019.



KAGISO
TRUST
Overcoming poverty

OUR FAMILY

Note: As of 30 June 2019.



Mankodi Moitse
Chief Executive
Officer



Themba Mola
Chief Operating
Officer



Mzomhle Nyenjana
Chief Financial
Officer



Modjadji Seabi
Programme Management
& Research Head



Sizakele Mphatsoe
Education & Civil Society
Head



Mohlolo Selala
Socio-economic
Development Head



Paul Smith
Local Government
Support Head



Phila Moremi
Company Secretariat
& Legal Head



Silindokuhle Chamane
Finance Head



Isabella Liba
Human Resources &
Administration Head



Mandisa Tselana
Communications
& Marketing Head



Angelinah Mdakane
Education Programme
Manager



Siyanda Jonas
Manager: Research, Strategy
& Knowledge Management



Maria Mokae
EMSP Coordinator



Dilakane Phasha
District Manager:
BNSDP Limpopo



Linda Frampton
Executive Personal
Assistant



Joan Masemeng
Accountant



Amandla Kwinana
Programme
Management Officer



Chulekazi Charlie
Communications
& Marketing Officer



Nicolene Phaho
Corporate Governance
and Legal Administrator



Zandile Magutywa
Education Programme
Manager



Temoso Lekhuleni
Human Resources &
Administration Officer



Mothusi Boikhutso
Education Programmes
Administrator



Phathutshedzo Munyai
Accountant



Nothile Jiyane
Assistant
Accountant



Linkie Tshabalala
Office
Administrator



Tsietsie Thakalekoala
Transport
Coordinator



Nozipho Shabalala
Office Cleaner



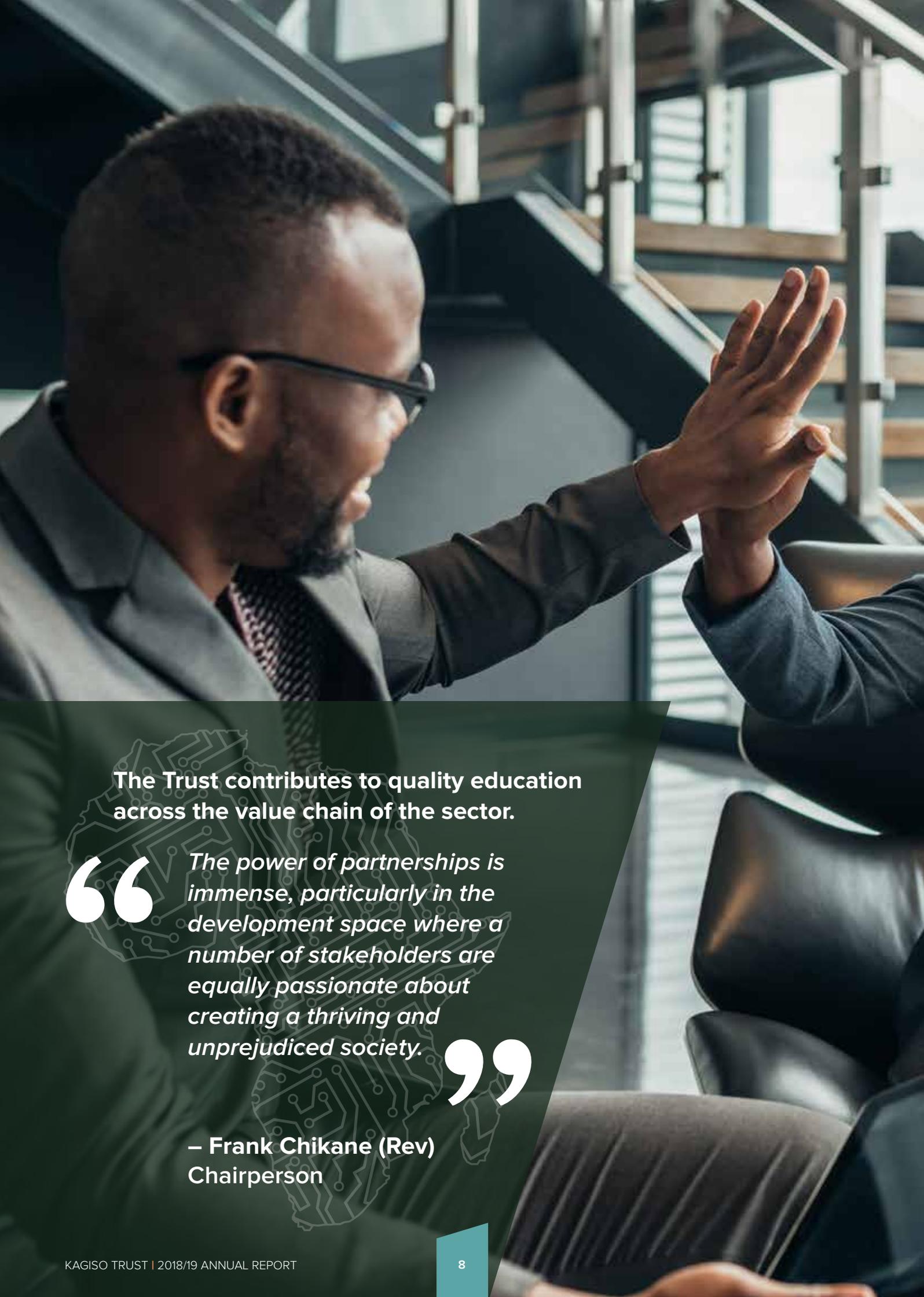
Victoria Maqhosha
Office Cleaner



Amos Nkomontle
Handyman



Hendrick Phalama
Handyman



The Trust contributes to quality education across the value chain of the sector.

“

The power of partnerships is immense, particularly in the development space where a number of stakeholders are equally passionate about creating a thriving and unprejudiced society.

”

**– Frank Chikane (Rev)
Chairperson**



STAYING RELEVANT

CHAIRPERSON'S REVIEW

There's a simple truth that "you can't build a new structure on a piece of land until you've torn down the old one".

Frank Chikane (Rev)
Chairperson



For all outward appearances, our world may seem to be in growing chaos. Many countries, including our own, have, this past year, seen protests, riots and political unrest of varying degrees. Citizens around the world seem to be 'pushing back' against corruption, authoritarian leadership, human rights abuses and poverty - a global revolution of sorts. A global unity conscious shout of 'Enough is enough!'

A global perspective

This is one perspective but if one can tear oneself away from the eternally negative news reporting we're all accustomed to and look in the right places and with the eyes to see, you will quickly come to notice that there is another kind of revolution happening. A revolution and raising of human consciousness. Individuals and groups all over the world are starting to act, see and do things in new ways. Ways that are inclusive, compassionate, caring, eco-conscious, non-confrontational, future-minded, kinder, smarter.

There's a simple truth that "you can't build a new structure on a piece of land until you've torn down the old one". What we are seeing globally, is the old and corrupt structures, whether they be government, business or social, being confronted and exposed for what they are. This is a very necessary, but

often messy process. Out of the seeming chaos will be borne the new. We're beginning to see the fruits of this very process here in South Africa. There are very positive signs that we have turned the corner and are in the process of building the new.

The Fourth Industrial Revolution

It is not coincidental that this global revolution is being mirrored in the socio-economic landscape where another form of revolution is taking place with its own far reaching consequences. The technology driven Fourth Industrial Revolution (4IR) is and will increasingly revolutionise the way we live, work and play. It's happening through the convergence of many technologies and is empowered by the connectivity of the internet.

Machines, robots and technology are fast replacing human beings in the workplace and these things are also changing the way we live our daily lives, think Uber taxis, entertainment streaming at home via the internet, socialising online... and this is just the start. We're moving into a world where technology will profoundly change our lives.

The question is; are we ready for it? The reality is; it's coming whether we're prepared for it or not. 4IR will require

KAGISO TRUST'S 30-YEAR STRATEGIC ARCHITECTURE



adjustments in every facet of society. In a recently research study conducted on behalf of KT, it became clear that many people fear the onset of 4IR and the potential job losses to machines and robots. We have a choice and I'll quote Klaus Schwab, Founder & Executive Chairman of the World Economic Forum here, *"The Fourth Industrial Revolution can compromise humanity's traditional sources of meaning – work, community, family, and identity - or it can lift humanity into a new collective and moral consciousness based on a sense of shared destiny. The choice is ours."*

We are all moving into a brave new world which will require us more than ever to work together as one. Nobody is to be left behind. It will require those with the capacity and wherewithal to play their part in helping those that need help. This is true for organisations and the individual. Mark my words, based on what is happening in societies around the world, you will begin to see more so than ever before, people, groups and organisations coming together to help each other.

Kagiso Trust & its role

Africa has to champion 4IR developments that are localised to Africa's challenges and needs. In the South African context, KT is taking the opportunity to lead in the country's consideration of 4IR's disruptive technologies in its role as a development agency. KT does this through the creation of platforms for information sharing with various stakeholders, and the advocacy of KT programme models being adapted to be innovative and receptive to sector disruptive technologies.

Kagiso Trust for its part has spent the last two years investigating, acquiring knowledge and preparing for the impact of 4IR. It affects all of our socio-economic developmental programmes and we are putting in place all

that is required to align ourselves and our programmes with it. Everything from our Early Child Development (ECD) programme to our socio-economic business development programmes are impacted. Kagiso Trust will continue to be a thought leader and remain relevant in this dynamic environment.

A year of great progress

This reporting period brings us towards the end of the implementation of our previously developed five-year strategy and we can look back with satisfaction at the fruits and progress made in our defined key developmental pillars; Education Development, Institutional Capacity Building, Socio-economic Development and Investments. This report details the progress made with the various programmes and initiatives this past year and points to what lies ahead for us.

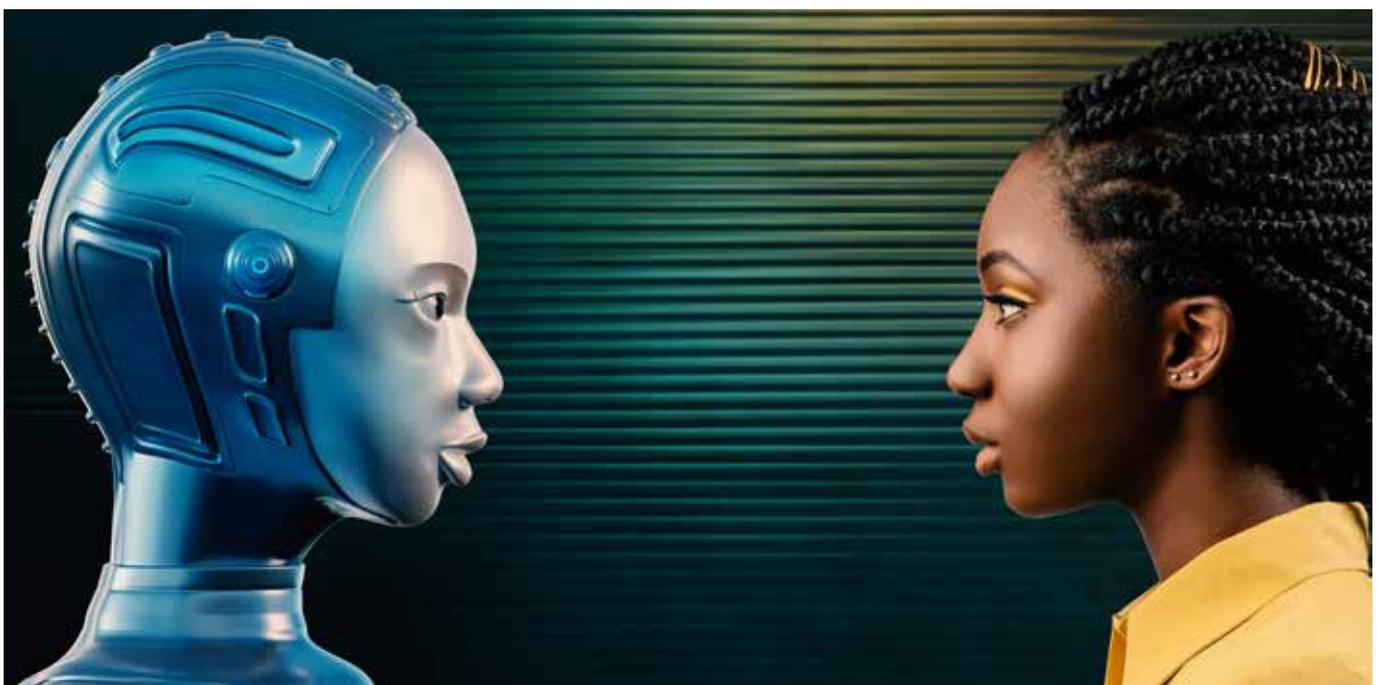
Kagiso Trust is an organisation, that by necessity, relies upon and actively seeks support and partnerships with like-minded people and organisations. I'm grateful to our staff, Trustees

and the many people, NGOs, organisations and individuals within government who help KT achieve its objectives. The job of helping to transform a society is a massive one and one that can only be achieved through collaborative efforts.

We thank all involved who stand with us in working towards a prosperous, peaceful, equitable and just society through applying the principles of sustainable development and inclusive economic growth.



Frank Chikane (Rev)
Chairperson



CHIEF EXECUTIVE OFFICER'S REVIEW

“It’s worth remembering what a privilege it is to be involved with an organisation who’s underlying sole reason for being is to make people’s lives better.”

Mankodi Moitse
Chief Executive Officer



As we approach the completion of our previously set 5-year strategy, it’s all systems go and all hands-on deck for implementation of the various programmes and initiatives we set for ourselves.

Education

BNSDP gets underway in Limpopo Province

Education’s most significant milestone in this reporting period has been the commencement of the implementation of the BNSDP in the Limpopo Province. We’re all looking forward to the same successes and positive impact as has been achieved through our initiatives in the Free State Province. The Programme is being implemented in partnership with the Limpopo Department of Education in the Sekhukhune East district with 255 schools participating.

Free State Matric results

The Free State matric results for the class of 2018 showed Free State to be one of the top performing provinces, with a pass rate of 87.5%. Free State’s matric results are very encouraging and gratifying for all concerned, showing solid, positive evidence of the Whole School Development Model’s effectiveness.

The importance of Early Childhood Development (ECD)

Amongst the many important lessons KT has learnt in its involvement in education development programmes, is the need to intervene early in a child’s education development. Developing class appropriate competencies and cognitive skills early in a child’s foundational education is critical to future academic success. KT is therefore placing great emphasis on establishing ECD programmes in the district.

Institutional Capacity Building

Our capacity building programmes empower communities, government and non-governmental organisations.

Kagiso Trust Consulting (KTC) is KT’s local government support vehicle which is currently focussed on two initiatives:

- The first workstream is a consulting contract with CoGTA (Corporate Governance and Traditional Affairs) which focuses on municipal revenue improvement and debt reduction.
- The second is the implementation of the new Local Government support solution consisting of three components Local Economic Development (LED), Indigent Management and Community Engagement. Makana Municipality in the Eastern Cape is the first pilot site.

OVERVIEW OF KAGISO TRUST’S 5-YEAR STRATEGY

YEAR 1 2016/17	YEAR 2 2017/18	WE ARE HERE YEAR 3-5 2018/19 TO 2020/21
<ul style="list-style-type: none"> Enhance existing frameworks; Review current work and impact; Review and develop optimal organisational tools; Conceptualise new programmes; Continue implementation of existing programmes; Prepare the organisation for change. 	<ul style="list-style-type: none"> Finalise review of current work and impact; Finalise conceptualisation of all new programmes and set clear success targets; Pilot new programmes; Continue implementation of existing programmes; Prepare the organisation for change. 	<ul style="list-style-type: none"> Pilot and implement the initial phases of newly conceptualised programmes; Continue to implement existing programmes.



Socio-economic Development

Property

We have identified the Property sector and Agriculture as key contributors for socio-economic development and transformation. In response to this, PROPreneurX, an exciting and innovative entrepreneur focussed accelerator programme developed together with Motseng Investment Holdings and the South African Supplier Diversity Council (SASDC).

Agriculture

KT has identified agriculture as another primary development sector critical to the economy for greater participation by new era farmers.

To address this opportunity KT has set up the Tyala Impact Fund (Pty) Ltd to implement the agri-development strategy. The Trust has provided seed funding of R100m over a period of five years to capitalize the fund. The model focusses on three critical areas, key to ensuring the success of farmers: funding solutions; market access and business & technical support.

The goal is to develop a model fund that is replicable and scalable as a significant player in the agricultural sector.

The Fourth Industrial Revolution (4IR)

4IR's impact globally, locally and within our own organisation is profound. KT identified the impact of 4IR some years back and has since been actively researching and leading discussions in order to help ensure that the opportunities 4IR brings will be to the inclusive benefit of all South Africans.

The following are some of the recent key developments and initiatives focussed around 4IR:

- Kagiso Trust hosted a forum on 4IR in partnership with the Mail and Guardian (M&G), at the Gordon Institute of Business Sciences (GIBS), to contribute to the conversations of the fourth industrial revolution (4IR).
- A partnership and MOU with the Stellenbosch University, University of Limpopo and the Free State University will ensure that the country's top academic minds are collaborating with KT on the issue of 4IR.
- Inputs on 4IR were made to the Thabo Mbeki Foundation (TMF) Report on Education in the 21st Century, launched by the former President, President Mbeki.

Themba Mola appointed CEO of KST

We're proud to announce that Themba Mola has been appointed CEO of KST. KST has recently partnered with Anglo American to implement the whole school development model in 100 schools.

Staff Survey

KT places great value on the well-being of its staff and collectively continue to work on initiatives and activities aimed at improving KT's working environment.

Finance

Kagiso Trust's income is derived mainly from dividends earned on investments. In this reporting period, R225 million was earned from the FRET investment and R23million from a KC special dividend. KT remains in a strong financial position to fund its planned programs for the remainder of its 5-year strategy and beyond.

Gratitude and thanks

I'm often reminded about how fortunate we all are to work in an organisation who's underlying sole reason for being is to make peoples' lives better – what better way to earn a living. It's all too easy to forget this when one gets caught up in the daily work pressures and frustrations. It's worth continually reminding oneself of this, knowing that whatever challenges you're facing, you're ultimately making a positive difference is somebody's life.

In closing I would like to thank the Board of Trustees, KT patrons, who continue to steer this ship in the right direction, gratitude to management and staff who implement these projects and go the extra mile.

Mankodi Moitse
Chief Executive Officer

CHIEF OPERATIONS OFFICER'S REVIEW

“KT’s successes have meant that the KT brand’s reputation has attracted further like-minded partners.”

Themba Mola
Chief Operating Officer



The past 12 months under review have been an especially busy period operationally as we worked towards meeting our set objectives from the previously set 5-year strategy.

This report details the many and varied projects, programmes and initiatives completed in the reporting period, those currently underway and what’s planned for in the years ahead.

4IR

You will note the importance and relevance of the Fourth Industrial Revolution (4IR) throughout this report. It’s impact is far reaching. 4IR impacts KT from both an internal operations perspective as an organisation as well as impacting on the various programmes and initiatives we develop for our three main development pillars: Education, Civil Society and Socio-economic development.

