

COVID-19: A CATALYST FOR
CHANGE

Annual Report
2019/20



KAGISO
TRUST
Overcoming poverty



KAGISO TRUST

Overcoming poverty

Strategic Focus Areas



Stakeholders

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

SCOTT STREET

KAGISO TRUST



KagisoCapital



KagisoCapital

TABLE OF CONTENTS

2 About Kagiso Trust

- 4 Our Identity
- 5 Our Footprint
- 6 Our Organisation
- 7 Our Family
- 8 Our History

10 Staying Relevant

- 12 Staying Relevant & Financial Sustainability
- 14 Chairperson's Review
- 16 Chief Executive Officer's Review
- 20 Chief Operations Officer's Review
- 24 Chief Financial Officer's Review
- 26 Corporate Governance

36 Human Capital and Development

- 38 Human Resources Review

40 Delivery for our Stakeholders

- 42 Year in Review Highlights

44 Education Development

- 46 Early Childhood Development Programme
- 48 Beyers Naude Schools Development Programme
- 52 Eric Molobi Scholarship Programme

54 Socio-economic Development

- 56 Socio-economic Development

60 Institutional Capacity Building

- 62 Institutional Capacity Building
- 64 Local Government
- 66 Civil Society

70 Programmes Management Office

- 72 Programmes Management Office

74 Financial Sustainability

- 76 Kagiso Capital

78 Stakeholder Engagement

- 80 Communications and Marketing Review
- 83 How to Join Us in Overcoming Poverty
- 84 Stakeholder Engagement
- 86 Kagiso Trust in the Media

96 Acknowledgement of Partners

- 98 List of Partners and Sponsors

**This report covers the period
1 July 2019 to 30 June 2020
and sets out to communicate
the development climate
within which we find
ourselves and detail our
response and initiatives
to address these.**



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

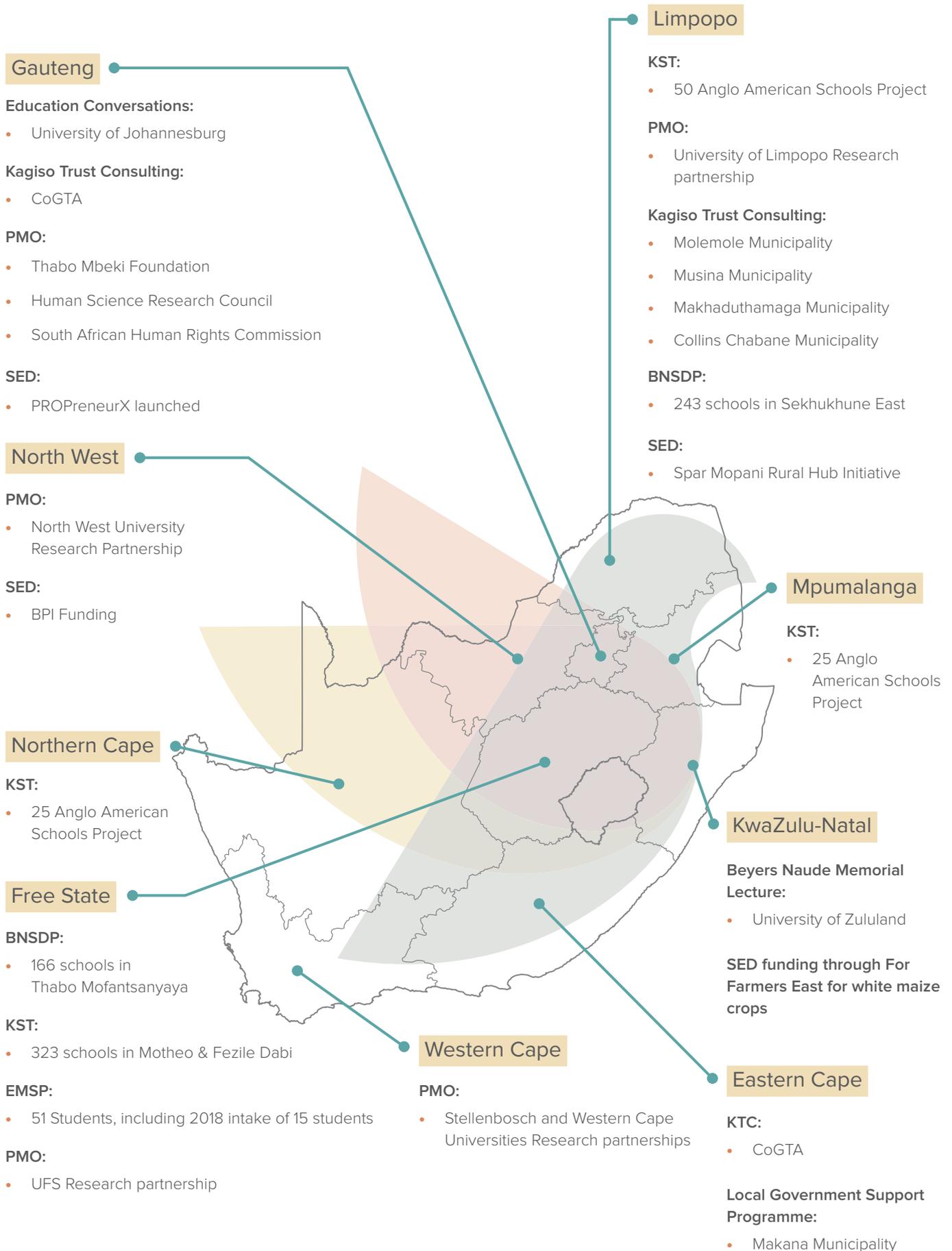
OUR STRATEGIC GOALS:

- **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



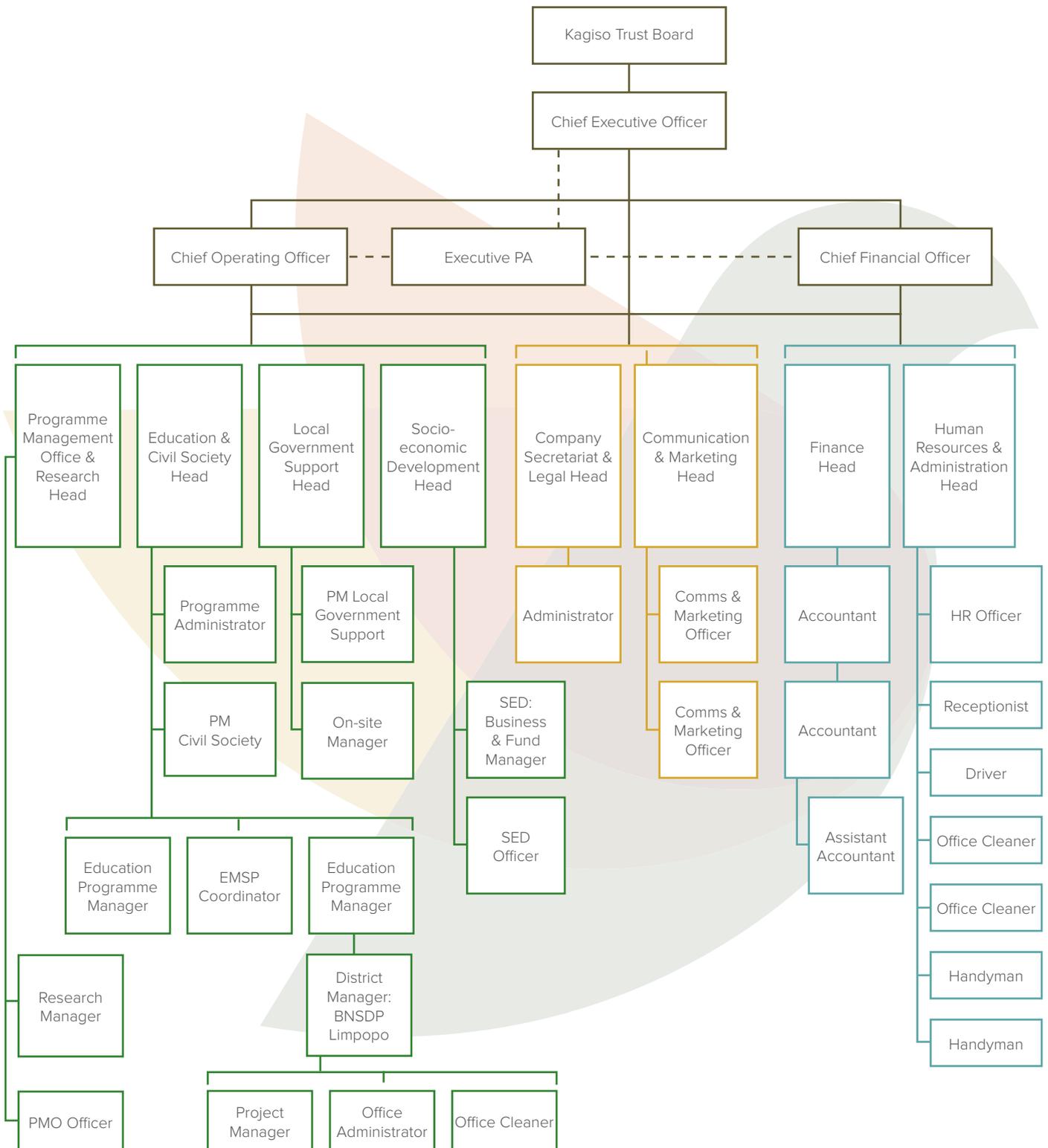
KAGISO
T R U S T
Overcoming poverty

OUR FOOTPRINT



OUR ORGANISATION

Note: As of 30 June 2020.



OUR FAMILY

Note: As of 30 June 2020.