KT is performing well in a tough economy

South Africa’s economy in the 12 months July 2018 to June 2019 has not fared well, by almost all standards. SA’s GDP growth has been largely flat lining with weak manufacturing and mining data, lagging retail turnovers, poor new vehicle sales as well as continued low business confidence. It’s tough out there and the forecasts for the following 12 months are not looking a great deal better.

The good news, however, is that Kagiso Trust has been largely unaffected in its operations and initiatives. This is thanks to KT’s well planned and well managed investment portfolio, the inherent sustainability built into KT’s developmental programmes and to the valuable support and commitment of our trusted partners.

KT’s Education initiatives are proving themselves

The stability and sustainability of KT’s education model is showing in the ongoing consistently good results in the Free

State, specifically in the Thabo Mofutsanyana District. KT is no longer actively involved and yet the heritage of the model we implemented is continuing to produce excellent results.

It must be noted that contributing to the success in the Free State Province has been the stable leadership in Basic Education there since 2013. This has provided consistency and ongoing support of the model. There has also been stability in the Curriculum Assessment Policy Statement (CAPS) and NCS since its commencement in 2008

KT’s successes have meant that the KT brand’s reputation has attracted further like-minded partners, providing much-needed collaboration in what is a massive undertaking. The KT brand has been further enhanced through involvement in initiatives such as the Free State Provincial Maths Competition which is done in association with the Eskom Foundation and FSDOE.

The success of these various initiatives are being reflected through the improvement and the quality in the bachelor pass rate . It is extremely gratifying to see positive proof of the effectiveness of all these initiatives, which have seen great thought, time, effort and man hours to hone and develop.

The year ahead

KT has developed and honed an effective, world-class socio-economic developmental operational model over the years since its inception and has rightly garnered an enviable reputation as a leading development agency and thought leader. KT has continued to react and realign its operations exceptionally well to the dynamic, ever-changing South African developmental landscape - the manner in which KT has recently embraced and realigned its operations and programmes with the advent of 4IR is another testament to this.

I look forward to a busy and productive year ahead, helping to make a meaningful difference to lives of many South Africans, together with the support of our Trustees, staff and valued partners.

KAGISO TRUST'S DISTRICT WHOLE SCHOOL DEVELOPMENT PROGRAMMES: FREE STATE

IMPLEMENTED IN PARTNERSHIP WITH THE CYRIL RAMAPHOSA FOUNDATION (IN FEZILE DABI AND MOTHEO DISTRICTS) AND THE FREE STATE DEPARTMENT OF EDUCATION



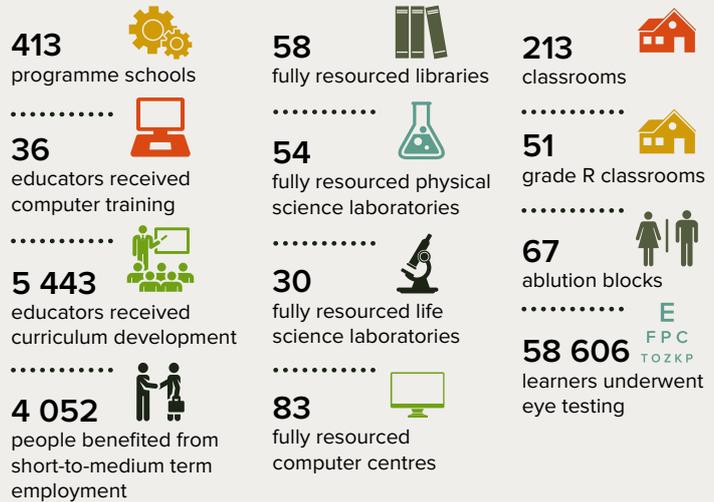
OUR FOOTPRINT AND PERFORMANCE



FREE STATE PERFORMANCE BY DISTRICT (2016 – 2018)

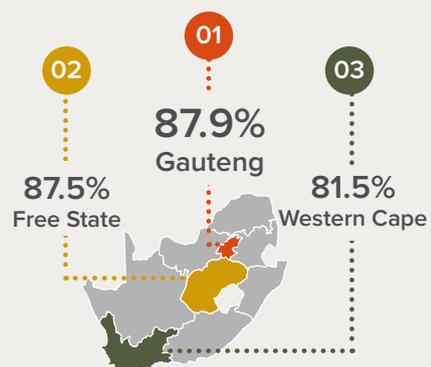
	Fezile Dabi	Motheo	Thabo Mofutsanyana	Khariep	Lejweleputswa
2016	91.8	85	90	92	86
2017	90.2	82.5	90.1	82.7	82.9
2018	92.3	85.1	90	83.5	85.2

OUR IMPACT TO DATE (2007 – 2018)



Special recognition to Fezile Dabi and Thabo Mofutsanyana for landing in the Top 10 performing districts in the country and achieving 1st and 6th position respectively.

TOP 3 PERFORMING PROVINCES



Our Gold (100%) secondary schools:	Our Silver (90-99%) secondary schools:
3 out of 38 in Fezile Dabi	23 out of 38 in Fezile Dabi
17 out of 46 in Thabo Mofutsanyana	17 out of 46 in Thabo Mofutsanyana
0 out of 13 in Motheo	4 out of 13 in Motheo



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CHIEF FINANCIAL OFFICER'S REVIEW

“KT’s financial sustainability is reflected also in the planned sustainability of the development programmes we implement.”

Mzomhle Nyenjana
Chief Financial Officer



Kagiso Trust’s (KT) financial position has remained strong during the current financial year, with total Net Asset Value growth of 5%, boding well for an organisation that has an enormous task of poverty eradication to the most impoverished communities in South Africa.

The poverty eradication task in South Africa requires a collective effort. KT resources alone cannot hope to tackle this enormous challenge alone, hence we value the important role of our partnerships.

KT’s financial sustainability is reflected also in the planned sustainability of the development programmes we implement.

Our financial sustainability is achieved through the application of the model below:

- Setting robust budgets;
- Maximise investment returns;
- Actively monitor expenditure;
- Solicit partnership funding;
- Diversify our investment portfolio; and
- Maintain our cash reserves at adequate levels

Highlights

A key highlight of the FY2018/19 financial year was an increase in net asset value of 5% together with dividends received of approximately R240 million - this was achieved in spite of challenging economic conditions.

The increase in NAV was due mainly to our FirstRand shares, which yielded a growth of 7.3%.

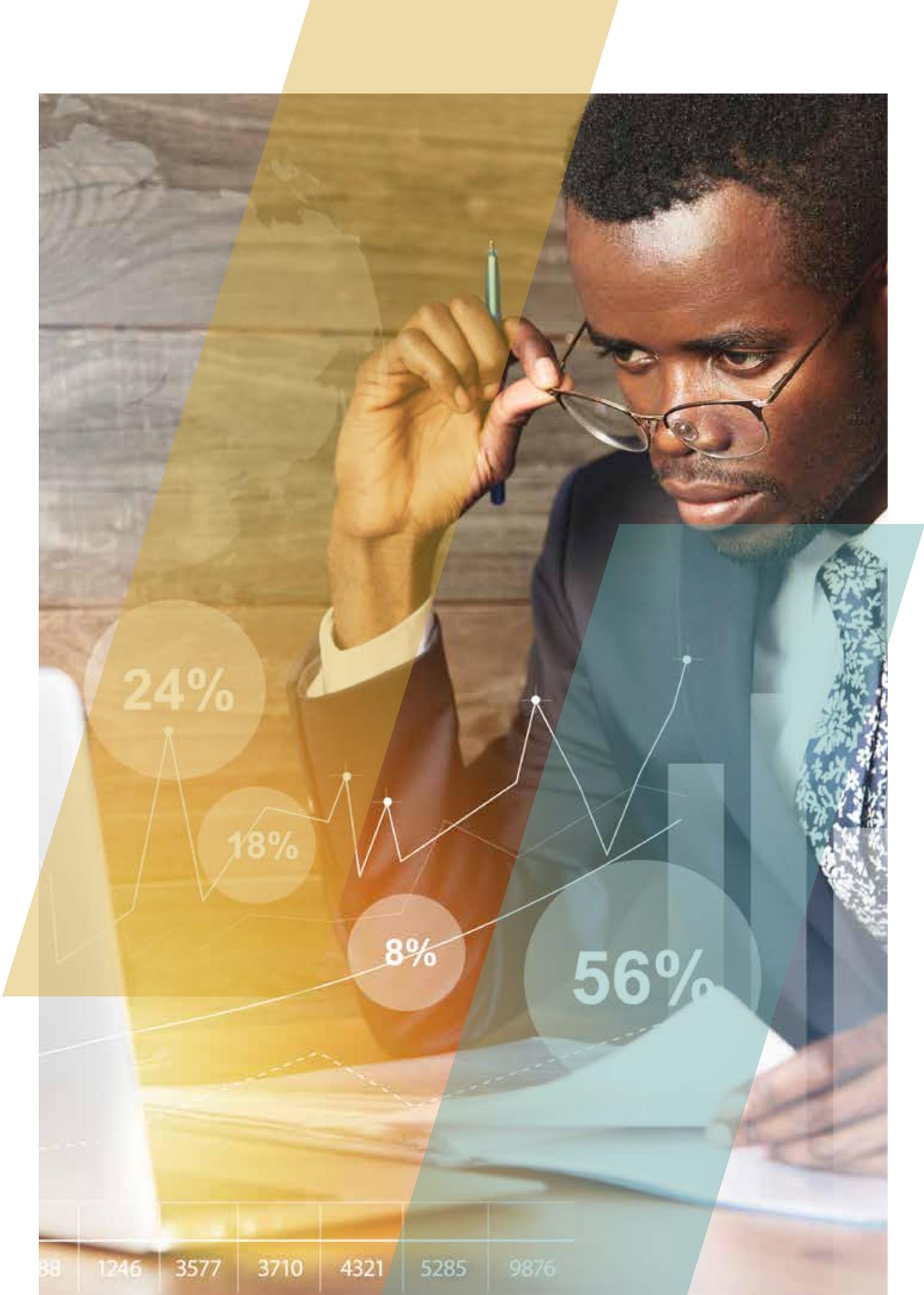
Our reserve fund returns averaged 9% and KT continues to maintain reserve funds above its target.

Funding development going forward

KT remains in a strong financial position to fund its planned programs for the remainder of its 5-year strategy. KT’s flagship program, the Beyers Naudé Schools Development Programme (BNSDP) Limpopo, together with the newly formed Socio-economic Development and Local Government programmes have created a major forward impetus and we’re expecting a full roll-out of these two programs in the upcoming financial year, together with the various other KT programmes.

KAGISO TRUST CURRENTLY HAS DIRECT SHAREHOLDING IN THE **FOLLOWING COMPANIES**





38	1246	3577	3710	4321	5285	9876
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CORPORATE GOVERNANCE

“Good corporate governance is about ‘intellectual honesty’ and not just sticking to rules and regulations.”

– Mervyn King
(Chairman: King Report)

Kagiso Trust (the Trust) aims to achieve high standards of governance and ensure compliance with relevant legislation, regulations and voluntary codes to ensure sustainability of the Trust.

The Trust applies principles of the King IV Code that are relevant to its operations throughout the financial year and continues to identify areas where application can be enhanced in the best interests of the Trust.

The Trust subscribes to the highest levels of professionalism and integrity. The Board and the Trust’s individual employees are committed to the Trust’s code of conduct. This prescribes the Trust’s approach to ethical business practises and its obligations to beneficiaries, employees, suppliers and authorities.

Governance processes are regularly reviewed to align with the relevant legislative and regulatory changes and to reflect best practice.

Board of Trustees

Kagiso Trust has a unitary board structure with ten non-executive Trustees. The powers and duties of the Trustees are stipulated in the Trust Deed which is the founding document of the Trust.

The Board of Trustees is the highest decision-making body. Day-to-day responsibilities for management of the organisation are overseen by the Executives who report regularly to the Board. The Chairperson of the Board and the Chairpersons of the Committees of the Board play an active role in all corporate governance matters and regularly interact with the Company Secretary, Executives and Management.



The Board has a formal charter which, among other things, sets out its roles and responsibilities in areas such as ethical leadership, strategy, financial management, risk management, compliance, sustainability and governance in general. The charter also addresses important matters such as separate roles of the Chairperson of the Board and the Chief Executive Officer.

The Trustees have extensive skills in development, sustainability, governance, and finance both the public and private sectors. This enables them to provide balanced, independent advice and judgement in decision making processes.

The Board consists of people who are drawn from diverse backgrounds across the country.

The Board consists of the following members:

- Rev Frank Chikane (Chairperson)
- Mr Goolam Aboobaker
- Ms Nthobakae Angel
- Mr Hylton Appelbaum
- Ms Tessa Doods
- Mr Andrew Maralack
- Ms Mankone Ntsaba
- Dean Zwoitwaho Nevhutalu
- Mr Thabsio Ratsomo
- Bishop Mazwi Tisani

The Board meets at least four times a year. Additional meetings can be convened to consider specific business issues which may arise between scheduled meetings.

OUR TRUSTEES

Note: As of 30 June 2019.



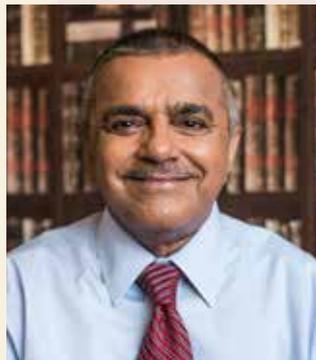
Frank Chikane (Rev)
Chairperson



Mankone Ntsaba
Deputy Chairperson



Nthobakae Angel



Goolam Aboobaker



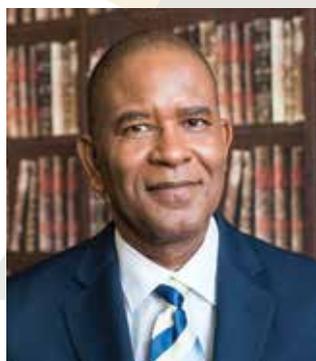
Hylton Appelbaum



Tessa Doms



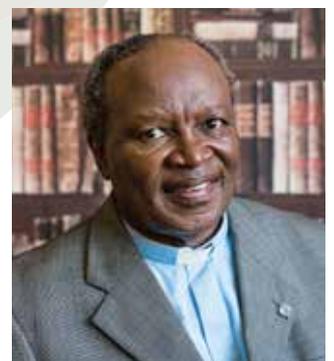
Andrew Maralack



Dean Zwoitwaho Nevhutalu



Thabiso Ratsomo



Mazwi Tisani (Bishop)



Executive Committee

Executive management and the Board work closely in determining the strategic objectives of the Trust. Authority has been delegated by the Board to the Chief Executive Officer and Executive Committee for the implementation of the strategy and the ongoing management of the Trust.

The Executive Committee comprises of three Executives, the Chief Executive Officer, the Chief Operating Officer and the Chief Financial Officer. The Board is apprised of progress through reporting at Board and Committee meetings as well as through regular communications with Management.

The responsibilities of the Executive Committee include the following:

- Ensuring proper governance of the Trust.
- Developing and implementing strategic plans.
- Preparing budgets and monitoring expenditure.
- Monitoring operational performance against agreed targets.
- Adhering to financial and capital management policies.
- Ensuring that strategic planning, development, investments, staffing and related areas are coordinated for effective delivery of programmatic work.
- Monitoring and managing risk.
- Communicating with stakeholders.

Board committees

The Board transacts its business through the following committees:



Programmes Committee

The Programmes Committee has an independent role, operating as an overseer and a producer of recommendations to the Board for its consideration and final approval. The Committee does not assume the functions of management, which remain the responsibility of the Executives and other members of management. The role of the Committee is to review the Trust's programmes and report to the Board appropriately.

The responsibilities of the Committee include:

- Investigating and making recommendations to the Board in respect of projects or any other project opportunities.
- Ensuring that the projects of the Trust are in line with the Trust's objectives.
- Ensuring that the projects are considered in the best interests of the Trust and the beneficiaries.
- Monitoring the Trust's stakeholder relations.
- Ensuring that the Committee members and employees do not have conflicts of interest with regard to the projects of the Trust.

The Committee meets at least four times per year.

The Committee consists of the following members:

- Ms Mankone Ntsaba (Chairperson)
- Rev Frank Chikane
- Dean Zwoitwaho Nevhutalu
- Mr Thabiso Ratsomo
- Bishop Mazwi Tisani
- Mr Goolam Aboobaker



Audit and Risk Committee

The role of the Audit and Risk Committee is to:

- Review the principles, policies and practices adopted in the preparation of the accounts of the Trust and to ensure that the annual financial statements of the Trust and any other formal announcements relating to its financial performance comply with all statutory requirements.
- Review the work of the Trust's auditors to ensure the adequacy and effectiveness of the Trust's financial management controls.
- Assist the Board to ensure that:
 - the Trust has implemented an effective policy and plan for risk management that will enhance the Trust's ability to achieve its strategic objectives; and
 - The disclosure regarding risk is comprehensive, timely and relevant.

The responsibilities of the Committee include:

- Providing oversight to external audit, internal audit and Management.
- Ensuring the integrity of the integrated reporting and internal controls.
- Overseeing the Trust's risk management.

The Committee meets at least four times per year.

The Committee consists of the following members:

- Mr Andrew Maralack (Chairperson)
- Mr Thabiso Ratsomo
- Bishop Mazwi Tisani



Remuneration Committee

The Remuneration Committee ensures that the Trust has a competitive remuneration policy to attract, retain and reward quality staff.

The responsibilities of the Committee include:

- Ensuring that the Trust has a remuneration policy that is aligned with the Trust's strategy and performance goals.
- Assessing and reviewing of remuneration policies, employee's long term and short-term incentive schemes.
- Approving remuneration of Executive Management.
- Proposing Trustees fees for approval by the Board.
- Assisting the Board in recruitment of Executives and the Company Secretary.
- Determining Executive and staff participation in the long-term incentive scheme.
- Developing effective succession planning for senior management.
- Ensuring that performance of the Executives and staff is reviewed annually.

The Committee meets at least two times per year.

The Committee consists of the following members:

- Ms Nthobakae Angel (Chairperson)
- Mr Goolam Aboobaker
- Rev Frank Chikane
- Dean Zwoitwaho Nevhutalu



Finance and Investment Committee

The role of the Finance and Investment Committee is to review and evaluate the Trust's investments and report to the Board appropriately on these matters.

The Committee also reviews the principles, policies and practices adopted in the preparation of the accounts of the Trust and to ensure that the annual financial statements of the Trust and any other matters relating to its financial performance comply with all statutory requirements.

The Committee's functions include:

- Monitoring and reviewing budget and expenditure
- Approval of budget
- Approval of Annual Financial Statements
- Investigating and making recommendations to the Board in respect of investment matters.
- Ensuring that the investment companies of the Trust have a clear and proper investment mandate
- Reviewing Investment policy and philosophy.
- Monitoring performance of investments.

The Committee meets at least four times per annum.

The Committee consists of the following members:

- Mr J N Njeke
- Mr Hylton Appelbaum
- Mr Thabiso Ratsomo



Corporate Governance Committee

The role of the Corporate Governance Committee is to assist the Board to ensure that the Trust is governed in accordance with relevant laws, regulations and policies.

The Committee's functions include the following:

- Effective monitoring of the Trust's governance and compliance with relevant laws, policies, rules and regulations.
- Ensuring that there are relevant policies, procedures and structures in place to ensure proper governance of the Trust.
- Ensuring that Management has adequate controls and resources to comply with applicable laws.
- Overseeing the development and implementation of continuing professional development programmes for Trustees.
- Overseeing the Trust's social and ethical matters.

The Committee meets at least twice per annum.

The Committee consists of the following members:

- Dean Zwoitwaho Nevhutalu (Chairperson)
- Rev Frank Chikane
- Ms Nthobakae Angel
- Mr Andrew Maralack
- Ms Bongiwe Njobe
- Ms Mankone Ntsaba



Nominations Committee

The role of the Nominations Committee is to assist the Board to ensure that:

- The Board has the appropriate composition for it to execute its duties effectively.
- Trustees and Directors of subsidiaries are appointed through a formal process.

The Committee performs all the functions necessary to fulfil its role as stated above and including the following:

- Overseeing annual assessment of the Board and Committees.
- Ensuring the performance of the Board, individual Board members and Committees is reviewed regularly.
- Ensuring the establishment of a formal process for the appointment of Trustees and Directors of subsidiaries.

The Committee meets at least twice per annum.

The members of the Committee are:

- Rev Frank Chikane (Chairperson)
- Andrew Maralack
- Dean Zwoitwaho Nevhutalu
- Ms Mankone Ntsaba



Risk management

The Board is responsible for the oversight of risk and has delegated the responsibility of the risk management process to the Audit and Risk Committee. This Committee is responsible for ensuring that the Trust has implemented an effective policy and plan for risk, and that disclosure regarding risk is comprehensive, timely and relevant.

Management is responsible for designing and implementing risk management processes as well as monitoring ongoing progress. Management regularly reviews the Trust's risks to ensure that mitigation strategies are being implemented by the organisation. Management monitors the progress and reports on that to the Audit and Risk Committee bi-annually.

Conflict of interests

The Board of Trustees had approved the policy on conflict of interests which is applicable to the Board members, Management and staff.

The Trustees, Management and staff are required to disclose their financial interests on appointment to the Board or the organisation.

It is mandatory for the Board members and employees to declare any conflict of interests during the Board or Committee meetings.

APPLICATION OF KING IV PRINCIPLES AT KAGISO TRUST

Principle	Description	Extent of application
1	<p>LEADERSHIP</p> <p>The governing body should lead ethically and effectively. Members of the governing body should individually and collectively cultivate the following characteristics:</p> <ul style="list-style-type: none"> • Integrity, Competence, Responsibility, Accountability, Fairness and Transparency (ICRAFT). 	<ul style="list-style-type: none"> • KT has a Board of Trustees that leads ethically and effectively. The Board has set up a Code of Conduct and Ethics and the Conflict of Interests Policy for KT Group. The Board members themselves seek to adhere to the highest standards of ethical conduct.
2	<p>ORGANISATIONAL ETHICS</p> <p>The governing body should govern the organisation in a way that supports the establishment of an ethical culture.</p>	<ul style="list-style-type: none"> • The Code of Conduct and Ethics was approved by the Board. Workshops were organized to ensure that staff understand the Code as well as implications related to non-compliance to the policy. • The Code is published in the organisation's website.
3	<p>RESPONSIBLE CORPORATE CITIZENSHIP</p> <p>The governing body should ensure that the organisation is and is seen to be a responsible corporate citizen. This principle requires the governing body to oversee and monitor on an ongoing basis how the consequences of the organisation's activities and outputs affect its status as a responsible corporate citizen.</p> <p>This oversight and monitoring should be performed against measures and targets agreed with management in all of the following areas:</p> <ul style="list-style-type: none"> • Workplace – employment equity, fair remuneration, safety & health, dignity, development of employees. • Economy – economic transformation, prevention, detection and response to fraud and corruption, and responsible and transparent policies. • Society – public health and safety, consumer protection, community development, protection of human rights. • Environment – responsibilities in respect of pollution, waste disposal and protection of biodiversity. 	<ul style="list-style-type: none"> • This is part of the duties of the Social & Ethics Committee. The duties of this Committee are distributed to all relevant Committees but are monitored by the Corporate Governance Committee as it is the custodian of the organisation's governance. • The Corporate Governance Committee has included monitoring of the organisation's social and ethics matters in its terms of reference.
4	<p>STRATEGY AND PERFORMANCE</p> <p>The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.</p>	<ul style="list-style-type: none"> • The Board and management developed and approved a strategy for KT operations and the Board oversees the implementation of that strategy. • The Board of KT through its Programmes Committee ensures that KT programmes are meeting the needs of its beneficiaries when implementing the strategy of the organisation. • A reliable support base has been established in order to fulfil the needs of the beneficiaries. • There are also measures and procedures in place to ensure the careful and accountable handling of all the organisation's resources and programmes.

Principle	Description	Extent of application
5	<p>REPORTING</p> <p>The Board should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance and its short, medium and long-term prospects.</p>	<ul style="list-style-type: none"> An annual report is issued and published for all stakeholders. The Programmes, Operations, Corporate Governance, audited annual financial statements are always included in the annual report.
6	<p>PRIMARY ROLE AND RESPONSIBILITIES OF THE GOVERNING BODY</p> <p>The governing body should serve as the focal point and custodian of corporate governance in the organisation.</p> <p>The governing body should exercise its leadership by:</p> <ul style="list-style-type: none"> steering the organisation and setting the strategic direction; approving policy and planning that gives effect to the direction provided; overseeing monitoring of implementation and execution by management; and ensuring accountability of organisational performance by means of among others reporting and disclosure. 	<ul style="list-style-type: none"> The organisation has an effective governing body that has delegated some of its duties to the Committees to ensure that its responsibilities are discharged effectively. The Board Charter and the Committee Terms of Reference state the mandate of the Board and Committees. These documents are reviewed annually by the Board and Committees.
7	<p>COMPOSITION OF THE GOVERNING BODY</p> <p>The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.</p>	<ul style="list-style-type: none"> The KT Board has a mix of skills but concerns have been raised with the shortage of legal and investment skills. The Board decided and set a criterion to appoint more board members to close gaps in respect of the identified skills shortage. The process had been started and the Nominations Committee is currently looking at that. Additional Board members will be appointed soon.
8	<p>COMMITTEES OF THE GOVERNING BODY</p> <p>The governing body should ensure that its arrangements for delegation within its own structures promote independent judgment and assist with balance of power and the effective discharge of its duties.</p>	<ul style="list-style-type: none"> The Board delegated some of its duties to various Committees. That delegation is recorded by means of formal terms of reference that are reviewed annually by the respective Committees and approved by the Board. The following are the Committees established by the Board: <ul style="list-style-type: none"> Programmes Committee Audit and Risk Committee Finance and Investment Committee Corporate Governance Committee Remuneration Committee Nominations Committee

APPLICATION OF KING IV PRINCIPLES AT KAGISO TRUST

Principle	Description	Extent of application
9	<p>EVALUATIONS OF THE PERFORMANCE OF THE GOVERNING BODY</p> <p>The Board should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness.</p>	<ul style="list-style-type: none"> The evaluation of Board and its Committee was done and finalized for 2017/2018 financial year. As a result of the assessments, the following were implemented: <ul style="list-style-type: none"> The Finance part of the Finance and Audit Committee was included in the Investment Committee to form the Finance and Investment Committee. Risk management was given more attention and this responsibility was delegated to the Audit Committee to form the Audit and Risk Committee. In terms of the public interest score, the organisation is exempted from having the Social & Ethics Committee. The roles of this committee were spread across relevant committees. Skills composition in the board was reviewed and there was a gap in terms of legal and investment skills. The Nominations Committee is currently ensuring appointment of board members with the identified skills. This exercise is done once in every two years. The second year is allocated for implementation of the recommendations.
10	<p>APPOINTMENT AND DELEGATION TO MANAGEMENT</p> <p>The governing body should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities.</p>	<ul style="list-style-type: none"> The Board is not involved in day to day management of the organisation. Day to day responsibilities for management of the organisation are overseen by the Executives who report regularly to the Board. The Delegation of Authority was approved by the Board and published to the organisation. The Chairperson of the Board and the Chairpersons of the Committees of the Board play an active role in all corporate governance matters and regularly interact with the Company Secretary, Executives and Management.
11	<p>RISK GOVERNANCE</p> <p>The Board should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.</p>	<ul style="list-style-type: none"> The Board is responsible for the oversight of risk and has delegated this responsibility to the Audit and Risk Committee. This Committee is responsible for ensuring that the Trust has implemented an effective policy and plan for risk, and that disclosure regarding risk is comprehensive, timely and relevant. Management is responsible for designing and implementing risk management policies as well as monitoring ongoing progress. Management regularly reviews the Trust's risks to ensure that mitigation strategies are being implemented by the organisation. Management monitors the progress and reports on that to the Audit and Risk Committee bi-annually.
12	<p>TECHNOLOGY AND INFORMATION GOVERNANCE</p> <p>The Board should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.</p>	<ul style="list-style-type: none"> The governance of information and technology has been considered by the Board. IT Governance is part of the Corporate Governance Committee duties and its mandate had been reviewed to include this. Management submits a report to the Committee on how the organisation deals with Technology and Information Management as well as how they intend to monitor this.

Principle	Description	Extent of application
13	<p>COMPLIANCE GOVERNANCE</p> <p>The Board should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.</p>	<ul style="list-style-type: none"> • Compliance with laws is monitored. The Board has delegated this responsibility to the Corporate Governance Committee.
14	<p>REMUNERATION GOVERNANCE</p> <p>The Board should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.</p>	<ul style="list-style-type: none"> • The Board has allocated oversight of the remuneration to the Remuneration Committee (Remco). • The Remco has approved the remuneration policy for the organisation. • The policy sets out how the remuneration is approached. • The Remco also set out the basis fees for board members.
15	<p>ASSURANCE</p> <p>The Board should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the external reports.</p>	<ul style="list-style-type: none"> • The Board has delegated this responsibility to the Audit and Risk Committee. The Committee provides assurance to the Board in respect of effectiveness of internal controls.
16	<p>STAKEHOLDERS</p> <p>In the execution of its governance role and responsibilities, the Board should adopt a stakeholder inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of the organisation over time.</p> <ul style="list-style-type: none"> • The governing body should assume responsibility for governance of stakeholder relationships by setting direction for how stakeholder relationships will be approached and conducted in the organisation. • The governing body should approve policy that articulates and gives effect to its direction on stakeholder relationships. • The governing body should delegate to management the responsibility for implementation and execution of effective stakeholder relationship management. 	<ul style="list-style-type: none"> • The stakeholder relations include relationships with subsidiaries. • Mandating and governing documents for subsidiaries had been drafted and approved by the Board. • The governing documents for subsidiaries were approved by KT as the shareholder. • A policy on stakeholder relations was drafted and approved by the Board. • Stakeholder relations had been included in the Programmes Committee mandate.

CRITICAL THINKING

“Kagiso Trust, in collaboration with the Mail & Guardian, held a Critical Thinking Forum that framed conversations around the fourth industrial revolution (4IR) and its impact on the country, economy, and society. At the forum, Kagiso Trust reviewed a significant body of research that investigated the self-assessment knowledge of South African citizens around 4IR.”

– Mail & Guardian

4IR and SA's readiness to embrace the changes

As one of South Africa's leading socio-economic thought leaders and developmental agencies and given the profound effect that 4IR will have on our society, Kagiso Trust needed to get some answers as to where South African citizens stood on this issue and how KT needed to align its programmes and initiatives accordingly. Specifically, KT asked; What are the critical factors to advance an economically active citizen during the time of the Fourth Industrial Revolution? Research was commissioned to conduct a qualitative and quantitative study to provide the answers to this question.

The research tallied more than 1 000 responses across 20 South African districts and all nine provinces. It served to ask questions around 4IR – the perceptions, the understanding, the fears, and the landscape.

It's the first South African study to evaluate, on a large-scale, citizen awareness of the Fourth Industrial Revolution and its potential impact on South African society in general. The findings provide a solid informational baseline in directing all KT's future socio-economic developmental initiatives and will assist greatly other policy makers and stakeholders involved in setting a national agenda around this issue.

From left Ayanda Magida, Research Manager at Wits Business School; Brynne Guthrie, Southern Africa Google Policy Fellow; Buyani Zwane, Chief Executive of Breakthrough Development and Chairperson of iSimangaliso Wetland Park Authority; Professor Daniel Mashoa, Executive Dean of the Faculty of Engineering and Built Environment at the University of Johannesburg.



A successful event

The Forum was held at the Gordon Institute of Business Sciences with a keynote address by Dean Zwo Nevhutalu, a member of the Kagiso Trust Board of Trustees.

The Forum allowed Kagiso Trust to showcase its role in 4IR as well as provide a public platform to discuss the various opportunities that might be exploited to advance currently marginalised communities and talk about its potential role in preparing young people for the onset of 4IR.

The Forum also provided a means for Kagiso Trust to connect and network with key players in this space with the resultant possibility of establishing collaborations and partnerships.

The event was a major success. It was well attended (attendance exceeding the planned on 80 people) and provided important exposure for KT amongst a wide audience of key people in the developmental and commercial sectors.

Research Findings

The full report and commentary can be found on the Kagiso Trust website.

The findings provide a solid informational baseline in directing all KT's future socio-economic developmental initiatives.

CITIZENS' KNOWLEDGE AND PERCEPTIONS ABOUT THE FOURTH INDUSTRIAL REVOLUTION



KEY ISSUES RAISED

THERE WERE THREE CRITICAL ISSUES RAISED BY THE RESEARCH:



The lack of knowledge around 4IR in the country,

with only 25% of the individuals surveyed showing that they had an acceptable level of understanding and insight.



The importance of improving our education system

in order that it be responsive to the impact of 4IR.



The perceived threat of 4IR

– the fear that jobs will be stolen by machines.

KEY POINTS FROM THE STUDY

The lack of knowledge, especially among entrepreneurs and the unemployed who are the main target for economic emancipation, is concerning.

Only a quarter of the respondents believed that 4IR will improve societal equality.

The people who are most knowledgeable about 4IR were those in academia followed by those in government and the private sector.

As the educational levels increase, the more knowledgeable respondents were about 4IR.

50% ranked themselves 5 out of 10 (average) on knowledge of 4IR

Overall, citizens are not as optimistic about the opportunities that will be brought by 4IR.

Almost half (49.1%) of the respondents believed that there will be a societal impact from 4IR.

Two in five of the respondents believed that there will be no job creation opportunities that will come with the advent of 4IR.

A third of the respondents believe that 4IR will improve service delivery.

Just over half of the respondents were of the view that 4IR will result in large scale job losses, with two in five believing it will lead to social unrest.

Overall knowledge of 4IR as self-assessed is low.

More than half of the respondents believe that there will be an improvement in re-industrialisation from 4IR.

GOVERNMENT AND PRIVATE SECTOR RESPONDENTS WERE OPTIMISTIC ABOUT 4IR.



“

*When virtue founds
a town, the town thrives
and abides.*

”

– Ghanaian proverb

HUMAN CAPITAL AND DEVELOPMENT



HUMAN RESOURCES

“The best way to influence and inspire is by walking the path we want others to walk, unapologetically and with conviction.”

– Sama Akbar



Our staff are at the core of delivering Kagiso Trust’s (KT, the Trust) programmes across South Africa. Having built up credibility and integrity over the past 33 years, The Trust seeks to protect its legacy by attracting and retaining employees who are not only highly competent but possess the values which are treasured by the organisation.

KAGISO TRUST’S HUMAN RESOURCES INITIATIVES FOCUS ON THESE KEY GOALS:

To plan for the workforce requirements to effectively execute our programmatic focus;	To acquire and retain talent required to meet KT’s strategy;	To build internal capacity that can tackle key requirements of the Trust;	To step up performance management and reward high productivity and efficiency in KT;	To ensure the smooth running of HR processes and systems.

Our Human Resources Policies and Procedures comply with the relevant pieces of legislation in South Africa.

Staff Demographic

The statistical analysis reported hereunder is for the period ended 30 June 2019.

OCCUPATIONAL LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Top management	2	0	0	0	1	0	0	0	3
Senior management	1	0	0	1	6	0	0	0	8
Professionally qualified and experienced specialists and mid-management	1	0	0	0	2	0	0	0	3
Skilled technical and academically qualified workers, supervisors, foremen, and superintendents	1	0	0	0	8	0	0	1	10
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	2
Unskilled and defined decision making	2	0	0	0	2	0	0	0	4
TOTAL PERMANENT	8	0	0	1	20	0	0	1	30
TOTAL FIXED TERM CONTRACT	2	0	0	0	3	0	0	0	5
GRAND TOTAL	10	0	0	1	23	0	0	1	35

Recruitment

During the period under review, KT has been very busy with recruitment and 7 appointments were made.

NAME AND SURNAME	DEPARTMENT	POSITION	DATE OF APPOINTMENT
Siyanda Jonas (Black male)	Programme Management Office & Research	Manager: Research, Knowledge and Strategy	12 November 2018
Faith Letsoalo (Black female)	Education Programmes and Civil Society – BNSDP Limpopo	Office Administrator: BNSDP Limpopo	01 March 2019
Nomvula Masole (Black female)	Socio-Economic Development	SED Intern (Fixed term)	01 March 2019
Nyeleti Mlambo (Black female)	Local Government Support	Project Manager – Local Government (Fixed Term)	10 June 2019
Zandile Magutywa (Black female)	Education Programmes and Civil Society – BNSDP Limpopo	Education Programme Manager	01 April 2019
Amandla Kwinana (Black female)	Programme Management Office & Research	PMO: Officer	01 June 2019

Training

All KT's training and development programmes are aligned with the organisation's strategic and operational needs. These include skills development, adult education and training, graduate development, talent management, and supervisory and leadership development.

Employee Wellness

All KT employees have full access to an Employee Health and Wellness Programme offered by ICAS on a 24/7 basis. The programme was introduced in the 2017/2018 financial year. The aim of the programme is to improve the quality of life of employees by providing support and assistance to alleviate the impact of everyday work stresses as well as personal and family challenges.

The Employee Health and Wellness Programme service was put in place to minimise behavioural problems that impact on the personal and work life of employees. Unattended individual setbacks can have a negative impact on the entire work environment, resulting in absenteeism, employee turnover, low morale and higher costs. KT is committed to creating and maintaining a safe and healthy work environment for all employees. As a result, we monitor and manage occupational health and safety in the workplace with consideration of all stakeholders.

Looking ahead

During the year under review, Kagiso Trust will hold a Wellness Day in December 2019. The purposes of the wellness day is to improve employees' health and well-being, often through preventive care i.e. cardio workout, wellness screenings, keynote talks, health consultations, stress theatre etc. The wellness day will help achieve increased productivity, decreased absenteeism and raise/improve employee morale as well as improve employees' quality of life.





“

Do your little bit of good where you are; it's those little bits of good put together that overwhelm the world.

”

– Desmond Tutu
Elder Emeritus. Archbishop Emeritus of Cape Town and Nobel Peace Laureate



DELIVERY FOR OUR STAKEHOLDERS

Strategic Objective:

To ensure readiness of the organisation
to implement the 30-year strategy.