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 Tselane
Communications
& Marketing Head



Linda Frampton
Executive Personal
Assistant



Angelinah Mdakane
Education Programme
Manager



Zandile Magutywa
Education Programme
Manager



Genius Mokgoadi
SED: Business and
Fund Manager



Kabelo Mothusi
Local Government
Support: On-site Manager



Pasha Dilakane
District Manager:
BNSDP Limpopo



Boichoko Dithlake
Programme Manager:
Civil Society



Nyeleti Mlambo
PM Local Government
Support



Patrick Mthimunya
BNSDP: Project
Manager



Joan Masemeng
Accountant



Phathutshedzo Munyai
Accountant



Chulekazi Charlie
Communications
& Marketing Officer



Lorna Mafa
Communications
& Marketing Officer



Temoso Lekhuleni
Human Resources
Officer



Nomvula Masole
SED Officer



Palesa Juvhuho
Programme
Management Officer



Nicolene Phaho
Corporate Governance
and Legal Administrator



Muthusi Boikhutso
Education Programmes
Administrator



Maria Mokae
EMSP Coordinator



Linkie Tshabalala
Receptionist



Faith Letsoalo
Limpopo Office
Administrator



Nothile Jiyane
Assistant
Accountant



Tsietsie Thakalekoala
Transport
Coordinator



Amos Nkomontle
Handyman



Hendrick Phalama
Handyman



Nozipho Shabalala
Office Cleaner



Victoria Maqhosha
Office Cleaner



Lina Mohlatlole
Limpopo Office
Cleaner

OUR HISTORY

Kagiso Trust (KT) was founded in 1985 after a process of dialogue between, amongst others, the European Community and the South African Council of Churches. KT came into being in order to operate as a conduit for international aid money, directed towards the assistance and upliftment of marginalised South Africans during the apartheid era. This was a period of intense struggle in South Africa, where many individuals, communities and organisations desperately needed financial assistance.



Kagiso Trust Investments

With the advent of South Africa's first democratic elections in 1994, the international aid funds, which KT and many other similar organisations had relied upon, dried up, necessitating that KT look to new ways of financing its still much needed upliftment programmes. KT took advantage of the Broad-Based Economic Empowerment initiative and developed its own investment company (Kagiso Trust Investments) from which it would build capital and dividends to fund the organisation. This move was a crucial factor in securing KT's future.

Kagiso Tiso Holdings

KT's investment base was strengthened in 2011 with the merger of Kagiso Trust Investments and the Tiso Group, creating Kagiso Tiso Holdings. This merger created a sizeable investment company of critical mass, with access to larger transactions and increased investment portfolio diversification.

Kagiso Capital

KT's financial underpinning was further diversified and secured with the establishment of Kagiso Capital in 2014. KC is an investment holding company wholly owned by Kagiso Trust. The primary purpose of Kagiso Capital was to ensure the longevity of the Kagiso Trust and to diversify the investment asset base of the Trust beyond its existing investments.

35 years as one of SA's leading development organisations

35 years after its formation, KT is today a R5.8 billion organisation and one of South Africa's leading development thought leaders and organisations. Importantly, KT's beneficiaries, those who KT came into existence to aid, are the ones who benefit most from KT's success.





The Late Dr. Beyers Naude
Patron



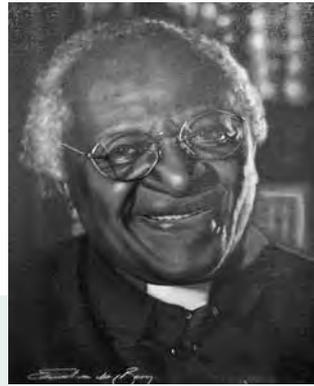
Dr. Max Coleman
Patron



Father Smangaliso Mkhathshwa
Patron



The Late Professor Jakes Gerwel
Patron



Archbishop Emeritus Desmond Tutu
Patron



Dr. Abe Nkomo
Patron



Dr. Allan Boesak
Patron



The Late Mr. Yunus Mohamed
Patron



Mrs Zanele Mbeki
Patron



Girlie Silinda
Patron



Bongive Njobe
Patron

“COVID-19 leapfrogged our adoption of technology in our programmes.”

– Reverend Frank Chikane





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

STAYING RELEVANT

STAYING RELEVANT & FINANCIAL SUSTAINABILITY



The development models we create and test aim towards implementing sustainable and viable upliftment programmes that will continue to operate even once KT's direct involvement in the projects is withdrawn. Kagiso Trust is South Africa's only development organisation which is both self-funded and whose self-generated funds go directly to its beneficiaries.

One of KT's mainstay principles throughout its 35-year history has been to stay continually relevant in a dynamic and ever-changing society. This has required constant evaluating, adapting and adjusting to societal changes in an effort to develop strategies and programmes that equip our youth with future-facing skill sets.

This imperative is an important factor contributing to KT's continued successes. KT remains one of the very few development organisations, borne in the apartheid era, that still exists today and continues as one of South Africa's leading development thought leaders and organisations.

The digital age (4IR) is well and truly here and KT has been at the forefront of leading the discussion around 4IR and its impact on development in the South African context for some years now. KT has also actively sought to embrace and embed digital technology into both its operations and its programme development where possible.

Financial Stability

Another factor that has underpinned KT's longevity and success is its robust financial model based on self-sustainability. To quote from the Reverend Frank Chikane's Chairperson's report:

"Kagiso Trust is South Africa's only development organisation which is both self-funded and whose self-generated funds go directly to its beneficiaries and not into shareholders pockets. No shareholder gets rich off KT, nor does KT rely on donor funding. KT is single minded in its purpose of generating funds, through its investments to finance the upliftment of South African's out of poverty".

COVID-19 Lockdown And Its Impact

How technology kept the wheels turning

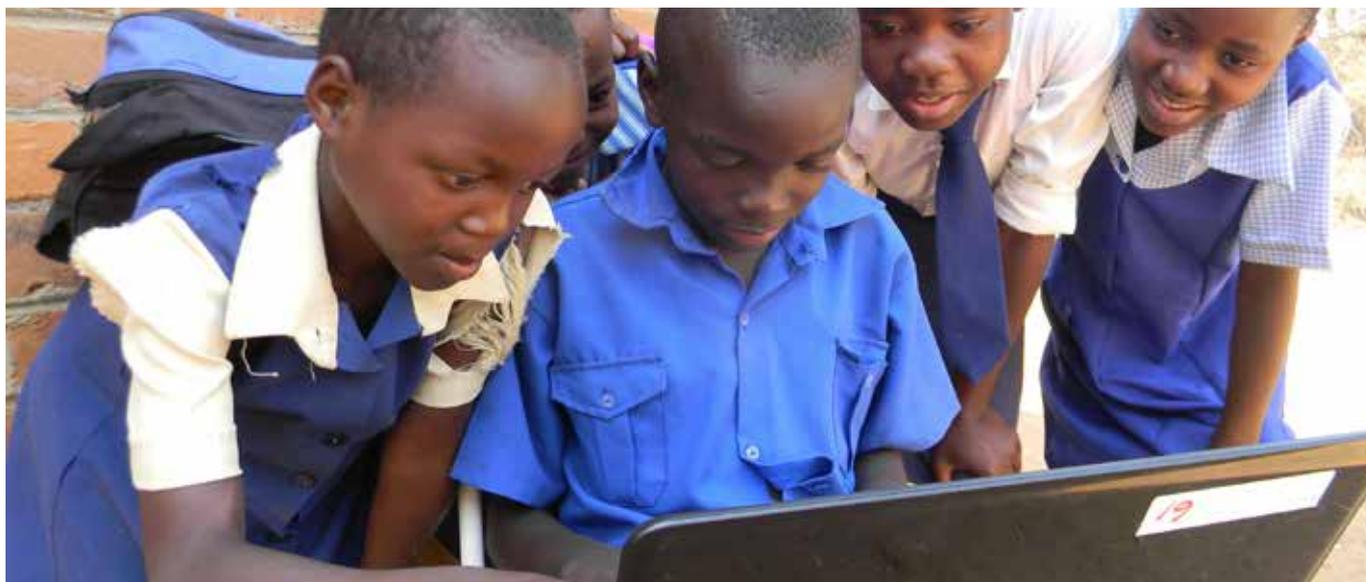
The lockdown due to COVID-19 in March 2020 highlighted just how important technology (particularly communications) has become. Without the internet-based meetings platforms, cloud access and day to day internet access, it is unlikely that we, together with the rest of the world would have been able to function. COVID-19 had the effect of accelerating the adoption of digital technology at both a personal and organisational level.

The technological divide in SA society

This ability to adapt quickly to the available digital technologies is all well and good for that part of South African society that has the means and access to it. What the COVID-19 lockdown made starkly clear is that there is an unacceptably large section of South Africa's population who, through economic disparity, are not able to benefit from the available technology. Disadvantaged communities lack the means to basics such as computers and affordable internet connectivity. The closure of schools meant that learners and teachers in disadvantaged communities were left without a viable means of continuing tuition – a serious setback for those, who more than any, desperately need the education to offer a way out of poverty. Online tuition, which was quickly adopted by those learners with the means, offered a viable means of continuing with their studies – not so for disadvantaged communities.

BNSDP adapts to COVID-19 lockdown

Whilst KT is not in a position to remedy the above-mentioned inequality, it can point to ways of trying to work with the limitations. As an illustration of the need for adaptability and relevancy, we can look at what our Education Development team managed to implement in the Limpopo province, where KT is working with the Limpopo Department of Education in implementing the BNSDP (Beyers Naude Schools Development



Programme). To overcome the closure of schools during the lockdown and without the option of internet-based online tuition, radio was used as a vehicle for broadcasting lessons.

This was organised within a very short period of time under challenging circumstances. Whilst this effort experienced problems, key of which was lack of awareness (due to limited communications channels), it was an important test case, and much was learnt from it. The point is, KT thought out of the box and was quickly able to adapt to and work within the imposed limitations. It will inform more successful efforts in the future.

KT's financial stability through COVID-19

On the financial front, whilst many development (and commercial) organisations have struggled financially during COVID-19, KT, through its diversified investments has, for the most part, been able to continue operations, albeit with some budgetary and operational refocussing.

Model Development & KT's 5-Year Strategy

This past reporting year was year four of KT's 5-year strategy developed in 2015.

The prime objective to emerge out of the 5-year strategy back in 2015 was to develop and test sustainable, viable development models which would point the way for KT's next 30 years.