2018/2019 HIGHLIGHTS

2018

JULY 18



Mandela Day Event, Takalani Home, Johannesburg

The event was held at Takalani Home in partnership with SALGA. The event was attended by Kagiso Trust, Kagiso Capital, Kagiso Tiso Holdings, SALGA as well as other organisations such as CHIETA, Jozi FM and the South African Defence Force.

24



Education Conversation, University of Johannesburg, Soweto Campus

The event was held at the University of Johannesburg, Funda UJabule Lecture Hall, Soweto. The topic was on connections and disconnections within the education value chain, which will influence success during the time of the Fourth Industrial Revolution. The panellists were Ms Sonqoba Maseko: COO, Sifiso Learning Group, Dr. Andile Mthotywa and Professor, Caroline Long from University of Johannesburg.

SEPTEMBER 18



Education Conversations, University of Johannesburg, Auckland Park Kingsway Campus

The event was held at University of Johannesburg, Auckland Park Kingsway Campus. The topic was on Making 4IR education a reality in all our schools. The panellists consisted of Nosipho Bele from University of KwaZulu-Natal, John Sithi, SADTU Member and Principal at Princess Primary School.

OCTOBER 10



Free State Mathematics Festival, Free State

The event was held at the Bon Hotel in Bloemfontein. The Mathematics competition was created for Grade 8 - 11 learners from schools across the province. Run by the provincial Department of Education in partnership with Kagiso Trust (NGO), Eskom Development Foundation, the competition saw 15 360 learners from 128 schools participating in the opening round.

18



Kagiso Trust Golf Challenge, Centurion Country Club, Gauteng

The event was held at Centurion Country Club, Gauteng. The event was attended and sponsored by corporate and civil society stakeholders; all proceeds went towards Kagiso Trust's development programmes. The aim of the event is to provide an opportunity for stakeholder engagement and networking.

23



Eric Molobi Scholarship Programme (EMSP) Dinner, Johannesburg

Kagiso Trust celebrated the Alumni Programme. The Keynote address was delivered by Dr Tate Makgoe, MEC Free State Education. Each Alumni was handed with the inaugural Alumni Excellence Award by Mankodi Moitse, CEO Kagiso Trust and Dean Zwo Nevhutalu KT Trustee.

NOVEMBER 1



KST Infrastructure Launch, Fezile Dabi District, Free State

The event was held at three schools which are Phephetso Secondary School, Reitumela Primary School and SHS Mafube Primary School. The schools received the infrastructure as part of the incentives for good performance.

2019

FEBRUARY 25



KST Infrastructure Launch, Motheo District, Free State

The Infrastructure launch took place in KST schools in Botshabelo and Thaba Nchu. The schools received the infrastructure as part of the incentives for good performance.

MAY 2



KST Infrastructure Launch, Fezile Dabi District, Free State

The event was held at 2 schools which are Phehellang Secondary School and Barnard Molokoane Secondary School. The schools received the infrastructure as part of the incentives for good performance.

MARCH 6



BNSDP Limpopo Launch, Sehlaku Secondary School, Limpopo

Kagiso Trust and the Limpopo Department of Education launched the BNSDP Programme to implement the District whole School Development Programme at the Riba Cross District. The schools received the infrastructure as part of the incentives for good performance.



APRIL 17



KST Infrastructure Launch, Motheo District, Free State

The Infrastructure launch took place in KST schools in Botshabelo and Thaba Nchu. The schools received the infrastructure as part of the incentives for good performance.

JUNE 23



Makana Roundtable Workshop, The Forum, Johannesburg

Local Government hosted roundtable workshop to advocate its new approach to addressing the current challenges facing municipalities in South Africa. The discussion was facilitated by Kagiso Trust Trustee, Mankone Ntsaba with key stakeholders in local government.



Education Conversation, University of Johannesburg, Auckland Park

Hosted in partnership with the University of Johannesburg Faculty of Education and Bridge. The event took place at the University of Johannesburg, Auckland Park. The topic was on Restoring Our Teachers' Dignity: creating enabling conditions for teachers. Panellists of the day were Anne Baker (CIE) Eddie Kekana (SADTU) Linford Molaodi (2019 Best Teacher Awardee).





“

*Give young people a greater voice.
They are the future and they are
much wiser than we give them
credit for.*

”

– Desmond Tutu
Elder Emeritus. Archbishop
Emeritus of Cape Town
and Nobel Peace Laureate



EDUCATION DEVELOPMENT

Strategic Objective:

To broaden educational reach nationally and regionally across the education spectrum. To develop exit options for our learners.

EARLY CHILDHOOD DEVELOPMENT PROGRAMME

“Education is the great engine of personal development. It is through education that the daughter of a peasant can become a doctor, that the son of a mine worker can become the head of the mine, that a child of farm workers can become the president of a great nation. It is what we make out of what we have, not what we are given, that separates one person from another.”

– Nelson Mandela

Education. A nation's foundation

Education is the foundation upon which a society is built and KT, through ECD, seeks to provide a holistic quality programme. At its core, ECD is intended to close cognitive gaps and improve learning for young students and thereby open students to all the opportunities commensurate with a sound foundational education. Kagiso Trust has worked together with many education experts to conceptualise this Early Childhood Development Programme, ensuring that best practices and wisdoms from lessons learnt have been incorporated into the programme.

Non enrolment in Early Childhood Development (ECD) centres in South Africa continues to be as high as 70%. The majority of children attend informal facilities, or they remain at home with either a parent or caregiver. Possible reasons for non-attendance include cost factors (unlike formal schooling, ECD is not subsidised), the prevalence of non-centre based child-care arrangements (such as play groups, day mothers or child minder facilities), or because parents choose to keep their children (especially very young children) at home. While access to early childhood development programmes is increasing, early learning and care programmes are not universally available or equitably accessible for all children (RSA: 2014).

It is this that Kagiso Trust's ECD programmes aim to help address.



Developing a model for replication

An ECD pilot plan has been developed in order to test the programme.

A needs analysis has been conducted in ten (10) ECD centres, five (5) in Diepsloot, Gauteng and five (5) in Zamdela, Free State. The findings have been validated with the specialist in the field. Based on the findings, Kagiso Trust has taken a decision to implement a pilot programme in the five centres in Zamdela. The aim of the programme is to develop an ECD model that is replicable and scalable linking to the pipeline.

The pilot is focussing on three elements:

- A** Strengthening collaboration by instituting an ECD inter-sectoral committee.
- B** Advocating the importance of Early Childhood Development in the community.
- C** Enhancing the capacity of practitioners and managers in delivery quality of play-based early learning.





Key achievements to date

During the year under review, Kagiso Trust made great strides in the conceptualisation and piloting of the ECD Programme. Some of the highlights include:

- A Memorandum of Understanding (MOU) has been signed with the 5 ECD centres for a pilot programme.
- The stakeholder mapping plan is completed.
- A stakeholder engagement plan has been developed.
- An Early Childhood Intersectoral Committee (ECIC) has been established.
- A mapping tool which is to map services in the area has been created and populated.
- A full resource audit has been conducted.
- Advocacy and stakeholder events conducted

The project has focused on the establishment of the Early Childhood Development inter-sectoral committee (ECDIC) and play based learning workshops with the Principals, Centre Managers and ECD Practitioners. The ECDIC has advocated for stakeholder engagement, arranged and facilitated feedback meetings to ascertain progress of the tasks.



Capacity Building

Ongoing workshops are being conducted with practitioners, ensuring that they implement as per the ECD policy.

A parent support programme has been conducted for parents. The purpose of the workshops is to impress upon parents the importance of early learning and its impact on the child's future learning capacity, thus creating a more caring and responsible community. The intended outcome is to increase parental involvement earlier on in the child's schooling, thus creating a caring community and helping to ensure that children reach their full potential.

Mapping of services

Mapping of services tool is used to map all the ECD services and stakeholder. The tool is continuously updated to ensure that all emerging services are mapped. This map will be used to create referral networks, and to do population-based planning.

Advocacy

Research has shown that play is integral to a young child's development. Activities that stimulate the brain through all the senses can help improve a child's ability to think and communicate. Recognising this, Kagiso Trust is incorporating play-based learning in its ECD programme. In celebration of World Play Day on 1st June 2019, Kagiso Trust in collaboration with Cotlands and Sesame Workshop, commemorated World Play Day with over 300 children at the Multi-purpose Centre in Zamdela. A great day was had by all!

Looking ahead

In the year ahead there will be a greater focus on advocacy for the ECDIC to strengthen the participation of municipality & stakeholders towards capacity building and support of ECD initiatives in the whole district.

BEYERS NAUDE SCHOOLS DEVELOPMENT PROGRAMME

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.”

– Nelson Mandela

Kagiso Trust implemented its pilot programme in Limpopo, Vhembe district in 2004. The programme was extended in various provinces including 10 schools in the Free State’s Thabo Mofutsanyana district in 2007. The Free State Department of Education was receptive to the partnership which later had 166 schools participating in the programme. By the end of the partnership, the programme had shaped the intervention into a District Whole School Development (DWSD) model that could be replicable and scalable by prospective partners and education development role-players.

Success of the programme

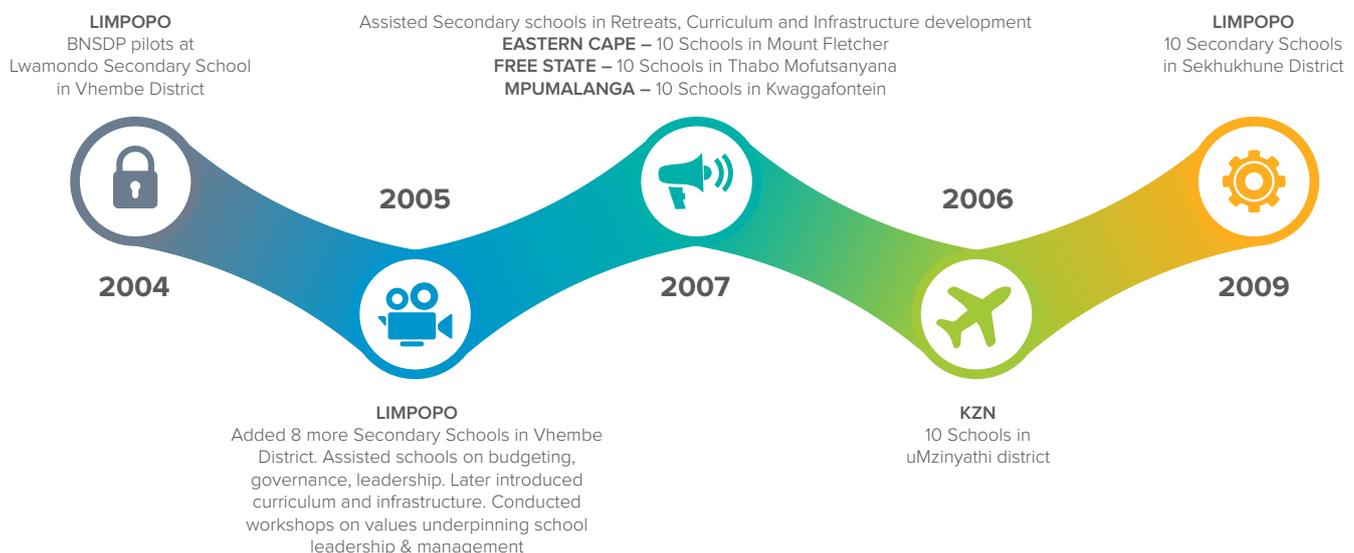
The success of the programme in the Free State led to it gaining traction from new partners and collaborators in adopting the DWSDP model to improve education. In 2013, Kagiso Trust was able to upscale the model with the partnership formed between Kagiso Trust and the Cyril Ramaphosa Foundation (CRF) to form (KST). KST entered into partnership with the Free State Department of Education in 320 schools in the Fezile Dabi and Motheo districts. In December 2017, FirstRand Foundation joined the collaboration for improved education outcomes, impacting 320 school in the two districts.

The Kagiso Trust’s impact in the Free State resulted in the province attaining the first position of National Senior Certificate (NSC) performance in the country in 2016 and 2017 consecutively with the programme district obtaining position first and second respectively. This demonstrates the sustainability of the gains of the intervention.

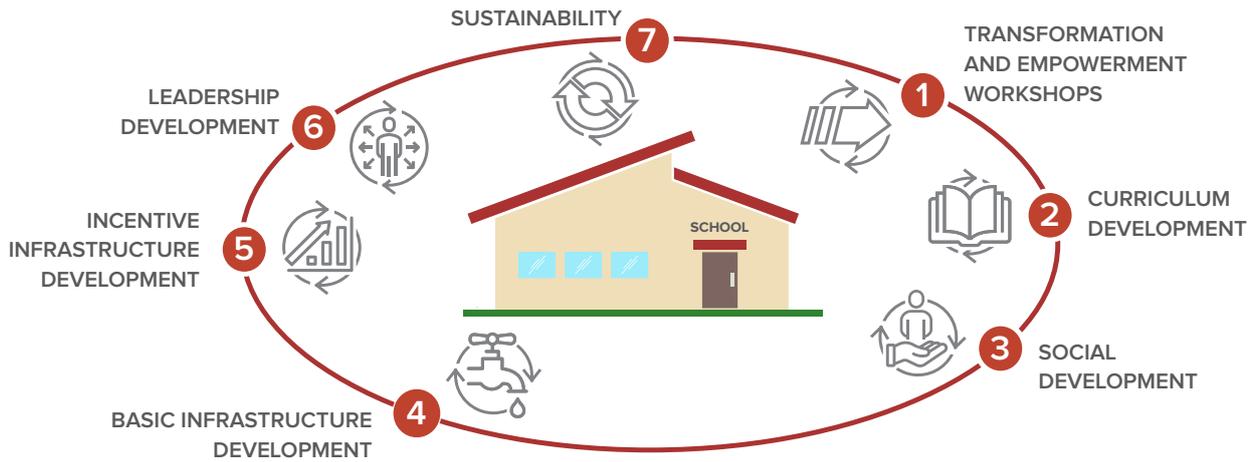
The Programme is currently implemented in partnership with the Limpopo Department of Education in the Sekhukhune East district. 255 schools will participate in the programme for a period of five years and the schools will be phased in over three years. In FY 2018/19 the Programme was launched at Sehlaku Secondary school. The programme offerings and partnership were clearly articulated to beneficiaries. In attendance was the then MEC of Education, Mr Ishmael Kgetjepe, Trustees of Kagiso Trust, HOD of Education Department, all Programme school Principals, KT subsidiaries, Local Chiefs, KT staff and partners.

“Critical to the success of the programme is partners commitment to achieving the strategic growth and advancement of the province’s education system” KT CEO, Mankodi Moitse. Hence, stakeholder engagement in various governance structures in the programme is key to align plans, ensure a common understanding and honouring mutual

BNSDP storyline and Programme evolution



DISTRICT WHOLE SCHOOL DEVELOPMENT PROGRAMME MODEL



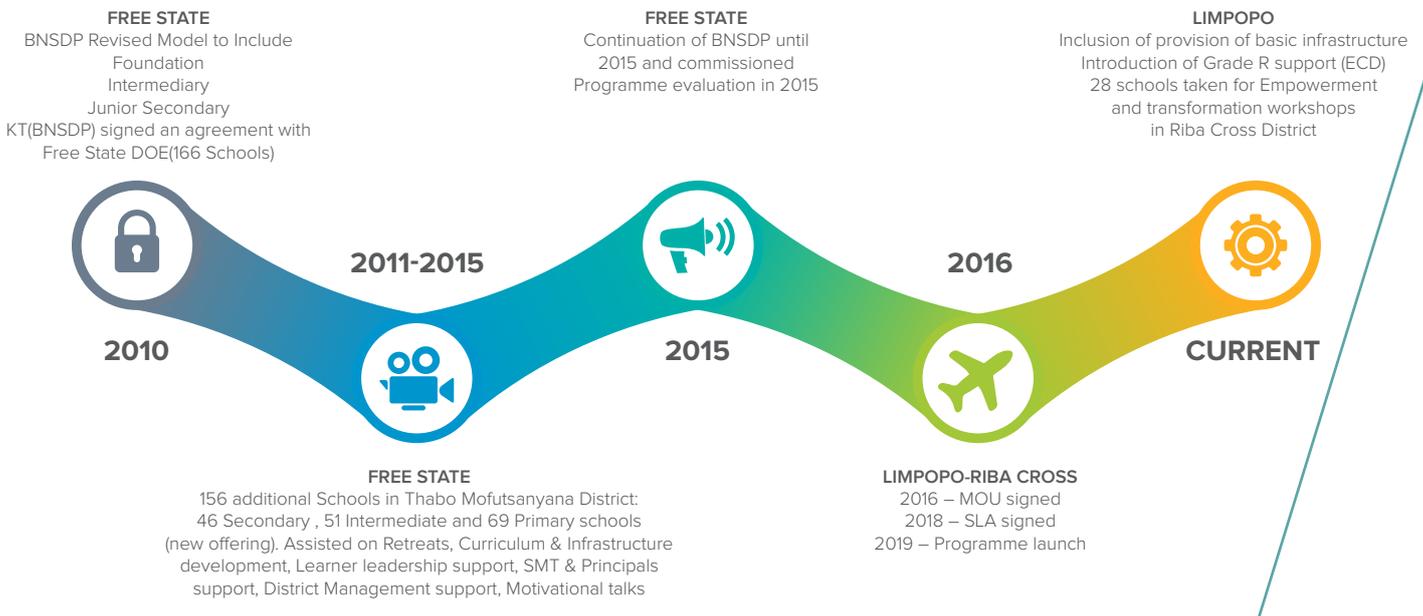
contribution throughout the programme lifecycle. Dean Zwo Nevhutalu, a KT Trustee, reiterated the message “we all know that this district is doing very poorly with matric results and we hope that with the buy-in and participation of the stakeholders, we are going to see a radical change.”

In the financial year under review; the programme was still in its early implementation stage and experience has taught us that education development is a long-term investment, results are anticipated to be visible from the third year of the implementation. However, a District strategic workshop was held, and the identified threat was the age profile of professionals who are almost at the retiring age, lack of capacity in the district will compromise the sustenance of the programme gains. The newly appointed MEC has also, in her FY 2019/20 budget speech, identified the age profile of educators as a risk in the province with 21% of educators in the pensionable age bracket of 55-65 years while those who are 30 years and younger are only 11%. However, she mentioned that the Department is on a drive to recruit and train younger educators to mitigate the risk.

The Social Return on Investment (SROI) forecasting was also conducted and its primary objective is to:

- Provide an in-depth analysis of the impact the programme will have on the key stakeholders, based on the findings and results from stakeholder interviews, surveys and secondary research;
- A forecast of the social value that the programme will derive for key stakeholders based on the envisioned outcomes of the programme and compare the value against the capital invested.

The programme schools were mapped to understand their proximity and demographic constitution. This assists when carrying out Empowerment and Transformation workshops advocacy in individual schools. This was, however, preceded by an advocacy session with all the school Principals in one venue. In the next financial year, the programme will be fully rolled out with Curriculum Support, Leadership development and other elements that will contribute to the envisaged systemic change.



ERIC MOLOBI SCHOLARSHIP PROGRAMME

“Knowledge is like a garden; if it is not cultivated, it cannot be harvested.”