It is important to point out that KT's strategy in the development landscape is to create development models that empower, educate and facilitate upliftment within defined sectors; Education, Institutional Capacity Building and Socio-economic upliftment (Agriculture & Commercial Property). The development models we create and test aim towards implementing sustainable and viable upliftment programmes

that will continue to operate even once KT's direct involvement in the projects is withdrawn. Such an example is the BNSDP education programme. KT first started working with the Free State Department of Education some 15 years ago. The model was continually tested and improved over the years until such time that KT was confident that it had an effective education upliftment model it could implement in other communities.

The proof of the effectiveness of the BNSDP model and its continued sustainability and viability is illustrated by the fact that the Free State schools who were part of the BNSDP, continue to be amongst South Africa's top performers in their yearly Matric results. This is after KT exited with its direct involvement in the Free State over 5 years ago.

KT has now began implementation of this BNSDP model in the extremely challenged schools in Limpopo province.

This past year has seen the developed models in Education, (Local Government) and Socio-economic upliftment (Agriculture & Commercial Property), implemented and tested in the field. We're satisfied that in each sector we now have the makings of effective development models. We have therefore met our model development objectives set back in 2015.

The year ahead

At the time of compiling this report, the country is still dealing with the COVID-19 pandemic, if with less stringent restrictions than in the early part of the year. We will continue into year five of the 5-year strategy by further implementing, testing and refining the developed models.

The need to further embrace digital based technology both within the organisation and in our programmes will continue to form an important part of our discussions and operations.



CHAIRPERSON'S REVIEW

Frank Chikane (Rev)
Chairperson



I come to the end of my term as chairperson of Kagiso Trust (KT), satisfied in the knowledge that the organisation is well placed to continue its role as one of South Africa's foremost development thought leaders and organisations, continuing a legacy that spans 35 years. I feel honoured to have been intimately involved with KT directly or indirectly throughout this period, having participated in one way or another together with its founders.

The Trust was formed in 1985 during apartheid to uplift communities through sustainable developmental programme models and was driven by the values and ethics that were at the core of the fight against apartheid. To this day, racism will never end until we change the economic conditions of black people.

One was never going to change this situation by making a few millionaires and billionaires. It is a deeper and more entrenched dynamic than that. It was shipping slaves from Africa to the Americas to get the products to Europe to make Europe what it is today. The extractive economies it created exploited black Africans and took minerals to Europe to enrich themselves. This modern society is carrying the relic of this past, making sure the ideology of racism survives.

This is what the Kagiso Trust set out to change. We are a high-quality enclave of the best of what we struggled for, an enclave of the values we struggled for. It is not about personal gain, but about helping the people change their conditions. It is about changing the conditions of the people at the bottom so they can live a normal life. We are not in the business of producing billionaires, we are in the business of producing 'thousandaires', people who have clothes, a cover over their head (housing), who can go to work and contribute to the development of people, the economy of the country and the world. If we do not do that, we have failed.

To give an indication of how far KT has come over the years, in 2001 KT had a net asset value of R26 million - today, KT's net asset value is a circa R5.8 billion organisation and the only development organisation of its kind. It's important to reiterate KT's unique position amongst development organisations in South Africa, an aspect that is often not recognised, that KT

is South Africa's only development organisation which is both self-funded and whose self-generated funds go directly to its beneficiaries and not into trustees pockets. KT is single minded in its purpose of generating funds, through its investments, to finance the upliftment of South Africans out of poverty. This fact alone speaks to the integrity of the organisation.

Strengthening KT's financial stability

Kagiso Trust is funded solely through income derived from its investments. I have therefore focussed much of my efforts during my term as chairperson, to further secure KT's financial stability, future security and continuing independence. This has recently necessitated a restructuring of some of our

investments and investee companies with this past year seeing the successful finalisation of these processes.

Restructuring of KTH

KTH had not been performing well since the merger between Kagiso Trust Investments (Pty) Ltd (KTI) and Tiso Group (Pty) Ltd in July 2011. Given that KTH represents a sizeable portion of KT's investment portfolio, turning it around has been an important focus of mine in recent times. It has required negotiations with key shareholders and a restructuring of the board to assist in turning KTH around.

These efforts culminated in January this year with the appointment of a new executive

and I was appointed the new Chairman of the board effective from July.

Repositioning Kagiso Capital

Kagiso Capital has developed a robust long-term investment strategy that will see us strengthen our resources in the future. I believe that the KC Board, under the leadership of the new chairperson will continue with the development, progress and improvement of this strategy.

KT's financial stability through COVID-19

KT's financial position has not been immune to the effects of COVID-19 economically. KT's net asset value has declined significantly during the current year. However, KT did receive dividends from its key investments and also had enough reserves to ensure that the organisation was able to continue

We are a high-quality enclave of the best of what we struggled for, an enclave of the values we struggled for. It is not about personal gain, but about helping the people change their conditions.



through the COVID-19 disruptions with little impact to its budgetary cashflow requirements. Although there is no serious cause of concern on KT's financial sustainability, the effect of COVID-19 has highlighted the importance of a diversified investment approach.

Staying relevant through change

I have maintained throughout my tenure as Chairperson, the imperative that our efforts in upliftment focus on developing models beyond the traditional forms. I have felt it important that KT be at the leading edge of development by embracing and putting to work future-facing thinking and available technologies in order to stay relevant to young people in this age of digital revolution. Our world is moving ever faster into a technology driven, digitally based future. Our development goals must therefore encompass and embrace these technologies to ensure that our beneficiaries are armed with relevant skills sets. This is why we focussed on the impact of 4IR (4th Industrial Revolution) over the past few years.

These precepts played a key strategic consideration for me and the organisation with the implementation of KT's 5-year strategic plan, set in place in 2015. As fate would have it, the advent of the COVID-19 global pandemic this year conspired to accelerate the use of digital technology to circumvent the challenges of needing to physically isolate. The result: digitally

based communication and operational modes became critical to keeping the world turning as best it could. Almost overnight the world, *en-masse*, was catapulted into a new digitally based reality.

It is only because of the available communications technologies that we, like most others, were able to continue with our work.

Whilst the initial stages of the COVID-19 lockdown caused some challenges, it was instructive to see how quickly people and organisations adapted. In effect, COVID-19 leapfrogged our adoption of technology on our programmes.

It is safe to say that COVID-19 has changed the world forever. The full effects of which will not be realised for some time to come – we're still in the midst of it. One thing is clear though, the digital age is well and truly here and more than ever, we, as an organisation, need to embrace it to remain relevant.

Finally, it leaves me to take this opportunity to thank our Patrons, Trustees, Management

team and staff for their support during my term as Chairperson. I welcome in the extremely capable Trustee, Mankone Ntsaba who will steer KT into the future with her own unique brand of leadership.

Frank Chikane (Rev)
Chairperson

I have felt it important that KT be at the leading edge of development by embracing and putting to work future-facing thinking and available technologies in order to stay relevant to young people in this age of digital revolution.



CHIEF EXECUTIVE OFFICER'S REVIEW

Mankodi Moitse
Chief Executive Officer



The 2019/2020 reporting period will forever be remembered as the year of the COVID-19 pandemic. March 2020 saw global and countrywide lockdowns instituted to prevent the spread of the virus, turning our worlds upside down and ushering in a new way of being and doing almost overnight. At the time of writing this report, COVID-19 is still very much in the news and many countries are going back into a second lockdown.

Communication, compassion and collaboration through COVID-19

Two words came to me in summing up this reporting period: resilience and tenacity. These two qualities were amply displayed with the overcoming of the many challenges faced with the organisation having to transition almost overnight to remote working. It was not always easy, it tested us all. Each of us experienced many challenges working remotely, learning online skills, managing projects remotely, setting up workspaces at home, balancing family and work commitments and dealing with isolation.

And yet, for all these difficulties and challenges, there emerged some powerful and positive lessons. We learnt the importance of real communication, compassion and collaboration. Through being collectively faced with a challenge of this magnitude, we came together, worked together and helped each other

through shared difficulties. The result being, that despite the obstacles presented by the lockdown, KT ended the year in a strong position.

2019/2020 a critical year in KT's 5-year strategy

Kagiso Trust set out its currently implemented 5-year strategy in 2015. The stated objectives were to formulate, test and validate elements for the long-term development goals for KT's three main development pillars: Education, Socio-economic development and Civil Society.

This reporting period was year four of this 5-year strategy. It's been an important year as we have been testing and validating the various developmental models, we've created for these development pillars. I am pleased to report that to date the various programmes are proving to be valid, effective, relevant and so far, successful.

Model development

It is important to point out that KT's strategy, in all its developmental efforts is to design, test and then implement models that become self-sustaining, relevant and replicable into the future. KT's interventions are not about handing out donations. We carefully identify sectors that require assistance, development and where we see the greatest opportunity for empowerment of disadvantaged communities. We work closely with the selected beneficiaries and strategic partners to offer training, skills development, mentorship.

Our BNSDP (Beyers Naude Schools Development Project) in the Free State is a proof of concept example of this strategy. In the years since KT actively pulled out of the Free State, those schools who benefited from the BNSDP continue to perform above the national average in Matric results. The BNSDP is now working with the Limpopo Department of Education to implement this very BNSDP model to assist schools in poorly performing areas.

This is the working principle we apply to all our development efforts.

KAGISO TRUST'S KEY STRATEGIC OBJECTIVES FOR 2018/19 TO 2020/21

Pilot and implement the initial phases of newly conceptualised programmes;

Continue to implement existing programmes.



2019/2020 highlights

Education

Our BNSDP programme continued in the Limpopo province and is making good progress. However, the lockdown and school closures seriously impacted on progress in the 2nd and 3rd quarters. As such, Education was probably the most effected of our programmes during the lockdown.

However, Education did what it could during this period. Whilst a portion of the country's learners were able to transition to remote learning, many of the learner beneficiaries of our BNSDP programme, who by nature come from disadvantaged communities, were unable to do so.

In an effort to support these learners who struggled with limited access to data, computers or television classes, Kagiso Trust partnered with the Limpopo Department of Education to provide radio lessons to grade 12 learners. The lessons were broadcast on Capricorn FM; Sekhukhune FM; as well as Tubatse FM from Monday 11 May to Sunday, 28 June hourly.

This just shows the extent to which KT thinks 'out-of-the-box' and looks for real, workable solutions. Whilst this radio lessons intervention was not without its problems owing to timing and resource constraints, there were valuable lessons learnt which can inform future projects of this nature.

This experience highlighted more than ever, the serious inadequacies and inequalities prevalent in our education system. It highlights more than ever the need to bring the benefits of technology into the education landscape to all participants.

Socio-economic Development

SED has made excellent progress in its model development on the two fronts that it is currently focused: Agriculture and Commercial Property.

Agriculture

Great progress is being made with our agriculture programme run via the Tyala Impact Fund (Pty) Ltd - an instrument to uplift black farmers in both the formal and informal sectors. The Trust has provided seed funding of R100m and the goal is to grow the fund and position it to become a significant player in the agricultural sector. To date three projects have been committed to:

For Farmers East (FFE): Tyala's first project was with FFE (For Farmers East), an aggregator in KZN. They brought us 3 farmers instead of 1, which made a more powerful case for funding: 1 600 hectares combined.

North West Communal Farmers: Tyala's second transaction is in the North West for communal land belonging to 66 farmers who have ten hectares each.

AFGRI Agri Services, Kagiso Trust and Potatoes South Africa: In February 2020, AFGRI Agri

Services, Kagiso Trust (through the Tyala Impact Fund) and Potatoes South Africa (PSA) signed an agreement aimed at aiding new era farmers, giving them access to technical support, finance and access to markets.

Property

KT launched its new Property development programme with the launch of the PROPrenuerX programme.

The campaign launch, Calling For Entries had close to 450 000 impressions on social media and received 85 applications in a

Through being collectively faced with a challenge of this magnitude, we came together, worked together and helped each other through shared difficulties.



5-week period – more applications than had been received for a development programme to date. Thirteen candidates were selected, and the programme ran successfully throughout the year, albeit with some of the modules going remote due to the lockdown.

Civil Society – Local Government Support

In 2018 Kagiso Trust began working with the Makana Municipality finance department to assisting with debt and revenue management. It became clear that more than just technical and skills input was required as there was conflict and mistrust amongst the various stakeholders.

Kagiso Trust embarked on a stakeholder consultation process. This consultation process was a catalyst for the formation of the Makana Circle of Unity (MCU). The MCU is a broad-based civil society and local government coalition, established to collectively discuss and co-create socio-economic solutions for the region.

The MCU with the assistance of Kagiso Trust has matured, to create several focus clusters to attract stakeholders with relevant interests and skills for execution of strategies. For the first time now, there is an opportunity for officials and civil society to share views and agree on key focus areas and initiatives.

Kagiso Trust also worked with the various clusters in Makana during COVID-19, specifically the Food Security Cluster, providing over 9,000 food parcels to vulnerable communities. This rapid and coordinated response was further enabled because the MCU structure was in place.

KT Disaster Fund

KT, through its R2 million Disaster Fund initiative was extremely active during the lockdown, helping a broad spectrum of people and organisations. Initiatives ranged from helping to feed children at the House of Joy Children’s Shelter, food parcels for indigent households in the Makana Municipality to supplying COVID-19 testing equipment to WITS University and protective clothing and masks to staff at selected hospitals and clinics.

The year ahead

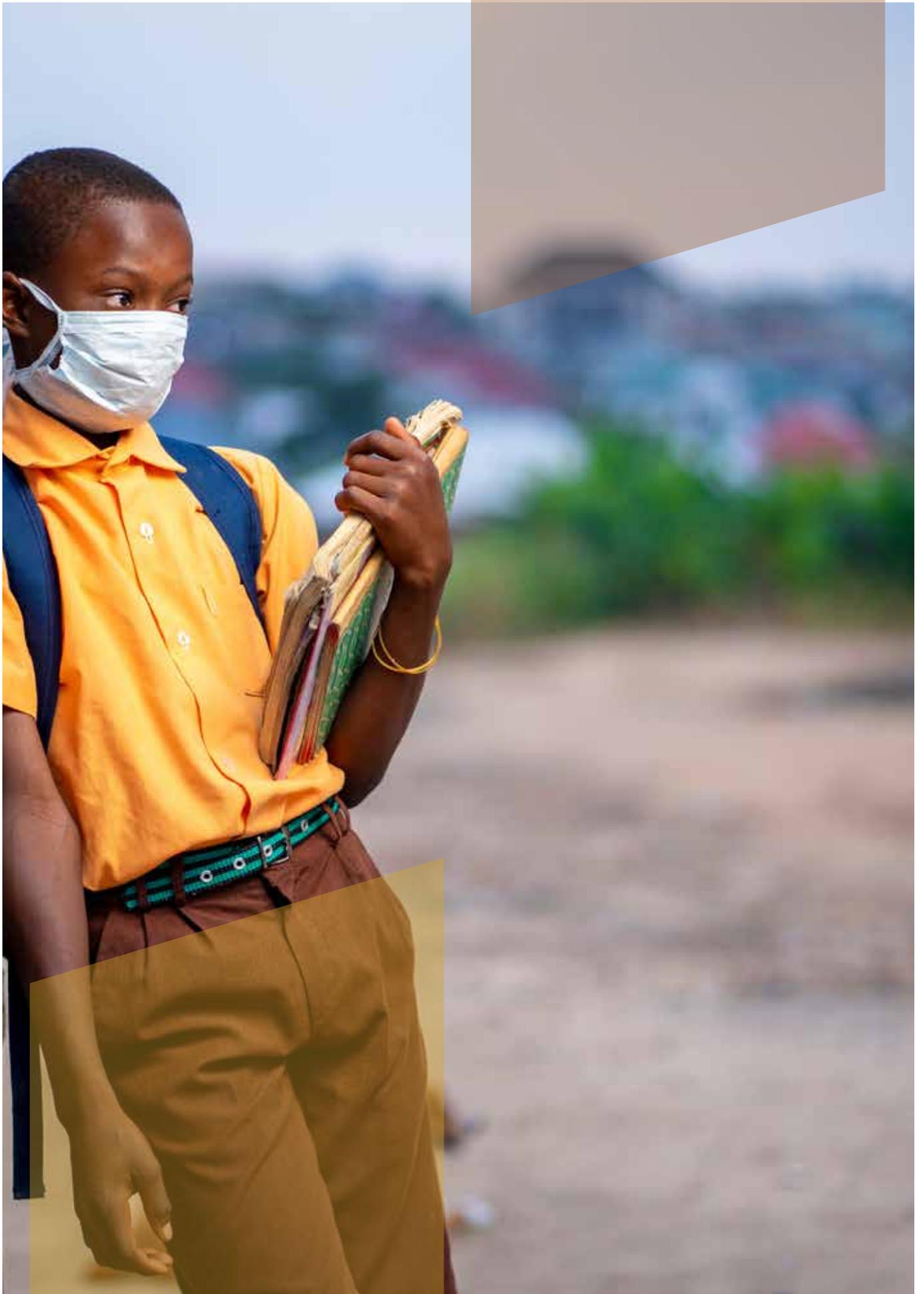
The year ahead will be the final year of our 5-year strategy and as such it will continue to focus on refining model development for the different programme sectors.

We can only hope that the pandemic situation improves both locally and globally. From a financial perspective, KT is in good shape, thanks to our well-structured and managed investment portfolio.

This just leaves me to thank our partners, Trustees, EXCO, staff and beneficiaries for pulling together as they have all done to make this most extraordinary year the success it was.



Mankodi Moitse
Chief Executive Officer





CHIEF OPERATIONS OFFICER'S REVIEW

Themba Mola
Chief Operating Officer



It's important to point out that our programmes are driven by a 5-year outlook. COVID-19 impacted us in our 4th year of implementation. The first and second years of the 5-year strategy were focussed on conceptualising development models in some of the new programmes. By the 4th year, we were in the implementation and consolidation of model development.

Refining the 5-year strategy through COVID-19

The COVID-19 pandemic and resulting lockdown exposed gaps in the development landscape and the worst condition faced by vulnerable groups in our society. Our development models are focussed on under-developed communities and schools and COVID-19 got us to ask questions about the extent our models are responsive and where should we change so that we can respond decisively to the pressure brought by the pandemic.

It wasn't easy transitioning to working from home. It wasn't easy to deal with implementation because lockdown restricted our movement, so we couldn't interact as we would have under normal circumstances. So, the lockdown meant, in some instances, stopping implementation. We had to seek new ways of doing things. For example, all contact arrangements had to be done differently. When we interacted with schools, we used to go on-site, as we did with other programmes. This meant looking for other avenues of contact, whether looking to IT and other non tech alternatives for assistance and whether aspects of our various programmes could be delivered remotely. We're still very much in this process currently.

Looking at working in the virtual space it was interesting that in many respects it brought people together. Meetings tended to become more inclusive and therefore there was greater participation. Further to this, it highlighted vulnerabilities that we all share and provided a platform where, even though one was isolated, working from home, there was a community of people who are willing to help and assist.

From a programme management perspective, education for example, for the first time we introduced inter-district online meetings. This enabled solutions to be found as a collective rather than individual districts managing their issues in isolation.

Education

One of the most affected sectors in which we are involved in is education. Education has until COVID-19 been structured in a manner that most of the learning happens in the classroom. This is particularly so in public schools, which is where we are involved specifically. We had to look at alternative ways to reach learners and assist teachers who could no longer attend classes. The infrastructure of these schools does not allow us to easily transit into the virtual learning space. We do not have the infrastructure; we don't have the capacity and we don't have the content to operate effectively in a virtual learning space.

In the education space, we have always emphasised the role of leadership, whether it be at the district level or school management level. We have what we refer to as systems leaders. COVID-19 tested this capacity and capability.

For example, were these leaders able to implement the new government protocols during the lockdown and the subsequent





lifting of some restrictions? This is a very important aspect of our development model in that we transfer skills so that our models and programmes become self-sustaining and sustainable. COVID-19 forced our beneficiaries to put into practice what they had learned through our interventions.