– African proverb



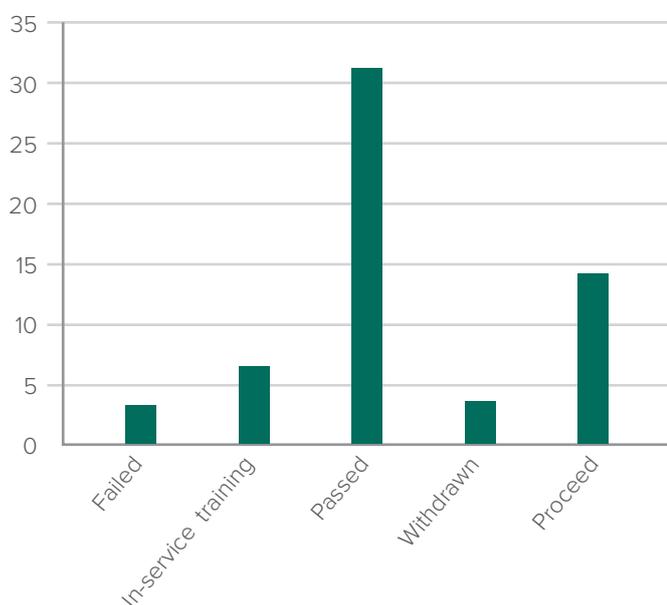
Kagiso Trust’s Eric Molobi Scholarship Programme (EMSP) was launched in 2007 for rural and/or disadvantaged learners affiliated with the Trust’s Beyers Naude Schools Development Programme. It is focussed upon higher education in the fields of study and work that lack participation of young black professionals within the engineering and commercial sectors.

Grooming young business minds

The EMSP supports learners to fulfil their potential in becoming businessmen and women who go on to positively impact their communities. Young men and women who are not just active players in the economy, but who also understand the importance of giving back

Scholars receive hundred percent funding for their first year through the EMSP and thereafter REAP (Rural Education Access Programme) takes over the academic support through the NSFAS (National Student Financial Aid Scheme) funding. Importantly, EMSP also funds their psycho-social support until they complete their studies.

EMSP is in the process of reviewing these qualifications in anticipation of the skills needed for the 4IR (Fourth Industrial Revolution).



Failed – Students who failed most of their subjects and given grace of 12 months

In-service training – to graduate end 2019

Passed – Students going on to the next year with no outstanding courses

Withdrawn – Students excluded by the institution and/or having opted for another scholarship/course change outside KT criteria

Proceed – Students allowed to proceed with new courses plus the failed ones



Report on 2018/2019

The EMSP is currently funding 51 students; 29 females and 32 males. In addition, KT has managed to enrol and offer scholarship to 15 students this year (2019).

Midyear results

The midyear results are; 35 passes, 15 proceeds, 2 fails, 2 withdraws (1 UCT student opted to study in Nottingham, UK and another was excluded by the University of Pretoria (UP) for failing to write exams. A process is underway to assist five (5) scholarship recipients with access to in-service opportunities in order to complete their studies and graduate.

In-service training

In-service training for the five (5) scholarship recipients was secured with a Mvelase Engineering Services owned by EMSP beneficiary, Mr Abram Mthembu, as well as in-service training for five (5) scholarship recipients with Transnet and EWS (Pty) Ltd.

Partnership forged with Alan Grey Orbis Foundation

EMSP has partnered with Alan Grey Orbis Foundation on the Scholarship and Fellowship Programme for KT schools learners including KST schools. A MOU will soon be finalised.

Inaugural EMSP Alumni Excellence Award

The inaugural EMSP Alumni Excellence Awards dinner took place on 23 October 2018 where Mr Mthembu received the inaugural Alumni Award at the alumni dinner.

The Alumni Excellence Award recognizes alumni who have done exceptional deeds and have made a positive impact in their respective communities. The Award recognises alumni who have gone beyond self-interest and embraced the value of paying it forward. The Award is meant to further inspire EMSP students and alumni to continue making a positive impact wherever they find themselves.

KT's Geographic Spread (Footprint)

Limpopo, Mpumalanga, Eastern Cape, KwaZulu Natal and predominantly the Free State.

Executive Summary

Implementation Lessons Learnt

- There is a need to create strong relationships with the private sector in order to create opportunities for access to in-service training.
- The absence of or very limited monthly stipend allocated to students during in-service training is turning some students away. In addition, many companies who do offer in-service training are doing so for their own scholarships/ bursary recipients.
- The psycho-social support is critical for students coming from impoverished families as they need skills to cope and deal with family dynamics that may affect their focus on studies. Most students that are offered counselling and coaching due to poor academic performance end up improving and succeeding in their studies.
- Due to the need to alleviate poverty within their immediate families, most of the scholarship recipients are not able to provide support within the alumni arrangement.

The year ahead

The programme will continue seek out new partnerships to increase the annual student intake and assist with creating more in-service training opportunities. KT will also be investigating how opportunities within 4IR can be capitalised upon within the EMSP purview.



“

The changes are so profound that, from the perspective of human history, there has never been a time of greater promise or potential peril.

”

– Klaus Schwab
Author of *The Fourth Industrial Revolution*

SOCIO-ECONOMIC DEVELOPMENT

Strategic Objective:

To create enterprise development
opportunities with social impact.

SOCIO-ECONOMIC DEVELOPMENT PROGRAMME

“We learned that economic growth and environmental protection can and should go hand in hand.”

– Christopher Dodd

Developing entrepreneurship is a major focus of Kagiso Trust’s (‘the Trust’) Socio-economic Development strategy. SED seeks to develop a model which promotes entrepreneurship and to offer comprehensive solutions to major challenges and barriers in:

- the development of sustainable SMEs; and
- participation of black entrepreneurs in the economic activity

SED – AGRICULTURE

Agriculture is the backbone and mainstay of the national economy. As the primary development sector, it is considered as central to eradicating poverty and hunger and has potential to generate employment. As such, SED seeks to implement a holistic agri solution for black farmers. The model focusses on three interrelated elements identified as critical for the success of farmers i.e. funding solutions; support and market access and business & technical support.

To facilitate the development of black farmers, the Trust has set up the Tyala Impact Fund (Pty) Ltd as an instrument to implement the agri strategy. The Trust has provided seed funding of R100m over a period of five years to capitalise the fund. The goal is to grow the fund and position it to become a significant player in the agricultural sector.

The agri strategy aims to achieve:

A Commercialisation of black farmers;

B Integration of black producers into the value chains and transformation of agri value chains; and

C Introducing modern and best farming practices to black farmers.

The strategy is to be implemented in three phases:

- **Formal markets** - to implement a holistic solution to for-profit commercialised black farmers in order to participate in formal markets by unlocking critical resources for farmers to succeed. Tyala Impact Fund (TIF) was set up as an implementation instrument for this purpose.
- **Alternative markets** – to support black farmers to sustainably supply alternative/informal markets (i.e. hawkers) and to extend the Rand circulation within the community.
- **Agri academy** – to build a pipeline of a generation of new era farmers by attracting youth through a tech-based agri academy.

Targeted beneficiaries are:

- 100% black owned farms;
- 51% black majority joint ventures, where partners are committed to transferring skills to black farmers and share in the risk;
- Broad base community structures, implementing the aggregator model. Instead of individuals seeking to secure resources, small community farming operations are put together, their produce aggregated and sold in bulk.

For risk mitigation, the portfolio will be diversified by location and crop, in which targeted beneficiaries who produce varied crops are sourced across the different provinces across the country.

Progress to date

- To date, a total investment of farming opportunities/pipeline of more than R120m and about 4000 hectares has been identified and undergoing due diligence process.
- Agreements with various agri business organisations have been secured in order to provide technical support and market opportunities.
- Experienced individuals with industry experience have been appointed to seat in the investment committee of the Tyala Impact Fund.



SED – PROPERTY

The market size of the property sector in South Africa is R5.8-trillion (2015/16). Residential property contributes R3.9-trillion, Commercial property represents R1.3-trillion, while public properties and zoned land were valued at R237-billion and R520 billion respectively. *Source: 2015/2016 State of Transformation Report for the South African Property Sector.*

The overall market size of commercial property in relation to the GDP of SA, its impact on property and the value chain of property, is vast and necessitates active transformation to redress the state of the sector and improve areas of preferential procurement.

Despite its size, participation by black individuals and enterprises in the property sector is insignificant. As such, SED has identified lack of skills as one of the major limitations for black SMEs to access opportunities in the sector. To address this, Kagiso Trust ('the Trust') has set up a property development strategy. The Trust, in collaboration with Motseng Investment Holdings and the South African Supplier Diversity Council (SASDC) have identified the commercial property sector as a suitable platform to support entrepreneurs servicing the property sector. The nexus of our approach is a new property accelerator programme (PROPreneurX). The programme will include masterclasses, capacity-building, knowledge-sharing, innovation, technology, environmental awareness

The aim of the programme is to develop a pool of participants who upon graduating from the programme will be finance ready for potential investors and market ready to seize market opportunities.

and mentoring. PROPreneurX will be provided by the Youth Innovation Entrepreneurship Design Institute (YIEDI) as the implementation agent.

The acceleration programme is the first phase of a two phased SED property strategy. PROPreneurX will run for 6 months with the first intake of 10 candidates. Targeted participants will come from across the entire property value chain. The aim of the programme is to develop a pool of participants who upon graduating from the programme will be finance ready for potential investors and market ready to seize market opportunities.

The second phase of the property strategy will be the development of a fully functional business hub. The hub will serve as a Resource Centre for entrepreneurs who are offering a product or service in the property sector.

Progress to date

To date, the property conceptualisation was completed, and the property strategy was approved by the board. Strategic partnerships to implement the property strategy were concluded with industry players i.e. Motseng Investment Holdings and South African Supplier Diversity Council (SASDC). Services of an implementing agent, Youth Innovation Entrepreneurship Design Institute (YIEDI) were secured. Call for entry portal was launched to invite participants into programme.





“

Mere good governance is not enough; it has to be pro-people and pro-active. Good governance is putting people at the centre of development process.

”

– Narendra Modi
Prime Minister of India
since 2014



INSTITUTIONAL CAPACITY BUILDING

Strategic Objective:

To build and consolidate a model for capacity and sustainability. To improve governance frameworks.

CIVIL SOCIETY

“If the civil society is not transparent, honest, and accountable, then you cannot be a champion of social justice.”

– Winnie Byanyima

As part of the Five-Year Strategy, Kagiso Trust established the Civil Society Support Programme (CSSP) as a function of support to all KT programme pillars to engage effectively within the civil society platforms. The CCSP is aimed at strengthening the capacity of non-profit organisations in order to enhance their abilities to respond to challenges faced by communities. This will be achieved by reinforcing a network of sustainable NGOs/civil society organisations that effectively generate, allocate and employ human, material and financial resources. The ultimate impact will be to reignite the civil society sector to play a vibrant role in addressing challenges facing communities and influence responsive policies.

In order to reignite the capacity of non-profit organisations, the activities of the CCSP should be informed by correct understanding of the state of the NPO sector. The NPO typology study will lay the foundation towards realizing this strategic intent, and thus inform a road map to rebuilding civil society and the NGO sector - as this will influence the form, character, membership, organizing modalities and engagement strategies

2018/19 year in focus

During the 2018/19 financial year, the CSSP programme invested in stakeholder engagement and consultations to understand the current landscape, test the ideas and approaches for civil society engagement and partnerships.

CSSP met and engaged with Institute for African Alternatives (IFAA), National Economic Development and Labour Council (NEDLAC), SANAC Civil Society Forum consultative meeting towards the National Health Summit, South African Council of Churches (SACC) National Convention South Africa processes, Southern African Trust & African Philanthropy Network (APN) on Philanthropy approaches and strategies, Bench Marks Foundation on advocacy and social mobilization, as well as Independent Philanthropy Association South Africa (IPASA) Symposium, which Kagiso Trust has become a member. The symposium provided rich knowledge and experiences from across South Africa, Africa and globally on philanthropic initiatives and approaches towards strengthening civil society organisations' capacities. In February 2019, KT shared the education model on collaboration and partnering with



government in a conference themed “Philanthropy in Education in South Africa: A space for learning and collaboration” hosted by Zenex foundation, NORRAG and the Human Sciences Research Council (HSRC) KST programme model was also used as one of the case studies in the conference for learning and sharing.

Review of KTs CSSP (Civil Society Support Programmes) strategy

Based on the interaction with the stakeholders engaged with, the CSSP strategic focus has been refined as follows:

- Support sustainable civil society organisations which can support KT's four pillars with deliverables and benefits.
- Create effective partnerships with like-minded stakeholders
- Implement high-level intervention activities which will strengthen Kagiso Trust's standing as a thought leader

CSSP will facilitate partnerships, as well as a convener for civil society.

CSSP Typology Study

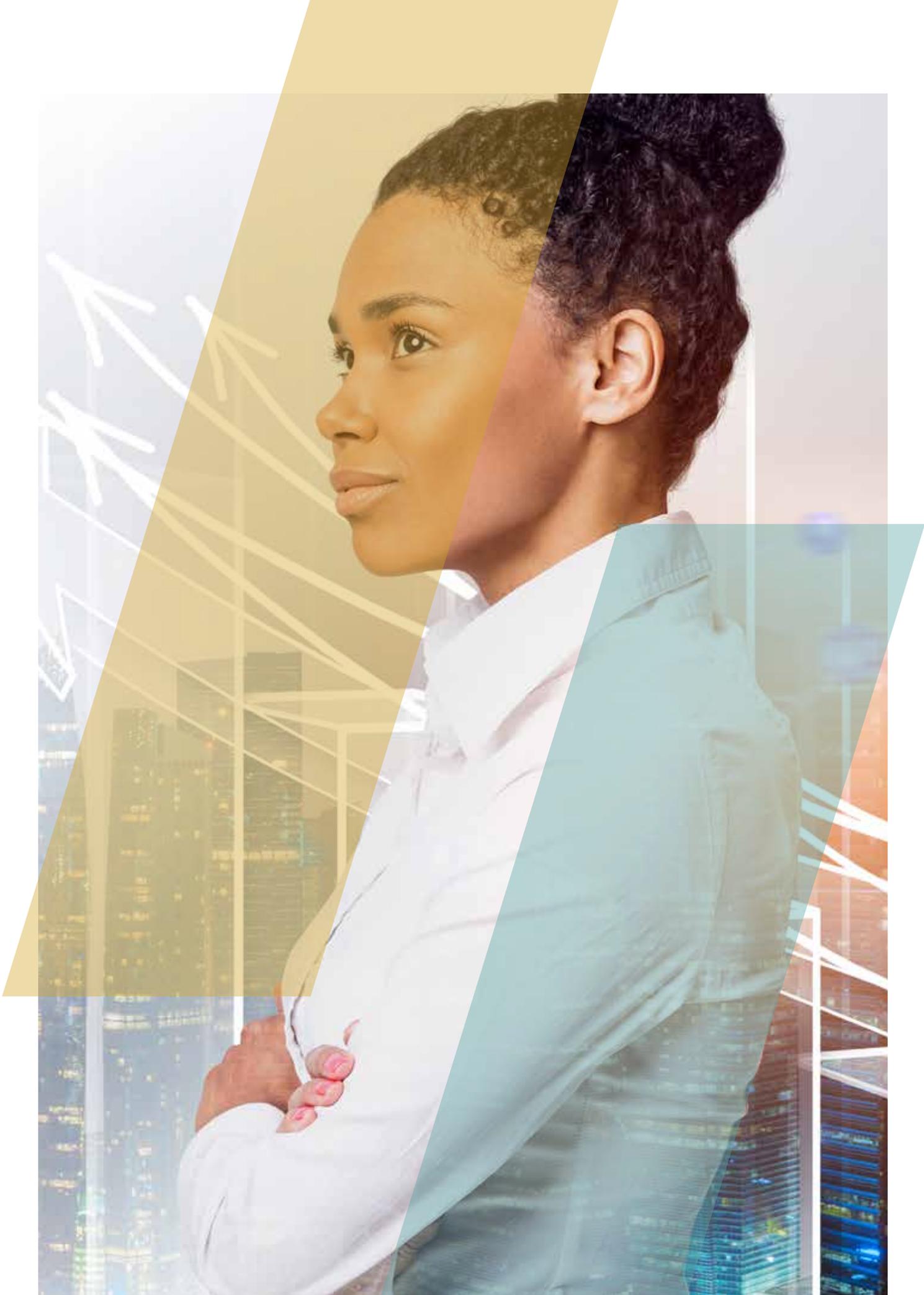
Kagiso Trust commissioned the HSRC to conduct a research on the Civil Society Typologies. The study uses a systematic desktop review and administrative data sources both current and historical.

The study is limited to the following thematic scope:

- Key factors contributing to the changing composition of NPOs
- Factors related to an enabling environment
- The developmental contribution of the sector
- Funding currently and in future for NPO sector
- Lessons in coordination and engagement strategies with stakeholders

Looking Forward

The findings of the Typology Study will assist KT further refine the CSSP and provide a strategic direction for the years ahead.



INSTITUTIONAL CAPACITY BUILDING

“Building sustainable cities – and a sustainable future – will need open dialogue among all branches of national, regional and local government. And it will need the engagement of all stakeholders – including the private sector and civil society, and especially the poor and marginalised.”

– Ban Ki-moon

Kagiso Trust Consulting (KTC) is KTs local government support vehicle. A key Initiative through KTC is that of ensuring that municipalities are enabled to better deal with the challenges faced with a slow economy, escalating unemployment and the escalation of debt and declining revenue.

KTC has two workstreams:

- the first workstream is consulting contract work with CoGTA (Corporate Governance and Traditional Affairs). This contract involves six municipalities and covers 3 provinces, the project focuses on revenue improvement and debt reduction and ends in October 2019.
- The secondly workstream is the KT funded work which includes the implementation of the three new Local Government support initiatives, Local Economic Development (LED), Indigent Management and Community Engagement. Makana Municipality in the Eastern Cape is the selected pilot site.

CoGTA National Contract

KTC has started the 3rd term of the CoGTA contract, the contract term is April 2019 – October 2019. The 12 Interns approved at the previous meetings have been trained and deployed to various sites and are faring well and adding value to the project. CoGTA has proposed an extension of the 3rd term by 5 months from October 2019 to March 2020.

Makana Project

The pilot project is gaining momentum. Stakeholders forums have been hosted by KT and Rhodes University and numerous stakeholder cluster have been established. A status quo report has been completed and was presented to the council and Municipal senior management team in October 2019. Implementation plans derived from this process will operationalize the current MoU with Makana.

Future activities planned for Makana are as follows:

- **LED Training:** will be concluded by end of October 2019 and will culminate in the formation of a strategy to be presented to stakeholders and finally adopted by council.
- **Council Presentation:** The October 2019 presentation will be followed by a council workshop to develop an implementation plan that includes all three elements of the project.
- **Empowerment Workshop (Retreat):** To promote better commitment from municipal councillors and officials to perform basic municipal functions and improve service delivery an empowerment retreat will be part of the implementation plan. The focus of the retreat will be to energize the management and leadership to effect the changes required for a better performing municipality.
- **Stakeholder Round Cohesion Table:** A roundtable discussion merging both stakeholder forums and formalize stakeholder structures to enable authentic, constructive and inclusive engagement with the municipality was held and a single stakeholder forum has been established.
- **Provincial Government Engagement Forum:** To solicit project implementation support from Provincial Government will be initiated by the municipality and KT to ensure the commitment of all relevant stakeholders:
- **Community Engagement Strategy Workshop:** To develop an effective municipal communication strategy with Rhodes university journalist department to facilitate better municipal customer engagement, effective dissemination of information to communities, promote Makana as a destination of choice and to promote active community engagement I the affairs of the town.
- **Indigent Management Workshop:** To review and develop a technology driven indigent management strategy resulting in an accurate indigent data base.