SED – Agriculture & Property

Looking at the other development areas we're involved in, agriculture and property, these were not affected that badly. The agriculture programmes were mostly unaffected. In property, our PROpreneurX training programme was able to transition to the remote space relatively easily.

Local Government

In Local Government intervention with Makana Municipality in the Eastern Cape, we experienced some particularly positive outcomes. We were initially focussed on revenue recovery for the municipality and then shifted our focus into indigent management. With COVID-19 we asked ourselves how we could help in managing issues arising from the lockdown at the municipal level. We chose to focus our efforts on stakeholder cohesion with a primary focus on food security.

We used the stakeholders in the municipality, in business and communities to come up with a comprehensive programme to address food security in the community. This was a milestone in the making. There's often an issue as to how municipalities work with communities in an integrated and balanced manner and this project demonstrated that this can be achieved with all stakeholders coming together with shared goal and vision.

Programmes within Kagiso Trust have always looked to find ways of integration so that we don't operate in silos. We look for cross-pollination between our different pillars. For example, those involved with the Local Government, Makana project are privy to what's happening in our Education programmes. Because our focus is on model and systems development, principles learnt in one programme can often be applied in another programme.

Civil Society

We have always seen ourselves as a critical partner when it comes to the business of civil society, service delivery, community engagement and the roles of Civil Society entities like NGO's and CBO's. We commissioned a study on the typology of the Civil Society sector. We then shared this with different organisations through round tables dialogues which were meant to reflect on the challenges facing Civil Society. COVID-19 highlighted areas where the government could extend its reach using civil society entities in delivering relief to communities. The report highlighted the difficulties that civil society entities have in accessing government to assist communities. We looked at community resilience. Communities can, given the right opportunities, resolve their own challenges. KT was looking to find ways to instigate that resilience. Communities need to take responsibility for their own development and government should be there to support these initiatives. This is work that is going to take some time to resolve as many of the issues are historical.

Another aspect of our Civil Society programme is the Nikela Trust, which is a crowdfunding initiative to support community initiatives. KT made a financial contribution to join the Nikela Trust and we want to use Nikela to access funding for different development initiatives.

For example, Nikela was able to contribute to the government solidarity fund.

COVID-19 got us to ask questions about the extent to which our models are responsive and where should we change so that we can respond decisively to the pressure brought by the pandemic.

KST

In addition to my position as COO of Kagiso Trust, I'm CEO of KST. KST is a collaboration between Kagiso Trust and the Cyril Ramaphosa Foundation. The collaboration emerged from the experience of both entities in the implementation of their respective Whole School Development programmes. The aim was to develop a programme that leverages the methodologies and best practices of each organisation. The result was an integrated District Whole School Development model, addressing infrastructure development, curriculum support, social welfare and leadership in schools, which could be implemented at a district level.



In the year under review, we have achieved the following:

KST New Schools projects

DeBeers & KST: Construction continues on a new school for 850 pupils in Maokeng, Kroonstad. This is a joint initiative between DeBeers, Free State Department of Education and KT's Kagiso Shanduka Trust (KST). The new school will have a media centre, nutrition centre, covered walkway and security fencing. The Primary section will boast 20 new classrooms and 17 washrooms, which cater for children with disabilities. The Grade R section (for children aged up to four) will boast three new classrooms, a play area and washrooms. Anglo American & KST: A multi million project, over five years, has been approved through a partnership between KST, Anglo American South Africa (AASA) Education Programme and the Department of Basic Education (DBE).

Five of the Anglo American's Business Units (Coal SA, Kumba Iron Ore, Platinum and De Beers) are involved in this programme. The programme looks into early childhood development (ECD) sites local to Anglo's operations, as well as a "Whole School" systemic approach for primary and secondary schools in these areas. This will positively impact approximately 2 000 educators and 60 000 learners.

Stakeholder engagement

The National Education Collaboration Trust (NECT) is an organisation dedicated to strengthening partnerships within civil society and between civil society and government to achieve South Africa's national goals for basic education. It strives both to support and to influence the agenda for reform of education.

KT has collaborated with the NECT on various programmes and we have an MoU in place that frames the work of the collaboration. There have been various conversations with them in terms of how we can work together in addressing issues, in particular, there have been talks recently around the COVID-19 challenges. One of the things we have explored recently was that as much as there are standard procedures to operating under COVID-19 restrictions, how do we address the anxiety levels of both teachers and learners with the school shut-downs? In other words, looking at the psycho/social impact of COVID-19. The result of this is that together with the University of Johannesburg, there will be a team of experts convened to have conversations around the emotional impact of lockdown restrictions on all concerned.

The KT Disaster Fund

KT took a decision that it would like to be in a position to respond quickly to disaster scenarios faced by communities. COVID-19 presented us with just such a situation. The Disaster Fund was able to assist communities in need on many fronts. Initiatives ranged from helping to feed children at the House of Joy Children's Shelter, food parcels for indigent households

in the Makana Municipality to supplying COVID-19 testing equipment to WITS University and protective clothing and masks to staff at selected hospitals and clinics.

The importance of addressing psycho/social issues

A very important out take to emerge from the COVID-19 experience is the importance of addressing the 'soft' issues or psycho/social areas of everything that we do. It became clear that through the restrictions and lockdown protocols, people were faced with greatly increased stress and anxiety on many levels. It became apparent that these issues needed to be addressed. This is true both within our organisation and within the communities in which we're involved. None more so than in the public education space. Teachers, administrators and learners alike had no means of being able to address their issues. This is something that has been taken up and will have a bearing on operations even post COVID-19.

The role of our Trustees in our programmes

One of the things I have always done over the years is to appreciate the personal interest taken by the trustees in our programmes. They are not just concerned about our programmes from a fiduciary point of view, they are personally concerned about how we implement programmes and affect livelihoods. This has a powerful impact on everything that we do.

The way forward

COVID-19 has impacted our financial resources, so we have had to make cuts in the budget and reposition programmes in a very significant way. As EXCO, we engaged with the pillar heads to discuss how and where budgets could be reduced and prioritise areas that we need to be focussed upon. I feel we have been very successful in the consolidation of what we need to be focussed upon in the next year. It's the final year of our 5-year strategy and we need to be looking at the impact and success of the various models and programmes developed and what will be transitioned into the next 5-year plan.

We want to be able to review models that we've developed and even if we won't be implementing them ourselves, what can be shared and passed onto other organisations and government. At the core of what we do is the development of replicable and sustainable models. We have the agility and capacity to test concepts and develop them to a point of sharing with our various partners. The biggest challenge for us in the year ahead will be to determine what is it that will define KT over the next 5 years? I would like to take this opportunity to thank our various partners, Trustees, EXCO, staff and beneficiaries for the great collaborative effort through COVID-19 which contributed towards what was a successful year, despite the challenges of lockdown.

Matric Results of Kagiso Trust's District Whole School Development Programmes in Free State & Limpopo

Congratulations!
Class of 2019

NATIONAL PASS RATE = **81,3%**

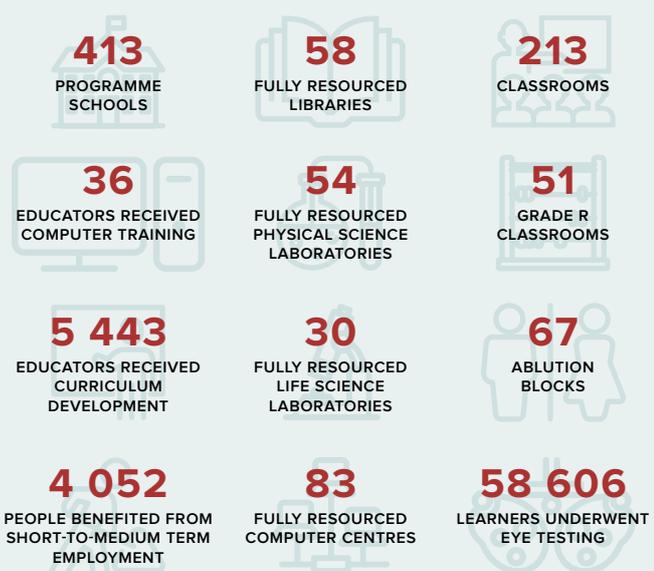
TOP 3 PERFORMING PROVINCES



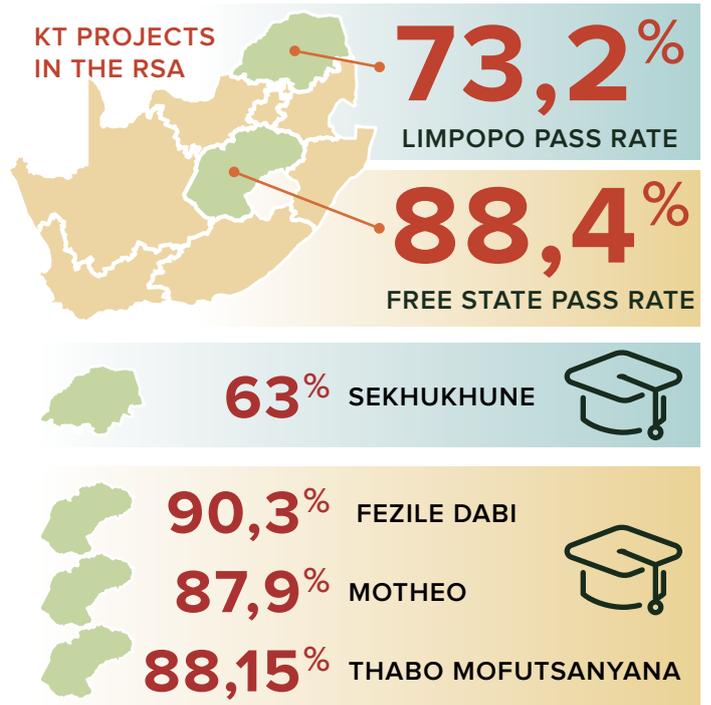
- 1** FREE STATE **88,4%**
- 2** GAUTENG **87,2%**
- 3** NORTH WEST **86,8%**

Special recognition to Limpopo Province for 9/33 top national learners coming from this Province.

OUR IMPACT TO DATE (2007-2019)



OUR FOOTPRINT AND PERFORMANCE



2016 | 2017 | 2018 | 2019

LIMPOPO PERFORMANCE BY DISTRICT			
SEKHUKHUNE DISTRICT			
51,8%	53,5%	60,5%	63%

FREE STATE PERFORMANCE BY DISTRICT

	FEZILE DABI		
	91,8%	90,2%	92,3%
	THABO MOFUTSANYANA		
	90%	90,1%	90%
	LEJWELEPUTSWA		
	86%	82,9%	85,2%
	MOTHEO		
	85%	82,5%	85,1%
	XHARIEP		
	92%	82,7%	83,5%





CHIEF FINANCIAL OFFICER'S REVIEW

Mzomhle Nyenjana
Chief Financial Officer



Kagiso Trust's (KT) financial position during the current financial year was not immune to the effects of the COVID-19 pandemic, which negatively impacted most of our investments.

Management remains positive that KT's balance sheet will recover owing to both the quality of the investments held in our portfolio and through the pursuit of diversification as an investment strategy – these should ensure KT's financial sustainability in the long term. However, whilst there was a decline in the net asset value, some of our key investments did pay dividends and we've managed to maintain a healthy cash position which will continue to relieve Kagiso Trust in the short to medium term.

Additionally, the implementation of the turn-around strategy of KTH (Kagiso Tiso Holdings), together with KC's (Kagiso Capital) recent investments bode well for the future of KT Group.

Our financial sustainability continues to be 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

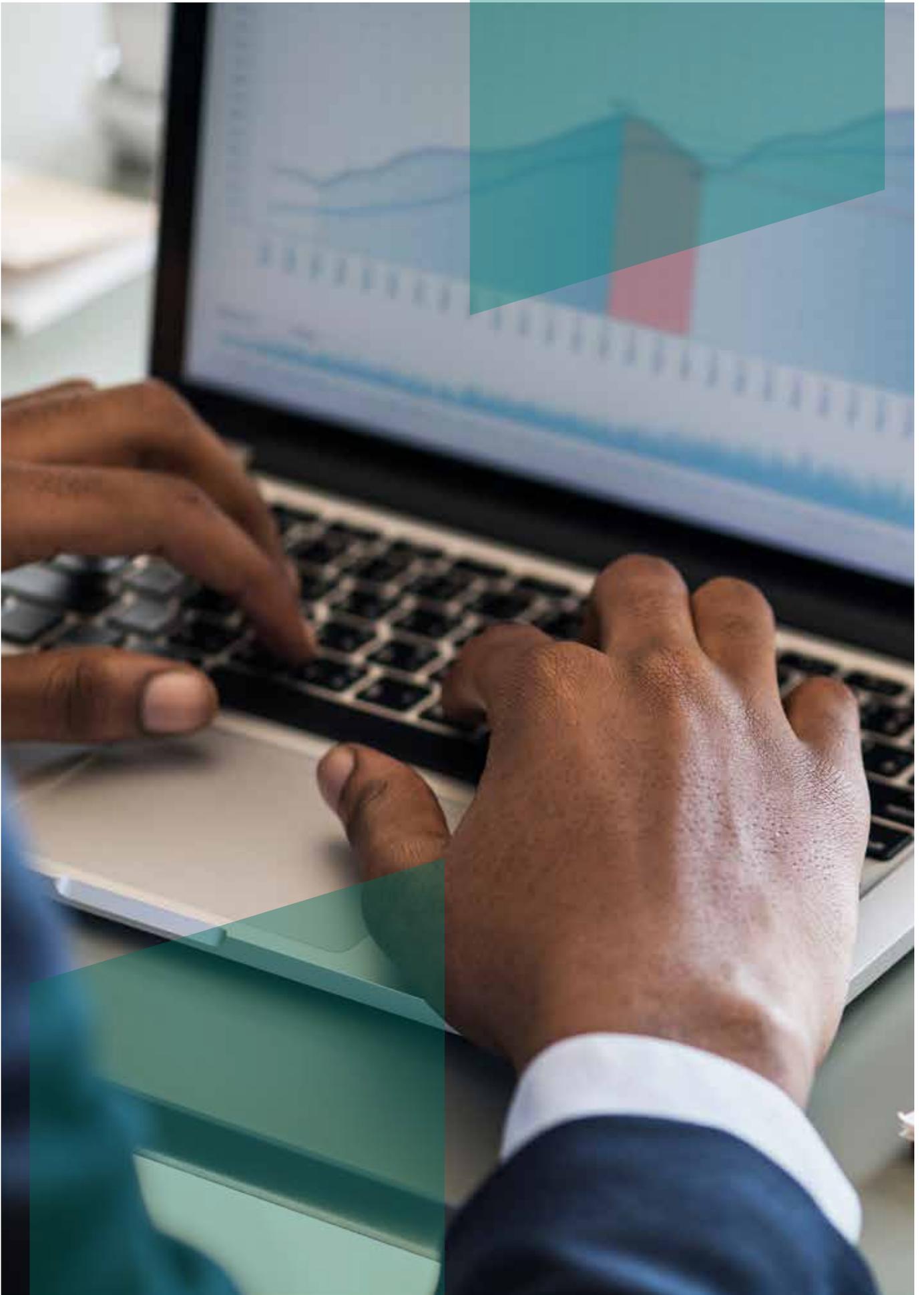
- KT's NAV declined by 30% during the financial year 2019/20.
- KT received dividends of circa R239 million despite challenging economic conditions.

Future funding for the 5-year strategy

In spite of the economic challenges, KT remains in a fairly strong financial position to fund its planned programs for the remainder of its 5-year strategy.

KAGISO TRUST CURRENTLY HAS DIRECT SHAREHOLDING IN THE FOLLOWING COMPANIES





CORPORATE GOVERNANCE

The Trust subscribes to the highest levels of professionalism and integrity.



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

The Trust applies principles of the King IV Code which are relevant to its operations throughout the financial year and continues to identify areas where application of King IV Code 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 Dooms
- Mr Andrew Maralack
- Dean Zwoitwaho Nevhutalu
- Ms Mankone Ntsaba
- Mr Thabiso 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 at 30 June 2020



Frank Chikane (Rev)
Chairperson



Mankone Ntsaba
Deputy Chairperson



Nthobakae Angel



Goolam Aboobaker



Hylton Appelbaum



Tessa Doms



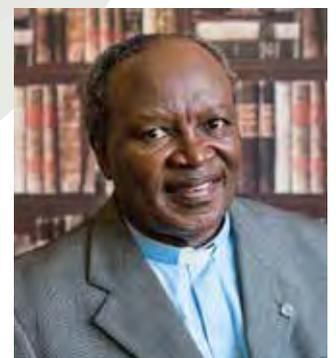
Andrew Maralack



Dean Zwoitwaho Nevhutalu



Thabiso Ratsomo



Mazwi Tisani (Bishop)

The Board transacts its business through the following committees:



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.



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
- Ms Tessa Dooms
- 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 (Chairperson)
- Mr Hylton Appelbaum
- Ms Tessa Doom
- 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 Nevhotalu (Chairperson)
- Rev Frank Chikane
- Ms Nthobakae Angel
- Mr Andrew Maralack
- 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.

CORPORATE GOVERNANCE (CONTINUED)

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 organised 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. • The Board approved the Whistle Blowing Policy.
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

CORPORATE GOVERNANCE (CONTINUED)

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 the Board and Committees is conducted once in two years. This means that during the year under review the evaluations were not conducted as the Board was implementing the following previous year's recommendations. <ul style="list-style-type: none"> - Appointment of new board member with the identified skills. - Appointment of the external expert person to chair the Finance and Investment Committee. - Review of the composition of Board Committees.
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.

**“Do your little bit of good
where you are; its those little
bits of good put together that
overwhelm the world.”**

– Desmond Tutu





HUMAN CAPITAL AND DEVELOPMENT



HUMAN RESOURCES REVIEW

Isabella Liba
Human Resources & Administration Head



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 2020:

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	7	0	0	0	9
Professionally qualified and experienced specialists and mid-management	2	0	0	0	2	0	0	0	4
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	3	0	0	0	5
TOTAL PERMANENT	8	0	0	1	23	0	0	1	33
TOTAL FIXED TERM CONTRACT	4	0	0	0	3	0	0	0	7
GRAND TOTAL	12	0	0	1	26	0	0	1	40

Recruitment

During the period under review, the following appointments were recorded:

NAME AND SURNAME	DEPARTMENT	POSITION	DATE OF APPOINTMENT
Boichoko Dithake	Education programmes and Civil Society – BNSDP Limpopo	Programme Manager: Civil Society (Fixed Term Contract)	01 October 2019
Fanyana Mthimunye	Education Programmes and Civil Society – BNSDP Limpopo	Project Manager: BNSDP Limpopo (Fixed Term Contract)	01 January 2020
Nomvula Masole	Socio-Economic Development	SED Officer	01 January 2020
Lorna Mafa	Communications & Marketing Department	Communications & Marketing Officer	06 January 2020
Genius Mokgoadi	Socio-Economic Development	SED: Business & Fund Manager	01 February 2020
Palesa Jivhuho	Programme Management Office & Research	Programme Management Officer (Fixed Term Contract)	05 February 2020
Kabelo Mothusi	Local Government Support	Project Manager (Fixed Term Contract)	01 May 2020

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 address the 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.

COVID-19 Response

Since the declaration by the President of a National State of Disaster in South Africa on 15 March 2020, the KT COVID-19 task team and EXCO continued to meet and give guidance on how to deal with the next announced COVID-19 Alert Levels as an organisation.

The team, throughout the lockdown, continued to raise awareness by putting up COVID-19 awareness posters around the office and regulations as required by the Department of Health.

We have deep cleaned and disinfected our offices to ensure the safety of KT staff.

KT has ensured that staff have been given the necessary PPE during the lock down period such as masks, sanitisers, etc. We issued care packages to employees who tested positive and those who were at high risk.

During level 3 lockdown we implemented compulsory risk assessment and health declaration questionnaires before accessing KT offices which included temperature screening.

We are planning to return to work on a 50% rotational basis from October 2020 (level one lockdown) to allow social distancing in our offices.