The appointment of a local onsite Makana resource is in progress and should be concluded in October 2019.



Implementation Lessons Learnt

Most communities and municipalities want similar outcomes for their regions, but poor relationships result in social divergence causing conflict and poor relationships. This circular firing squad is destructive leading to little or no cooperation in the interest of positive inclusive development.

Local cohesion between the municipality and non-government local stakeholders is a critical success factor for local economic development. Key local government stakeholders include; community, business and civil society. All community organisations need to feel that they own the problem and are part of the solution. This conclusive engagement drives ownership and promotes creative solution thinking to find solution for the issues that will affect communities for decades to come. Before we try and fix problems, we need to fix people and build relationship that promote positive solution driven thinking.

Looking forward

KTC will continue to work on mending the fragile relationships that exist within municipalities and communities in the interest of local development. This can only be achieved if leaders and managers think differently about the issues facing local government and communities. The new brand of leader must be creative, focus on root cause issues, adopt collaboration, become a thought leader in their area of expertise and become community centric.

This is no easy task, but it is our leaders and managers that can make the difference when it comes to positive sustainable change for all. KTC is committed to supporting municipalities and communities that are ready to adopt the changes required for sustainable development.



PROGRAMMES MANAGEMENT OFFICE

“An investment in knowledge
pays the best interest.”

– Benjamin Franklin

The Programmes Management Office (PMO) provides strategic direction and support for all KT initiatives and programmes. It does this by co-ordinating and aligning programmes with the organisational strategic objectives, develops effective and functional knowledge management systems aimed at improving efficiency.

One of the Trust’s key strategic objectives is to design model-based programmes as catalysts for change within the sectors they address and that these programmes should encompass the principals of uniqueness, effectiveness, innovation, and that the programmes are replicable, scalable, sustainable and holistic in nature. The PMO unit provides the necessary strategic management and input to ensure that these model elements are met.

The PMO unit also leads and coordinate implementation of the research strategy in order to keep abreast of emerging or developments in areas of interest to KT. This it does by undertaking research projects which necessarily involves strategically partnering with universities, research entities and other knowledge producing institutions in line with KT pillars. The results of this research and acquired knowledge are shared with both stakeholders and a broader spectrum of interested parties, thereby helping to cement KT’s position as a thought leader in the developmental sector.

Projects & Initiatives for 2018/19

- Compiled a paper on *African Diaspora and development of Africa*.
- Compiled research a paper and presentation on ‘Africa’s inclusive growth and sustainable development through disruptive technology enabled public policy in the era of the Fourth Industrial Revolution’ presented by the Chair at the SA-EU Conference on Disruptive Technology in the era of Fourth Industrial Revolution (4IR).
- KT led the research on the typology of the civil society organisation landscape. The Human Science Research Council (HSRC) was commissioned to undertake the research project.
- Coordination and collation of the 2018 matric results statistical data in order to conduct an analysis and compile a report on the matric results.
- Coordinated research on the social return on investment (SROI) forecast assessment of the District Whole School Development (DWSD) education model, implemented under BNSDP in Riba Cross education district of Limpopo Province. IQ Business was commissioned to undertake this study.
- Coordinated KT’s participation with In On Africa (company) in the Voices Unite project, which is a national study on students’ experiences and perspectives on the tertiary education space.
- Initiated the conceptualisation and drafting of the Longitudinal Study of the BNSDP initiative implemented in Limpopo Province at the Riba Cross education district.
- Provided support with the planning and running of the Board’s deep dive sessions on SED and Local Government programmes.
- Conducted a knowledge audit as part of the initial phase for the institutionalisation of knowledge management system. In addition, compiled storylines of programmes as part of knowledge documentation.
- Research Partnership MoU signed with the South Africa Human Rights Council (SAHRC)
- A research partnership with the Trust funded two Masters’ students.
- A student at University of Limpopo (UL) is conducting research focusing on ‘the cost-analysis of different irrigation systems and impact on yield’. A student at Stellenbosch University (SUN) researching ‘the African small scale and smallholder farmers’ access to markets.



These studies contribute to further understanding of two elements of KT's agriculture model, namely; business efficiency and access to market.

- A research partnership memorandum of understanding was signed with the North West University (NWU).
- Compiled a document on 'Understanding the Concept of Partnership and KT's Approach to Partnerships'.
- Initiated the conceptualisation and drafting of an 'Action Research Proposal' on indigenous tea small-scale farming.
- Compiled a document on The Thought Leadership Concept.
- Launched SharePoint within the KT organisation.
- Compiled a thought leadership analysis on an article titled 'The contested trajectory of applied local economic development in South Africa'.
- Continued with the coordination, quality assurance and collation of Programmes and support departments quarterly reports.
- Commence implementation of the Five-Year Longitudinal Study of BNSDP.
- Complete and sign-off the draft Action Research on the indigenous tea farming in Eastern Cape and North West provinces.
- Start implementation of the Action Research on indigenous tea farming.
- Allocate a scholarship to one Masters' student in the North West University.
- Participate and/or collaborate with the Thabo Mbeki Foundation on education programmes.
- Participate and/or collaborate with the Department of Science and Technology (DST) on the establishment of World Economic Forum (WEF) Affiliation Centre in South Africa.
- Conduct research on education related subjects
- Complete the KT Monitoring and Evaluation Framework
- Socialise the Knowledge Management Policy
- Seek KT Thought Leadership Strategy approval and present to Trustees.
- Compile the APP/ Operations Plan Monitoring Report.

Looking forward

- Compile analytic report on the 2019 matric results, and present to Board
- Finalise and sign-off Draft Research Partnership MoUs with the Council for Scientific and Industrial Research (CSIR).
- Complete and sign-off the draft Longitudinal Study of the BNSDP initiative implemented in Limpopo Province at the Riba Cross education district.



“

We have a purpose and that is Kagiso has to outgrow us as individuals. Years from now, when we are qualified ancestors, it must be here. It must still be serving people.

”

– Eric Molobi



FINANCIAL SUSTAINABILITY

Strategic Objective:

To manage and grow the Trust's
financial sustainability.

KAGISO CAPITAL

“The test of our progress is not whether we add more to the abundance of those who have much it is whether we provide enough for those who have little.”

– Franklin D. Roosevelt



Kagiso Capital (Pty) Ltd (KC) is an investment holding company that was established in 2014 with its primary purpose being to ensure the longevity of the Kagiso Trust (KT) through investments in entities that are both innovative, that show strong growth potential and that help transform society in meaningful ways.

KC looks for market leaders with a strong business case and who are able to realise sustainable returns.

KC’s investment focus extends beyond South Africa due largely to its relationship with First Rand. KC sees itself as a catalyst towards providing broader regional access on the continent. Its portfolio reflects diversified investments that are strategically and responsibly selected based on three important criteria:

- Investments that offer good growth potential – creation of long-term shareholder value;
- Investments in companies that show expansion strategies into the continent;
- Investments that generate cash returns.

The company spent the year under review cementing the following key objectives:

- Implementing the approved Kagiso Capital strategy
- Building the correct organisational culture

KC depends largely on dividends from its shareholdings as a means of funding its developmental strategies. Asset growth remains equally important in ensuring the financial sustainability of Kagiso Trust into the future.

Kagiso Capital is grounded in the values of the Kagiso Trust. This means that Kagiso Capital creates and maintains a similar culture to that of KT which is conducive to the positive growth of the company as well as the recruitment of young professionals with the relevant talents and skills set.

Kagiso Trust reported an investment portfolio gain of 4% as of the 30th of June 2019. The portfolio experienced numerous macro-economic headwinds but has managed to remain resilient. SA’s GDP growth forecast for 2019 has been revised to 1.5%, from an estimated 1.7%. This was precipitated by a slow improvement in production and employment following poor investment growth in 2018.

The total dividends received by the Kagiso Group (Kagiso Trust and all its subsidiaries) from FRET during the 2017/19 financial year amounted to R234 million.

KC’S INVESTMENT STRATEGY FOCUSES ON A NUMBER OF PREFERRED SECTORS:

EDUCATION	FINANCIAL	LOGISTICS	HEALTH
The Open Learning Group, which is a natural fit with the work that Kagiso Trust does in the education sector	Currently with MMI Holdings, FirstRand Limited and Discovery Limited	OneLogix Group	Kagiso Capital Health Investments





“

*If you want to go quickly,
go alone. If you want to
go far, go together.*

”

– African proverb



STAKEHOLDER ENGAGEMENT

COMMUNICATIONS AND MARKETING



Mandisa Tselane
Communications &
Marketing Head

“Kagiso Trust (KT) aims to be strategically positioned as a thought leader and a key player in South Africa’s socio-economic development landscape.”

The 2018/2019 period under review has seen the growing impact of 4IR become increasingly topical in all levels of discussion within the organisation. It’s effects impact both the content and curriculum of our various developmental programmes as well as the manner in which we conduct and activate these programmes.

We have commissioned a detailed quantitative and qualitative research study to better understand how the citizens of this country perceive 4IR. The results clearly show that there is both a poor level of awareness of 4IR and what awareness there is, is not necessarily positive. Many people are concerned that 4IR will cause job losses through technology and mechanisation.

So, there is much to be done from a communications perspective to engender greater discussion, engagement and understanding around this issue. Kagiso Trust will continue to lead these discussions and forums and advocate for the necessary changes required to embrace and accommodate 4IR in social development at all levels.

Review of 2018/19

Kagiso Trust (KT) aims to be strategically positioned as a thought leader and a key player in South Africa’s socio-economic development landscape.

In order to achieve this end, various media platforms, events and stakeholder engagements are employed.

This report sets out to detail the 2018/2019 activities and initiatives.

INITIATIVES

The following KT initiatives were implemented during the reporting period:

LIMPOPO LAUNCH MARCH 2019

The much awaited Limpopo launch of the DWSDP took place at a function in March.



EDUCATION CONVERSATIONS

The Education Conversations commenced in 2012, and they have since gained much traction and contributed positively to the Kagiso Trust brand profile.



EDUCATION CONVERSATIONS

The last three education conversations have focused on the topic of 4IR (Fourth Industrial Revolution), which goes to highlight the importance of 4IR in the South African context. The objective is to produce a 4IR positioning paper that will serve as an input to policy formulation on 4IR by the KT research department.

A full report on the education conversation highlights were shared and published on the Kagiso Trust website and social media.



NATIONAL EDUCATION COLLABORATION TRUST (NECT)

Kagiso Trust supported the NECT's National Reading Coalition national book drive. The book drive, launched in March 2019 was rolled out to Limpopo, Free State, Eastern Cape and North West. Kagiso Trust assisted in purchasing 1 600 books. To date, NECT have established 10 book clubs with school principals and circuit managers in Limpopo, North West and Mpumalanga.



CRITICAL THINKING FORUM

Kagiso Trust hosted the Critical thinking Forum in partnership with the Mail and Guardian (M&G), at the Gordon Institute of Business Sciences (GIBS). The main objectives of this Forum was:

- To present the 4IR research results to the general public in a platform that would attract researchers, policymakers, and industry players
- To position Kagiso Trust as a thought leader in advancement of 4IR to broader society

The platform also offered Kagiso Trust an opportunity to showcase its role on 4IR and create discussions around the opportunities that 4IR presents and its role in preparing young people to embrace 4IR.

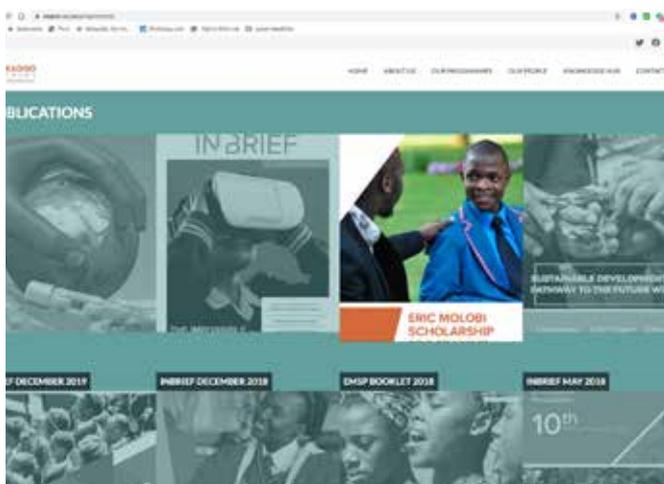
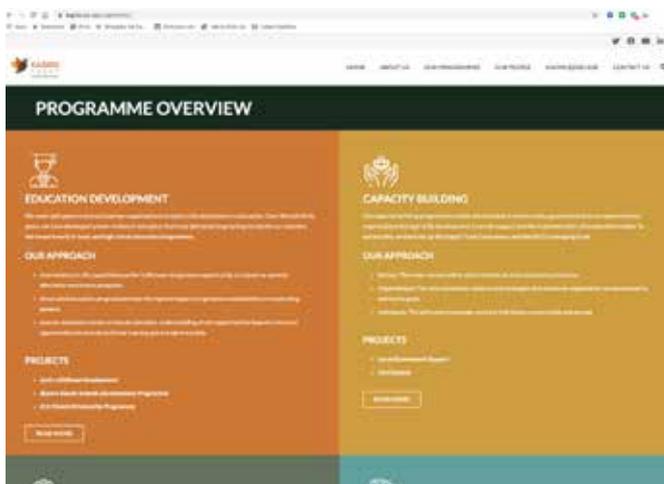
This was demonstrated by the resultant discussions with other companies participating. There were numerous requests from other interested parties on the research report.



INTERNAL COMMUNICATIONS

KT's new website

KT's new website went live after many months of development and reflects a modernised and more interactive portal into KT's programmes, documents, news, social media, research papers and more.



Looking forward

Leading the discussion around 4IR

Kagiso Trust, as a thought leader in the South African socioeconomic developmental space, has helped to lead the discussion amongst stakeholders and interested parties with regards to 4IR in the South African development context. This has been done through such initiatives as our Education Conversation forums and Critical Thinking forum (in partnership with the Mail & Guardian) and KT will continue to lead these discussions in the year ahead.

Education Conversations partnering with UJ & BRIDGE

Kagiso Trust Education Conversations, in partnership with the University of Johannesburg (UJ), recently welcomed Bridge as partner.

This is in order to work towards building the knowledge hub, improving knowledge access, creating knowledge repositories and managing knowledge as an asset.

These conversations aim to investigate three key areas:

- Discipline and Parental Involvement
- The Education System (DBE's role – policies and support)
- Teacher Creativity & Expression (Teachers going above their call of duty)

The ongoing internal discussions at Kagiso Trust has been around the importance of improving the impact of the education conversations, from simply sharing the learnings and solutions to actually influencing policy. This requires consultation, buy-in, and support from the government and key stakeholders who are in collaboration with government.

Objectives of the round table

- Find ways to appeal to a broader target audience,
- Frame and design a process towards developing effective and durable policy and programmatic recommendations for sharing for taking our education to the next level; and
- Development of strategies for effective partnerships, collaborations, and engagement with education custodians and stakeholders for policy consideration and actions.

HOW TO JOIN US IN OVERCOMING POVERTY



“Due to the Trust’s goal of overcoming poverty, the EMSP differs from most bursaries in that it approaches students holistically.”

– Maria Mokae, EMSP Coordinator

Kagiso Trust is one of South Africa’s leading development agencies working to achieve freedom from poverty. We promise transparency, action, delivery and measurable results for our social investment programmes in education, socioeconomic development and institutional capacity building.

Our tried and tested development models have a track record of success.

We utilise our own investment dividends to fund our programmes and, as such, have a vested interest in the outcome.

YOU CAN JOIN US IN OVERCOMING POVERTY BY CONTRIBUTING IN THE FOLLOWING WAYS:

ONCE-OFF DONATIONS OR SPONSORSHIPS

FUND A SPECIFIC PROGRAMME WITHIN EDUCATION DEVELOPMENT:

- Early Childhood Development
- District Whole Schools Development Programme
- Eric Molobi Scholarship Programme (EMSP)
- Education Conversations

VALUE OF BEING A SPONSOR

<p>GREATER IMPACT</p> <p>Support programmes that transform lives in measurable ways in some of South Africa’s most impoverished areas.</p>	<p>SUSTAINABILITY</p> <p>Invest in our poverty alleviation focused programmes with tried and tested, replicable and sustainable models from an organisation with over 30 years’ experience in development.</p>	<p>PUBLIC RECOGNITION</p> <p>Gain visibility as a leader in social responsibility through joint public relations and marketing campaigns.</p>
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For more information on Kagiso Trust partnership and contribution opportunities contact Mandisa Tselane 011 566 1900 or mtselane@kagiso.co.za

STAKEHOLDER ENGAGEMENT

“Collaboration is the essence of life. The wind, bees and flowers work together, to spread the pollen.”

– Amit Ray

Stakeholder engagement plays an integral role in ensuring KT’s successful delivery of its initiatives and programmes given that in almost all cases, stakeholder and partner contributions make KT’s various initiatives and programmes possible at all.

KTs CEO’s office is continually meeting and working with our existing and potential new stakeholders and partners. We have partnered with The Bridge Foundation, the NECT (National Education Collaboration Trust) and the Thabo Mbeki foundation.

Golf Day

Forming an important part of KT’s Stakeholder Engagement programme, the Kagiso Trust 7th Annual Golf Challenge was held at Centurion Residential Estate and Country Club, on Friday, 19th October. This fundraising event seeks to support the Eric Molobi Scholarship Programme (EMSP).

The golf day is an opportunity to network and cement relationships between stakeholders and other interested parties. This year’s golf day ultimately led to a pledge to support the EMSP with in-service training for the graduates – a big win! Aurecon, KopanoX and a manufacturing company were those that pledged to support with in-service training.



Eric Molobi Scholarship programme (EMSP)

dinner

The Eric Molobi Scholarship Programme (EMSP) workshop and dinner took place on 23 October 2018. The event was attended by EMSP students, alumni, partner organisations, Kagiso Trust employees, Trustees, and other key EMSP stakeholders.

Keynote speaker Dr Tate Makgoe, Free State MEC for Education, expressed his pride at being associated with

Kagiso Trust and gave words of motivation to the EMSP recipients. In addition, the Inaugural Alumni Award was presented to Mr Abram Mthembu, the CEO of Mvelase Engineering Services for continuously offering in-service opportunities to undergraduates to complete their studies.



KAGISO TRUST EVENTS

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.”

– Nelson Mandela, First Black President of South Africa

Adopt-a-School 2018 Back to School Party

Kagiso Trust management, staff and the board of Trustees attended the Cyril Ramaphosa Foundation back to school party on Saturday 20 November. A highlight of the event was that South African President, Mr Cyril Ramaphosa, who spoke at the awards function, highlighted the huge role that Kagiso Trust

has played in its partnership with the Free State department of Education. This has also attracted other private sector partners into using the KT model, for example, Anglo-American will partner a project with KST. This has increased KT profile to a wider audience and potential partners.