We work to overcome poverty by developing and implementing scalable, replicable, sustainable development programme models in the areas of education development, institutional capacity building, socio-economic development and financial sustainability.



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

DELIVERY FOR OUR STAKEHOLDERS

YEAR IN REVIEW HIGHLIGHTS

2019



JULY

KT New Board Member announcement

Tessa Dooms, a Youth Development Specialist, became a member of the KT Board. Ms Dooms is committed to the upliftment of youth through health



and education initiatives throughout the continent.

AUGUST

Board Visit to Makana



Makana Municipality officially welcomed the Kagiso Trust team which was led by its chairperson Reverend Frank Chikane from 31 July to 2 August 2019. During the visit, the team had extensive consultations and engagements with the community and stakeholders, represented by faith, business and cultural organisations.

OCTOBER

ECD Launch



ECD Launch in partnership with Cotlands held a Jamboree in Zamdela, Sasolburg community centre to promote awareness of Early Child Development in plight of the need for the community to government to collaborate and improve systems that will aid the development of children.



NOVEMBER

PROPreneurX



The PROPreneurX accelerator programme launched with the first round of participants to be supported through different initiatives by KT and Motseng Investment Holdings and YEIEDI.



2020

10 FEBRUARY

Matric Results Breakfast

On Tuesday 07 January 2020, a delegation from Kagiso Trust were invited by the Minister and Deputy Minister of Basic Education to the Ministerial Breakfast with the top achieving learners.



10 FEBRUARY

Tyala Impact Fund



The launch of a sustainable partnership between KT, AFGRI and Potatoes SA to launch the socio-economic development initiative Tyala Impact Fund to aid new era farmers.

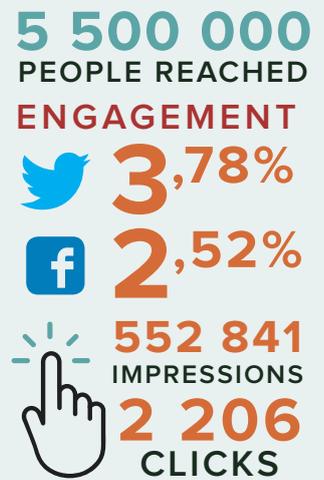


MAY – JUNE

Radio Lessons



An initiative by KT with Limpopo Department of Education. Radio Lessons is provision of the education curriculum delivered through Radio sessions on Capricorn FM, Tubatse FM and Sekhukhune FM for Grade 12 learners to bridge the gap created



in the advent of social distancing in the Corona Virus pandemic.



Some of the Kagiso Radio Teachers before their radio lessons.



“Education is the most powerful weapon you can use to change the world.”

– Nelson Mandela



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

EDUCATION DEVELOPMENT

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 is the foundation upon which a society is built and KT, through ECD, seeks to provide a holistic quality programme. Chapter 10 of the Constitution of the Republic of South Africa, (Act 108 of 1996) promotes an integrated, cooperative and developmental approach, through local government, which is inclusive of children and youth in accordance with the accompanying rights, responsibilities and obligations.

Early Childhood Development Programme is one of the priorities of the Government, in terms of the National Development Plan 2030, which requires stakeholders to work together to render integrated services. KT conceptualised an ECD programme informed by the policy, including theories in education – Maslow’s Theory of needs and Piaget’s Theory on stages of development. Three programmes are piloted by KT, intersectoral committee coordination, advocacy through parental programmes and capacity building of managers and practitioners. The KT focus seeks to address the urgent priorities such as scaling up access to ECD and improve the quality of early opportunities, ensuring optimal development of children.

Non-enrolment in Early Childhood Development (ECD) centres in South Africa continues to be as high as 70%. Many 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 if the programme will address the priority needs of scaling up access and improving quality. Through the pilot, an intersectoral committee has been established to serve as a district platform to coordinate and collaborate quality ECD services and measure the impact of the pilot towards integration of ECD in the pipeline.

THE PILOT KEY AREAS ARE:

- 1 Establishment of the intersectoral committee** with the purpose of advocating the importance of Early Childhood Development in the community with the aim to create awareness for all community ECD programmes, engage with all stakeholders and encourage partnerships.
- 2 Capacity building.** Enhancing the capacity of practitioners and managers in the delivery of quality, play-based early learning and improving the quality of play-based early learning in ECD centres.
- 3 Advocacy.** Capacitating parents with knowledge and skills to support their children’s development thus taking ownership and responsibility for their children’s development.

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:

- An intersectoral committee has been established, steering committee elected, which is chaired by the office of the Mayor of Metshimaholo municipality.
- Collaborated with DSD, environmental health and NGOs to facilitate registration of the pilot centres.
- Practitioners and centre managers have been trained on how to implement the policy and learning programmes.
- Coordinated and hosted a jamboree to mobilise stakeholders in encouraging collaborations and partnership to deliver quality services. The purpose of the event was to bring an awareness of the services linked to ECD available for the people of Zamdela.
- Baseline Assessments conducted. The children are assessed per age group using the Early Learning Outcomes Measure (ELOM) as the guiding tool.
- Parental workshops were conducted where parents were given an opportunity to share and gain knowledge on healthy relationships in the lives of babies, young children and healthy family relationships.
- Mapping tool updated on quarterly basis.
- Schedule for the ECDIC engagement plan developed.
- Health assessments of children conducted by a professional nurse.

The multi-sectoral committee is a multi-stakeholder forum inclusive of all ECD stakeholders to coordinate effectively, plan and implement ECD programmes to increase access and provide quality ECD services. The intention of the committee is to improve collaboration of stakeholders and provide an information sharing platform as well as identify additional services that may be required for children who are not accessing services. The committee will continue to work on the response strategy in the new normal, to advocate for the importance of Early Childhood Development in the community, engage with all stakeholders and encourage partnerships.

As the pilot enters its final year, the impact of COVID -19 has provided an opportunity to test the elements of the pilot in terms of its relevance and effectiveness.

The COVID-19 epidemic is going to make the ECD system even more difficult to deliver the full range of quality ECD services to

young children. However, KT believes that collaboration and partnerships will enhance the ability to deliver, even under the COVID-19 restrictions.

DWSD Model – Sekhukhune East

After a successful model implementation in the Free State, and visible sustainable impact and performance over years, a decision was taken to further partner with another province to enhance the scientific model documentation.

Limpopo was identified as the underperforming big province in 2015 and ultimately a partnership was established with The Limpopo Department of Education. This partnership was well received by the Premier (Ho. Cassel Mathale), Minister of Basic education (Mrs Angie Motshekga) and the then MEC (Mr. Ishmael Kgetjepe).

Organisationally, an opportunity was identified to validate and strengthen the existing model by incorporating a blended approach through ICT as an enabler whilst documenting the impact of technology in education demonstrating:

- Whilst the model elements are integrated, there is a new emerging element of psychosocial support, ICT support, which was previously not tested, and it needs designing and piloting to validate the solutions.
- What skills, infrastructure, tools and competencies are basic requirement to achieve?

Due to the effects of COVID-19, budgets had to be cut and as such, the programme had to take a more focused approach. This meant that 60 schools would be included in the FY 2020/21, prioritising the 45 schools that went to the ETWs in the first 2 quarters (except for the Basic infrastructure element).

Looking Ahead

In the year ahead, the focus will be on assisting Secondary schools, particularly Grade 12s, as their curriculum was not trimmed and as such, the GET phase will be attended to at the beginning of 2021 calendar year.

The plan is also to take a scientific approach, using Results Based Monitoring and Evaluation (developing M&E indexes for each model element) on the impact of the intervention and document lessons in the process.

The COVID-19 crisis is likely to affect the provision of most of the ECD services across the country, with those operating in poor communities impacted particularly severely. As we conclude the pilot, there will be great focus on contributing to policy changes and to the modalities on the system shift of ECDs from DSD to DBE.

BEYERS NAUDE SCHOOLS DEVELOPMENT PROGRAMME



“Education is a responsibility for all within society and that the burden to empower the next generation through education must be borne by all.”

– Beyers Naudé

KT’s Education development Programme’s strategic goal is to deepen and expand the reach of its education models into the South African education spectrum and thus contribute to offering more South Africans access to education and training of the highest quality, leading to significantly improved learning outcomes.

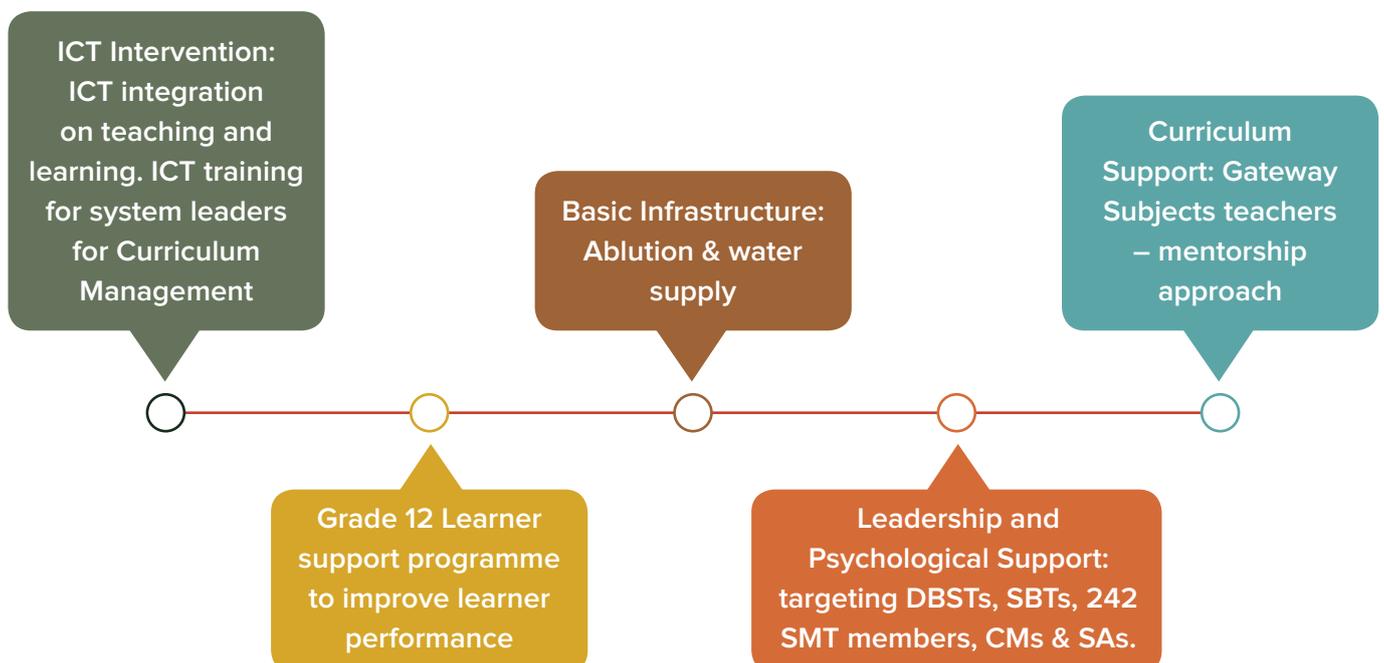
KT’s education interventions are in line with the United Nation’s sustainable development Goal #4: which is to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. This emphasises that education is a never-ending process for which people of all ages and backgrounds should have access – especially those in vulnerable and disadvantaged situations. Hence, KT’s education interventions are biased towards rural communities.