2018 Free State Mathematics Festival

Kagiso Trust in partnership with the Eskom Development Foundation and the Free State Department of Education hosted a mathematics festival in Bloemfontein on the 10th and 11th of October.

Eskom development foundation and the Free State department of education, recognised KT as a preferred partner of choice in this initiative owing to KT's profile as a leading educational development organisation.



World Play Day

Kagiso Trust in collaboration with Cotlands celebrated the World Play Day in Zamdela, Multi-purpose Centre in Sasolburg on Saturday, 1 June 2019. To raise awareness for this year's World Play Day1 theme, "Play is a right".



KAGISO TRUST IN THE MEDIA

“A brand is no longer what we tell the consumer it is—it is what consumers tell each other it is.”

– Scott Cook

Sunday Times & Kaya FM

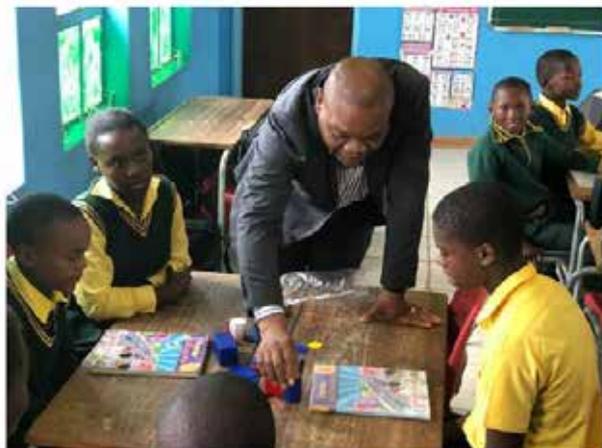
A media partnership with the Sunday Times and Kaya FM resulted in six editorial columns in The Sunday Times and a radio interview on Kaya FM. This gave KT an opportunity to promote KT's socio-economic initiatives amongst a much wider audience.

KT Chairman & CEO interviewed by

Jacaranda FM

KT's Chairperson of the board and the CEO were interviewed on Jacaranda FM with the specific objective of promoting awareness of KT's support of the EMSP students with in-service training. Increased awareness in this regard to a wider audience might well bring in companies willing to offer EMSP students in-service training.

You are here: Home / Education / Schools in the Free State District Receive Infrastructure.
Schools in The Free State District Receive Infrastructure.



Mr. Molega, MEC for the Free State Department of Education, interacting with learners from Stik McJuba Primary School in their newly built classroom.

Private public partnerships may significantly help implement key infrastructure projects in our education system.

The partnership between the Free State Department of Education and Kagiso Shenduka Trust (KST) is a celebrated best in class. KST is a collaboration between Kagiso Trust and Cyril Ramaphosa Foundation for Growth and Shanduka Foundation that draws on the best practices of their respective Whole School Development programmes to create a unique district-based educational intervention in the Free State. The partnership is rooted in an integrated District Whole School Development approach to address a range of key education development needs, such as infrastructure development, curriculum development, social development and leadership in schools, with dedicated engineering agencies in the private and public sectors.

Infrastructure development is a key part of KST's District Whole School Development programme and is awarded to schools based on two categories, basic infrastructure and non-basic infrastructure. The provision of infrastructure is preceded by a thorough schools needs analysis, which determines what facilities are either built or renovated.

Basic infrastructure

Refers to the building or renovation of education blocks and classrooms, perimeter fencing and the provision of desks and chairs. All programme schools receive basic infrastructure when it is required and where it is not already being provided by government.

Non-basic infrastructure

Refers to facilities such as science laboratories, libraries, computer centres, music centres, multi-media centres and sports facilities. Schools that perform above the target that has been set by the Free State Department of Education qualify for non-basic infrastructure projects.

SCHOOLS IN THE FREE STATE DISTRICT THAT RECEIVED INFRASTRUCTURE AT THE HANDOVER CEREMONY INCLUDE SHI MOKIBE PRIMARY SCHOOL WHO RECEIVED TWO CLASSROOMS THAT WERE BUILT AND ATTACHED A SCHOOL AVERAGE PASS RATE OF 70%. MATHIBI PRIMARY SCHOOL RECEIVED A BUILDING, A KITCHEN AREA, AND A RECREATIONAL AREA. THE SCHOOL ACHIEVED A 77% AVERAGE PASS RATE. MATHIBI SECONDARY SCHOOL RECEIVED A RENOVATED COMPUTER LABORATORY AND ACHIEVED AN IMPROVED 54% PASS RATE IN THE 2017 NATIONAL SENIOR CERTIFICATE EXAMINATIONS.

"For the past two years, this pioneering partnership with KST has made a significant contribution to education delivery in the Free State Province. The District Whole School Development model is one of the best education models that addresses and leverages public-private partnerships to drive the transformation of the education system and improve teaching and learning in the Free State and Matieland districts," said Mr. Molega, MEC for the Free State Department of Education.

All KST schools in the Free State and Matieland districts adhere to the Minimum Norms and Standards for School Infrastructure Policy Framework and as such none of these schools have gutters and therefore creating a safe and conducive teaching and learning environment.

"We are thankful to all principals, educators, learners and the community of Edinville and Coonstad at large who have heeded our call to maintain and protect infrastructure awarded to them. Theft and vandalism to school property will only have a negative impact on good learner outcomes, we also encourage and empower communities to participate and take ownership in our school development initiatives so that many more learners from the community can benefit from this infrastructure," said Thabiso Moko, KST Executive Director.

CLICK HERE to submit your press release to info@kagiso.co.za.

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Kagiso Trust's programme aims to improve learning outcomes in rural and township schools

By Sunday 11, 2018 | News from the 16 November 2018



Image supplied by Kagiso Trust

Kagiso Trust's interventions through the Beyond Basic Education Programme (BBEP) in rural and township schools in the Free State has paid dividends, resulting in several schools achieving a mark more than 60% matric pass rate.

Following the success in the Free State, Kagiso Trust will be implementing the programme in schools in Limpopo, with the aim of improving the learning outcomes of thousands of previously disadvantaged pupils.

The BBEP, an educational model, will soon be launched in the Bethlehem district in Limpopo.

The programme provides infrastructure to rural schools, ensures quality education by providing expertise to empower teachers and learners, and develops leadership capacity in teachers, learners and parents.

Kagiso Trust CEO Mankwe Mofe said the trust wants to spread the programme in other areas. "Beyond the areas where we started, so that this can become a model that can be replicated, tailored and implemented across multiple districts in the country."

Mofe stated that in partnership with the Limpopo department of education, the programme has set aside 500m for the Bethlehem district over the next five years.

"The district is a rural model area whose performance has been at its lowest for several years. The BBEP model has demonstrated over the years that we can convert under-performing rural schools into centres of excellence."

The Free State's performance has been consistent since the inception of the BBEP. While the national pass rate stood at 75.2%, Free State received 87.5%.

The partnership between the trust and the Free State department of education has an impressive improvement in matric results in a number of districts. All the districts in the province achieved more than 60%. The Free State, Matieland and Mankwe-Mofe districts scored more than 60%. There were also record improvements in the Bethlehem district and Tlokoeng district, where 75% of the 54 Free State schools scored a 100% pass rate.

The province achieved more than 70% in all gateway subjects. These include mathematics, accounting, physical science, economics, English and business studies.

This proves beyond doubt that the intervention works.

Mofe said the same approach will be applied in the Bethlehem and the Colesburg districts.

"We would like to replicate the model and Limpopo is best placed to be the next province where the programme should be implemented."

"Partnering and collaborating with the department of education, as well as with the MEC in Limpopo, will be pivotal to the success of this programme," she said.

The aim of the project is to bring a comprehensive and tailored programme that will address the challenges the schools are facing in Limpopo. The programme will provide the infrastructure that they require to not have, and build the instructional leadership and curriculum capacity in the schools. This will, over time, impact learner outcomes and the functioning of the educational system at district level.

Mofe is confident the programme will succeed in not only improving matric results, but the schooling system as a whole in the targeted areas.

"The BBEP model is about making a systemic change. We do appreciate that there is an implicit expectation of improving the matric results, however, the real emphasis of matric outcomes emanates the challenges in the schooling pipeline. When instructional leadership improves, it is obvious that matric results will significantly improve over time."

"The BBEP model is customised to fit the needs of the schools in Bethlehem. For the model to work, we need all hands on deck from all stakeholders, including the learners themselves."

Kagiso Trust has invested more than 500m since the BBEP programme was first piloted in Coonstad Secondary School in the Matieland district 12 years ago.

The intervention by the trust and other partners in the private sector has been lauded by Basic Education Minister Angie Motshega and her MEC.

Free State Mathematics Festival a Great Success



The Free State Mathematics Festival was held in Bloemfontein on 11 September 2016. The festival was a great success and was attended by over 1000 learners and teachers from across the province. The festival was held at the Free State Convention Centre and was a great success. The festival was held in Bloemfontein on 11 September 2016. The festival was a great success and was attended by over 1000 learners and teachers from across the province. The festival was held at the Free State Convention Centre and was a great success.

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Author of the article



Kagiso Trust officials, the school management and representatives from the Lwamondo royal council proudly show the cheque during the handover.

No more fighting for chairs at Lwamondo

Learners and educators at the high-riding Lwamondo Secondary School, which has been producing excellent results for years, will no longer have to fight for chairs and desks after the Kagiso Trust donated R250 000 to the school.

In June, the school celebrated its 50th year of existence. During the celebrations, the lack of proper desks and chairs was discussed, and many people pledged money to the school.

The first to challenge others was King Tini Mzhegu Ramabulana, who donated R20 000 to the school. During his address to the meeting, Rev Zwi Nehutala congratulated the school on improved results and then announced that the Kagiso Trust would assist the school with R250 000, which would be utilised in whatever way the school deemed a priority.

Earlier this week, a delegation from Kagiso Trust, led by its CEO, Markub Mofse, arrived at the school and presented the cheque of R250 000 to the school.

Speaking during the handover, Mofse said they were part of the school's 50th anniversary celebrations as they had helped the school before. "Since we started our relationship with the school, we were highly impressed by the fact that, despite the odds, the school has managed to improve drastically in terms of results."

The acting circuit manager of education for Lwamondo, Ms Takalesi Thuthuani, commented Kagiso Trust for the good job they are doing in improving rural schools. "The department is doing its best to make learning and teaching conducive, but we will always welcome support from the private sector, like what Kagiso Trust is doing," she said.

The principal of the school, Mr Tshimangadiso Tshubwana, could not hide his excitement: "We have many challenges here, and one of them is a lack of furniture. Our learners fight for chairs and tables, but now this will be history. We lack words suitable enough to thank Kagiso Trust as that challenge will be addressed now," he said.

Read: 216

Date: 02 September 2016 - By: Elmon Tshikhudo

Elmon Tshikhudo

Elmon Tshikhudo started off as a photographer. He developed an interest in writing and started submitting articles to local as well as national publications. He became part of the Limpopo Mirror family in 2005 and has since been a familiar name among the newspaper's readers.

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Lwamondo's "fight for chairs" is over

By Elmon Tshikhudo

Learners and educators at the high-riding Lwamondo Secondary School, which has been producing excellent results for years, will no longer have to fight for chairs and desks after the Kagiso Trust donated R250 000 to the school.

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The principal of the school, Mr Tshimangadiso Tshubwana, could not hide his excitement. "We have many challenges here, and one of them is a lack of furniture. Our learners fight for chairs and tables, but now this will be history. We lack words suitable enough to thank Kagiso Trust as that challenge will be addressed now," he said.



Kagiso Trust officials, the school management and representatives from the Lwamondo royal council proudly show the cheque during the handover.

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Kagiso Trust Golf Challenge

Published: 09 Sep 2016, 7:43:00 - By: Jacaranda FM

Kagiso Trust is one of South Africa's leading development agencies working toward a prosperous, peaceful, equitable and just society.



The organization works to overcome poverty by creating and implementing sustainable development programmes, in the areas of education, capacity building, socio-economic development.

Join us on the 19th October at Centurion Country Club from 11:30 am for a day of golf, followed by a prize giving networking dinner.

To find out how you can be part of this event or for sponsorship opportunities, please contact: ccharlie@kagiso.co.za

SHOWS STORES

Russian father builds iPhone-shaped tombstone for his daughter

Man runs over two elderly women with mobility scooter

REWARDING THE RIGHT SCHOOLS!

By SUN REPORTER
THE PARTNERSHIP between the Free State Education Department and Kagiso Shanduka Trust is celebrated as an example of public and private unity that makes Mzansi better.

The trust is a collaboration between Kagiso Trust and the Cyril Ramaphosa Foundation. They aim to collect all the best education practices to create an education intervention system that can be customised for each district.

The reward for attaining excellence is infrastructure development, which is based on two categories: basic infrastructure and incentivised infrastructure.

Basic infrastructure
Basic refers to the building or renovation of ablution blocks, classrooms, perimeter fencing and the supply of desks and chairs. All programme schools receive basic infrastructure where it is required and not already being

provided by government.
Incentive infrastructure
Incentive refers to special facilities such as science laboratories, libraries, computer centres, maths centres, multimedia centres and sports facilities. Select schools that perform above the target set by the department of education, qualify for incentive infrastructure projects.

The schools in the Fezile Dabi district that received infrastructure at a handover ceremony include:

■ SHS Mofube Primary – it had two new classrooms built because it attained an average school pass rate of 70%.

■ Reatimola Primary got a new eating area and kitchen area as well as its library renovated for attaining a 97,1% average pass rate.

■ Phephetso Secondary had its computer lab renovated for attaining an impressive 94,5% pass rate in last year's national senior certificate examinations.

Dr Phi Makgwe, MEC for the Free State Department of Education, speaks to pupils from SHS Mofube Primary School in one of the school's new classrooms.



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Kagiso Trust's programme aims to improve learning outcomes in rural and township schools

By Sun Reporter | 17 September 2019



Image supplied by Kagiso Trust

Kagiso Trust's interventions through the Beyers Naude Schools Development Programme (BNSDP) in rural and township schools in the Free State has paid dividends, resulting in several schools achieving a more than 10% matric pass rate.

Following the success in the Free State, Kagiso Trust will be implementing the programme in schools in Limpopo with the aim of improving the learning outcomes of thousands of previously disadvantaged pupils.

The BNSDP, an educational model, will soon be launched in the Sekhukhune district in Limpopo. The programme provides infrastructure to rural schools, ensures quality education by providing expertise to empower teachers and learners, and develops leadership capacity in teachers, learners and parents.

Kagiso Trust CEO Marilou Molter said the trust wants to spread the programme to other areas. "Beyond the areas where we started, so that this can become a model that can be replicated, believed and implemented across multiple districts in the country."

Molter stated that in partnership with the Limpopo department of education, the programme has set aside R600m for the Sekhukhune district over the next five years.

"The district is a rural node area whose performance has been at its lowest for several years. The BNSDP model has demonstrated over the years that we can convert under-performing rural schools into centres of excellence."

The Free State's performance has been consistent since the inception of the BNSDP. While the national pass rate stood at 28,2%, Free State remained at 37,5%.

The partnership between the trust and the Free State department of education was an impressive improvement in matric results in a number of districts. All the districts in the province achieved more than 80%. The Tshepo, Mankop and Mankop-A-Phephetso districts scored more than 92%. There were also recorded improvements in the Mankop district and Thabo Mkhambanya, where 25 of the 56 Free State schools scored a 10% pass rate.

The province achieved more than 70% in all gateway subjects. These include mathematics, accounting, physical science, economics, English and business studies.

This proves beyond doubt that the intervention works.

Molter said the same approach will be applied in the Sekhukhune and Riba Cross districts.

"We would like to replicate the model and Limpopo is best placed to be the next province where the programme should be implemented."

"Partnering and collaborating with the department of education, as well as with the MEC in Limpopo, will be pivotal to the success of this programme," she said.

The aim of the project is to bring a comprehensive and tailored programme that will address the challenges the schools are facing in Limpopo. The programme will provide the infrastructure that many schools do not have and build the instructional leadership and curriculum capacity in the schools. This will, over time, improve learner outcomes and the functioning of the educational system at district level.

Molter is confident the programme will succeed in not only improving matric results, but the schooling system as a whole in the targeted areas.

"The BNSDP model is about making a systemic change. We do appreciate that there is an implicit expectation of improving the matric results, however, the core emphasis of matric sometimes overlooks the changes in the schooling pipeline, when instructional leadership improves, it is obvious that matric results will significantly improve over time."

"The BNSDP model is customised to fit the needs of the schools in Sekhukhune. For the model to work, we need all hands on deck from all stakeholders, including the learners themselves."

Kagiso Trust has invested more than R600m since the BNSDP programme was first piloted in Lesemons Secondary School in the Mankop district 15 years ago.

The intervention by the trust and other partners in the private sector has been lauded by basic education minister Angie Motshega and her MEC's.



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Programme to improve Gr 12s

Jan 17, 2019, 07:49 Am

The Department of Education in partnership with Kagiso Trust will be implementing the Beyers Naude Schools Development Programme (BNSDP) in Riba Cross area in Sekhukhune district over the next five years with the aim of helping to improve the province's matric pass rate.

It was learnt that the two partners have signed a memorandum of understanding (MoU) to implement the programme in about 255 schools in the area for a period of five years before rolling it out to other districts. According to the trust's Chief Executive Officer, Marilou Molter, the programme would contribute towards improving the learning outcomes for learners in the province. It will be guided by the province's specific needs and contextualised for the environment of the schools in the district.

"The programme was first piloted in Limpopo in 2004 in partnership with the department. Then it was rolled out in the Free State which achieved exceptional results and continued to show a high matric pass rate of 87,5% in the previous academic year. We have signed a MoU with the department and we will start with programme implementation and roll out over the next five years. In our bid to provide sustainable educational development solutions in districts and communities, we have spent a lot of time building and refining the BNSDP which we can now confidently say is at a point where it can be replicated beyond the areas where we started," Molter explained.

She further said the model is meant to be replicated by provinces, adding that their contribution to development is to build the intervention model. She emphasised that they aim to focus on Riba Cross district as the pilot district, adding that the province can replicate the whole model to ensure that all districts are covered. Their goal is to implement a comprehensive programme that will address some of the challenges that the schools are facing and improve teaching and learning outcomes.

Schools in the Free State are using the same programme and through the results they have seen there, Molter indicated that programmes of this nature are long-term investments and not quick fixes. The programme will be guided by the needs in Limpopo and will be contextualised for the environment of the schools in the district, she said.

BNSDP is grounded in values of shared responsibility and accountability as well as the importance of involvement of parents and the community in the improvement of learner education and performance, Molter explained. She reiterated that when Premier Stane Mathabatha and Education MEC, Ishmael Kgatjape engaged with Kagiso Trust on the programme, it signalled a very positive re-engagement partnership. Based on the needs analysis that was conducted with 400 schools, they are targeting 255 schools which will be phased out in 3 to 5 years.

Molter concluded by saying they hope that the implementation of the comprehensive programme in the second province would prove that the model is dynamic and adaptable. She called on all the provinces to work with this systemic intervention model, adapt the programme and replicate the success they have achieved in the Free State.

Story: ENDY SENYATI
endy@observer.co.za

Advertorial is sponsored by Kagiso Trust

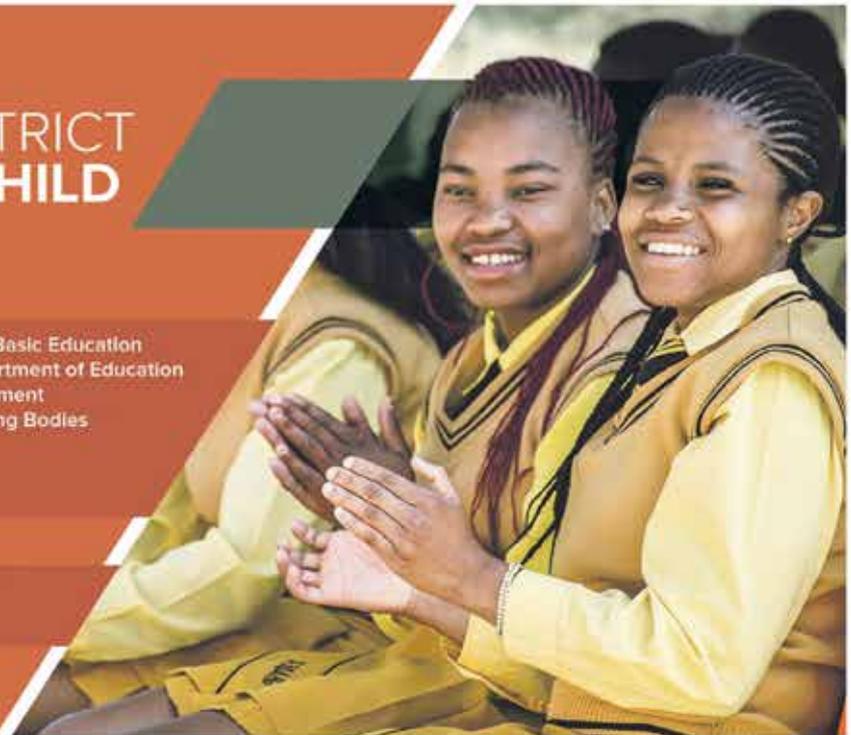
IT TAKES A DISTRICT TO TEACH A CHILD

Kagiso Trust Beyers Naudé Schools Development Programme (BNSDP)



- Department of Basic Education
- Provincial Department of Education
- School Management
- School Governing Bodies
- Teachers
- Communities
- Learners

= SUCCESS



Want to know more about how the Kagiso Trust drives the Beyers Naudé Schools Development Programme?

Contact: info@kagisotruster.co.za
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Kagiso Trust to work with Limpopo schools

Kagiso Trust's intervention through the Beyers Naudé Schools Development Programme (BNSDP) in rural and township schools in the Free State province, resulting in several schools achieving more than a 100% matric pass rate. Following its success in the Free State, Kagiso Trust will implement the programme in similar schools in Limpopo, with the aim of improving the learning outcomes of thousands of previously disadvantaged pupils.

The BNSDP, an educational model, will soon be launched in the Sekhukhune district in Limpopo. The programme provides infrastructure for schools, ensures quality education by providing expertise to empower teachers and pupils, and develops leadership capacity in teachers, pupils and parents.

Centres of excellence
 Kagiso Trust CEO Makhosi Motsepe said the trust wants to spread the programme to other areas, "beyond the areas where we started, so that this can become a model that can be replicated, tailored and implemented across multiple districts in the country".

Motsepe said that in partnership with the Limpopo department of education, the programme has set aside R400m for the Sekhukhune district over the next five years. "The district is a rural model area, where performance has been at its lowest in several years. The BNSDP model has demonstrated over the years that we can assist underperforming rural schools into centres of excellence."

The Free State's performance has been consistent since the inception of the BNSDP. The national pass rate was 76.2%, whereas the Free State recorded 82.7%. The partnership between the trust and the Free State department of education saw an impressive improvement in matric



FREE STATE
 CENTRE OF EXCELLENCE

results in a number of districts. All the districts in the province achieved more than 80%. The Free State (FSM, Maseru and Maseru) (Free State) districts scored more than 92% improvements were also recorded in the Mafeseng district and Tlokoeng, Mafeseng, where 25 of the 56 schools scored a 100% pass rate.



"This can become a model that can be replicated, tailored and implemented across multiple districts in the country"
 Makhosi Motsepe, Kagiso Trust CEO

The province achieved more than 70% in all grammar subjects. These include mathematics, accounting, physical science, economics, English and business studies. This proves beyond doubt that the intervention works. Motsepe said the same approach will be applied in the Sekhukhune and Fika-Cross districts. "We would like to replicate the

model and Limpopo is best placed to be the next province where the programme should be implemented.

"Partnering and collaborating with the department of education, as well as the MEC in Limpopo, will be pivotal to the success of this programme," she said.

The aim of the project is to bring a comprehensive and tailored programme that will address the challenges schools face in Limpopo.

The programme will provide the infrastructure that many schools do not have, and build instructional leadership and curricular capacity in the schools. This will, over time, improve learning outcomes and the functioning of the education system at district level.

Overemphasis on matric
 Motsepe said she was confident that the programme will succeed in not only improving matric results, but the schooling system as a whole in the targeted areas.

"The BNSDP model is about making a systemic change. We do appreciate that there is an implicit expectation of improving the matric results. However, the focus is on matric outcomes, not on the challenges in the schooling system. When instructional leadership improves, it is obvious that matric results will significantly improve over time."

"The BNSDP model is centred on the needs of the schools to 'do business'. For the model to work, we need all stakeholders from the school level, including the business themselves."

Kagiso Trust has invested more than R600m since the BNSDP programme was piloted at Dwaanetsi Secondary School in the Venterburg district, Limpopo, 15 years ago. The intervention and that of other partners in the private sector has been funded by a mixture of basic education Agincourt, and her MEC in the various provinces.

Kagiso Trust proud of Class of 2018

Kagiso Trust is immensely proud of the Matric Class of 2018 as these learners have achieved some extraordinary results, both individually and collectively. The 2018 NSC (National Senior Certificate) candidates have done well and have once again shown that with a commitment to hard work over their 12 years of schooling and supported by their dedicated and inspirational teachers and parents, they were able to pass with flying colours.

Kagiso Trust is proud that for the third consecutive year, the Free State, in partnership with Kagiso Trust's BNSDP (Beyers Naudé Schools Development Programme) programme, has achieved exceptional results and has continued to show a high matric pass rate.

Through the BNSDP, Kagiso Trust has been making an impact on education since 2004. The core objective of the programme is to foster and create functional, vibrant, healthy, accountable and sustainable school communities that impact positively on the lives of learners in rural areas.

Over the years, the BNSDP programme has become the flagship programme of Kagiso Trust. According to Mankodi Moltse, Chief Executive Officer of Kagiso Trust, the trust has spent a lot of time building and refining the model which it can now

confidently say is at a point where it can be replicated beyond the areas where it started.

dynamic and adaptable. We call on all the provinces to work with this systemic intervention model, adapt the programme and replicate the success we have achieved in the Free State," Moltse said.



Matriculants, you are our future that will move South Africa forward and upward!

Chief Executive Officer at Kagiso Trust, Mankodi Moltse



This year Kagiso Trust is expanding the BNSDP programme to the Sekhukhune district, focusing on Riba Cross in the Burgersfort area in the Limpopo province. Implementing this programme in partnership with the Limpopo Department of Education for the next five years will contribute towards improving the learning outcomes for learners in the province. The programme will be guided by the needs in Limpopo and will be contextualised for the environment of the schools in the district.

"We hope that the implementation of a comprehensive programme in the second province, will prove that the model is



KAGISO TRUST
Overcoming poverty



KAGISO TRUST'S DISTRICT WHOLE SCHOOL DEVELOPMENT PROGRAMMES: FREE STATE

IMPLEMENTED IN PARTNERSHIP WITH THE CYRIL RAMAPHOSA FOUNDATION (IN FEZILE DABI AND MOTHEO DISTRICTS) AND THE FREE STATE DEPARTMENT OF EDUCATION



Congratulations
CLASS OF 2018



78.2% National pass rate **87.5%** Free State pass rate

OUR FOOTPRINT AND PERFORMANCE



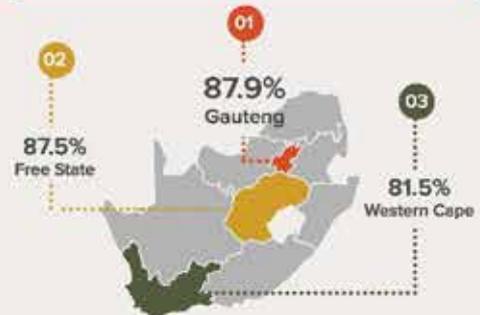
92.3% Fezile Dabi
85.1% Motheo
90% Thabo Mofutsanyana

Special recognition to Fezile Dabi and Thabo Mofutsanyana for landing in the Top 10 performing districts in the country and achieving 1st and 6th position respectively.

FREE STATE PERFORMANCE BY DISTRICT (2016 – 2018)

	Fezile Dabi	Mothéo	Thabo Mofutsanyana	Xhariep	Lejweleputswa
2016	91.8	85	90	92	86
2017	90.2	82.5	90.1	82.7	82.9
2018	92.3	85.1	90	83.5	85.2

TOP 3 PERFORMING PROVINCES



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“

*We understand that we cannot
make a positive difference alone.
We continue to value and
invest in collaborations
and partnerships.*

”

**– Cyril Ramaphosa
President of the Republic
of South Africa**



ACKNOWLEDGEMENT OF PARTNERS

LIST OF PARTNERS AND SPONSORS

The following partners and sponsors have contributed to the impact Kagiso Trust is making across the country.



FREE STATE DEPARTMENT OF EDUCATION

Programme: District Whole School Development Programme

Capacity: Co-funding; Partner

LIMPOPO DEPARTMENT OF EDUCATION

Programme: District Whole School Development Programme

Capacity: Co-funding; Partner

CYRIL RAMAPHOSA FOUNDATION

Programme: District Whole School Development Programme

Capacity: Co-funding; Partner

FIRSTRAND FOUNDATION

Programme: District Whole School Development Programme

Capacity: Co-funding; Partner

UNIVERSITY OF JOHANNESBURG'S FACULTY OF EDUCATION

Programme: Education Conversations

Capacity: Co-funding; Partner

SEMENYA FURUMELE CONSULTING

Programme: Eric Molobi Scholarship Programme

Capacity: In-Service Training

MVELASE ENGINEERING SERVICE (PTY) LTD.

Programme: Eric Molobi Scholarship Programme

Capacity: In-Service Training

GOLDMAN SACHS

Programme: Eric Molobi Scholarship Programme

Capacity: Grant Funding



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Capacity: Partner

MOTSENG INVESTMENT HOLDINGS

Programme: SED Programme (Property)

Capacity: Partner



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Programme: Local Government Programme

Capacity: Project Sponsorship

UNIVERSITY OF ZULULAND

Programme: Beyers Naude Memorial Lecture

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Event: Kagiso Trust Golf Challenge 2018
Capacity: Corporate Sponsorship

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Event: Kagiso Trust Golf Challenge 2018
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KAGISO CAPITAL

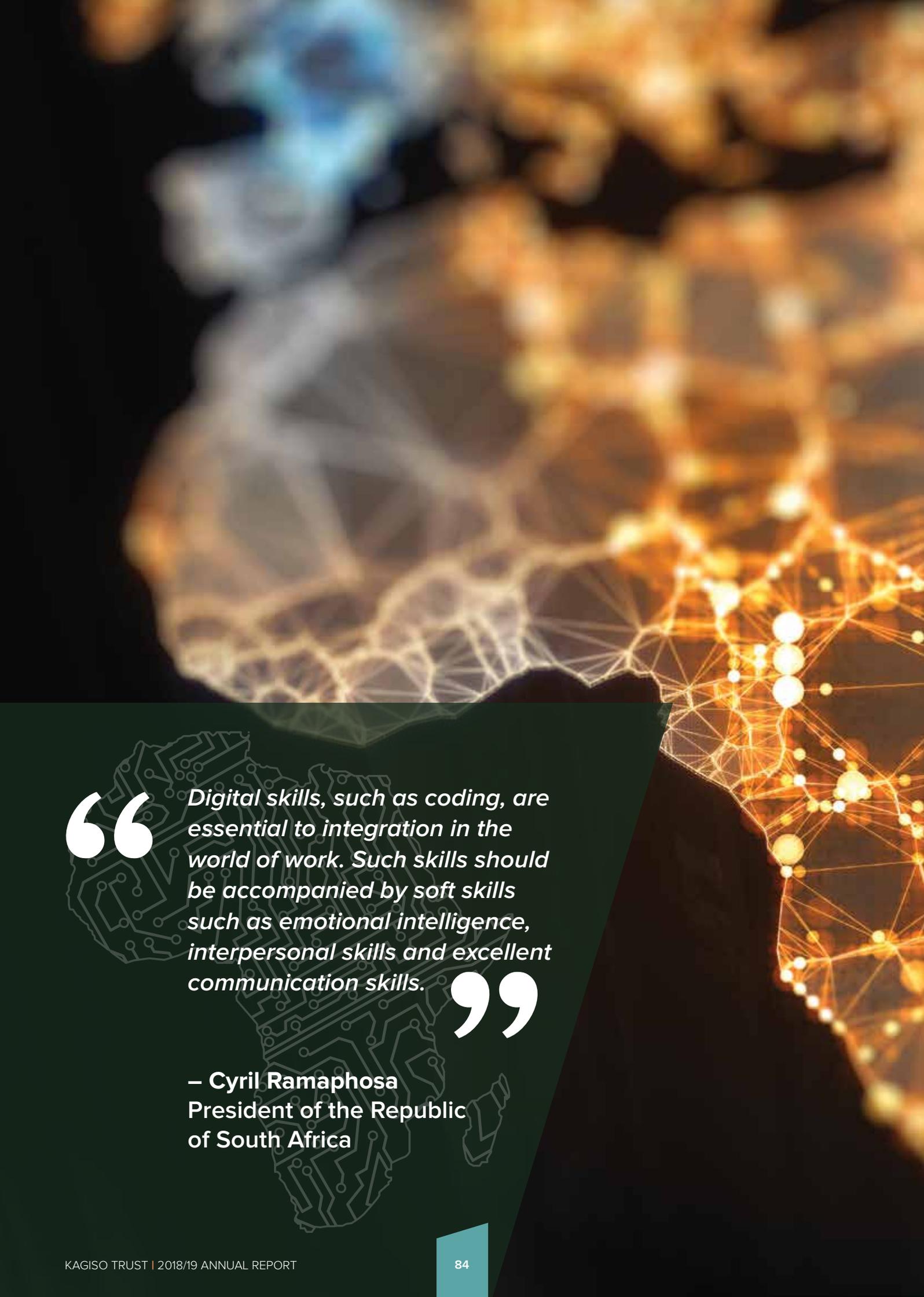
Event: Kagiso Trust Golf Challenge 2018
Capacity: Corporate Sponsorship

KTH

Event: Kagiso Trust Golf Challenge 2018
Capacity: Corporate Sponsorship

ONE-LOGIX

Event: Kagiso Trust Golf Challenge 2018
Capacity: Corporate Sponsorship

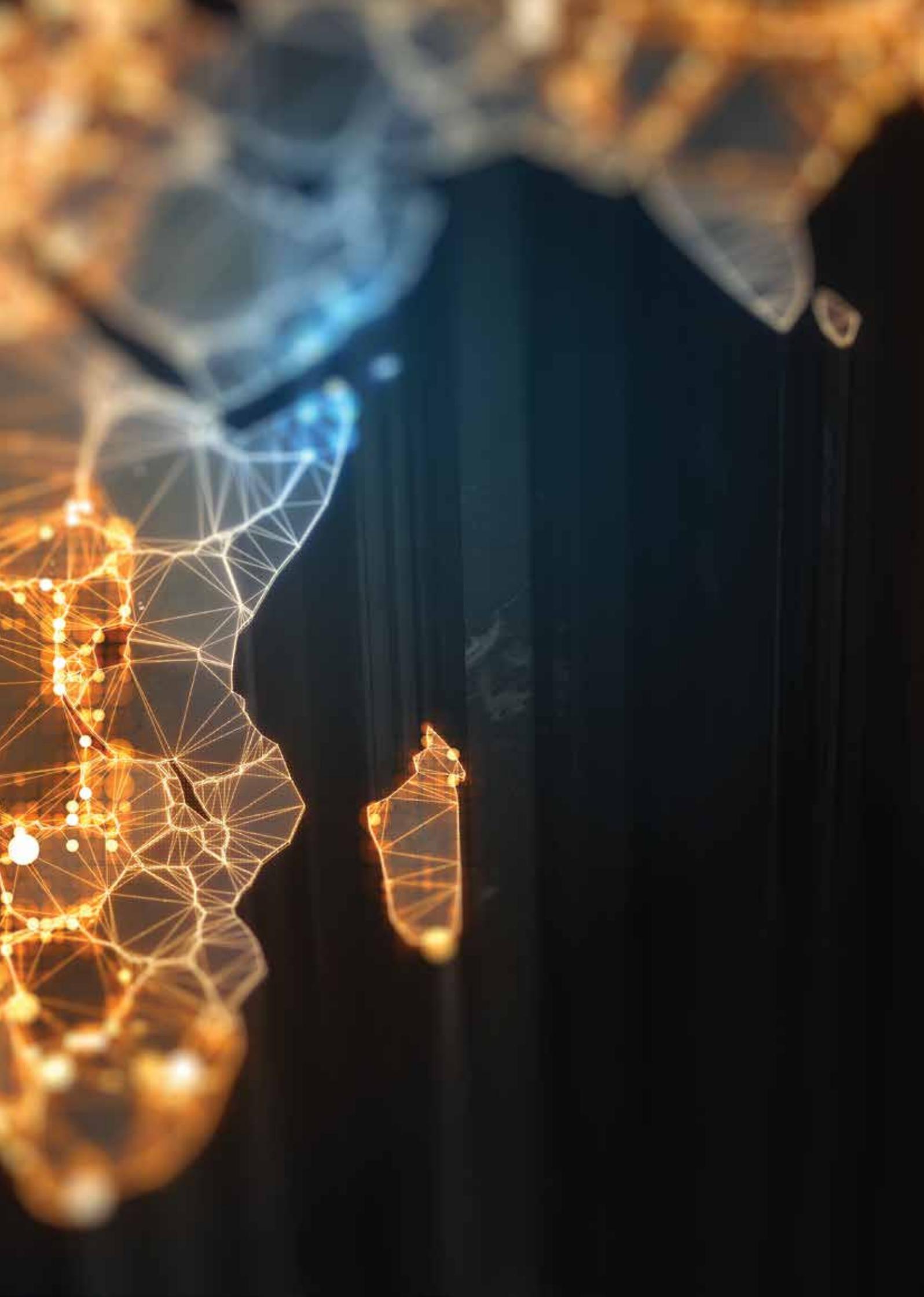


“

Digital skills, such as coding, are essential to integration in the world of work. Such skills should be accompanied by soft skills such as emotional intelligence, interpersonal skills and excellent communication skills.

”

– Cyril Ramaphosa
President of the Republic
of South Africa





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