The BNSDP endeavours to contribute to community-embraced education model with the aim of overcoming and breaking the cycle of poverty, at individual, family, community, and national levels. It is, thus, an intervention that targets the whole school pipeline.

BNSDP intervention is based on an education development framework of interconnected aspects that complete a functional ecosystem and which is applicable across the education value chain. Implementation of BNSDP is cognisant of external factors (security, safety, access to socio-economic infrastructures such as roads, sources of energy, health, facilities, etc.) as enablers for quality education. In addition to an education development framework that informs the implementation of the BNSDP, this education intervention is based on the District Whole School Development (DWSD) model.

One of the key out-takes from education model implementation to date is the growing importance of systemic approach to school improvement. Central to the concept of systemic school improvement is a realisation that sustainable school improvement will only happen if school interventions aim to change the schools and the subsystems in which they operate. In South Africa, this subsystem is at the district level, from which schools receive the key support inputs of the curriculum, institutional development and resourcing.

FY 2020/21 PROGRAMME PRIORITY AREAS – INFLUENCED BY EFFECTS OF COVID-19





2019/2020 review

BNSDP implementation in Limpopo

The Programme is currently implemented in partnership with the Limpopo Department of Education in the Sekhukhune East district. 243 schools will participate in the programme for a period of five years and the schools will be phased in over three years.

The BNSDP implementation in Limpopo commenced in August 2019. The early part of 2020 saw the COVID-19 pandemic seriously impact further implementation and this required a response strategy of the model elements to ensure continued relevance during lockdown. The strategic reprioritisation of the model elements is geared towards the integration of ICT (Information & Communication Technologies) in programme offerings in order to develop 21st century skills and competencies amongst system leaders, educators, and learners in line with the requirements of the 4th Industrial Revolution (4IR).

Kagiso Radio Teachers Campaign

The premature closure of schools due to the outbreak of COVID-19 created challenges in basic education. For teachers/learners in urban areas where internet access is readily available, many online classes were able to take place, and

provided a window into the experience of remote schooling. Rural and disadvantaged areas, such as in Sekhukhune East district, however, not having the same access to online facilities, suffered a serious setback and fell behind on a substantial portion of the school syllabus.

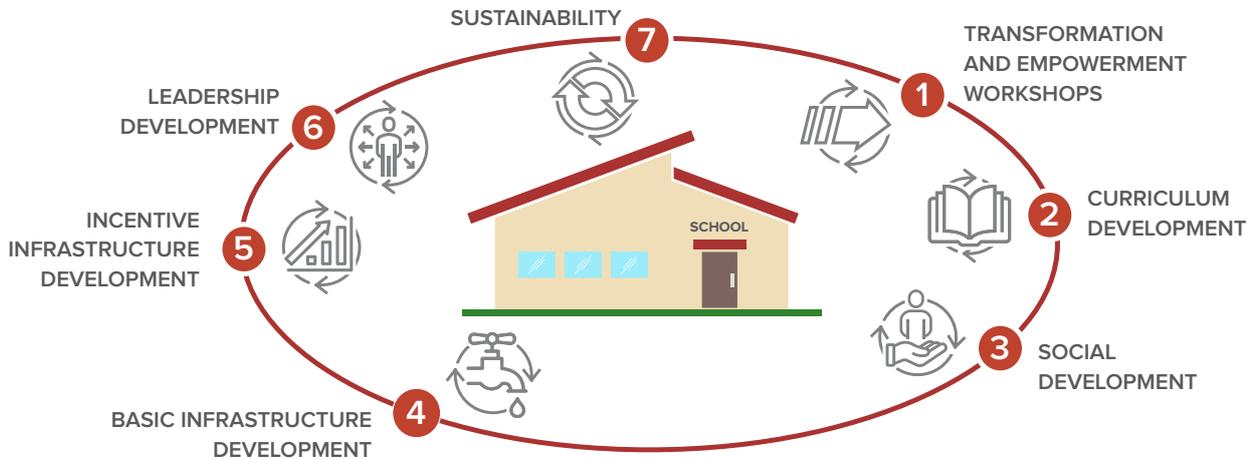
In an effort to try and mitigate the lost learning opportunities for pupils in Sekhukhune East district, Kagiso Trust partnered with the Limpopo Department of Education to provide radio lessons to grade 12 learners.

One-hour lessons were presented and broadcast between May 11 - June 28 on Capricorn FM, Sekhukhune FM and Tubatse FM from Monday 11 May to Sunday, 28 June. The interactive lessons (students were able to call into the radio stations during the broadcast) focused on MST subjects (Mathematics, Sciences and Technologies), including Mathematics, Mathematical Literacy, Physical Sciences, Life Sciences and Agricultural Sciences.

Implementation of BNSDP in Sekhukhune East district

The programme was still in its early implementation stage, with only 45 schools currently involved. As part of the early stage in implementation, Empowerment and Transformation workshops were conducted in these 45 schools – this marks a

DISTRICT WHOLE SCHOOL DEVELOPMENT PROGRAMME MODEL



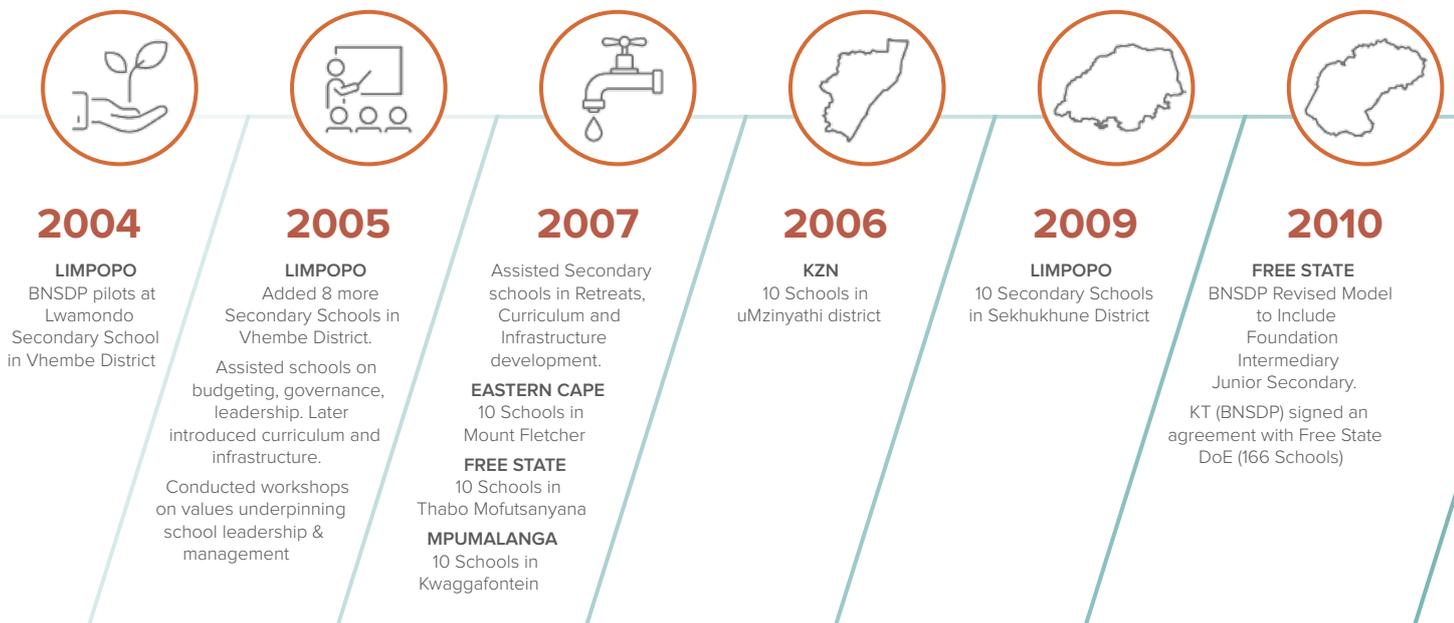
critical entry point for the programme as it prepares the school stakeholders for the investment to be made in their schools. An important message that is communicated to stakeholders is that experience accumulated over years of programme implementation has taught us that education development is a long-term investment – results are anticipated to be visible only from the third year of the implementation.

Another important element in the early stages of implementing the programme is the holding of workshops to gain greater insights into the organisational landscape into which we will be operating.

A District strategic workshop was held, and identified the following key issues:

- That the age profile of professionals, who are close to retirement age, pose a potential problem. 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%. With the outbreak of COVID-19, this will further pose a threat to the workforce in the Province.
- Additionally, a lack of capacity in the district will compromise the sustenance of the programme gains.

BNSDP storyline and Programme evolution



THE INVESTMENT KT HAS MADE ON PROGRAMME SPENDING IN THE QUEST TO IMPROVE EDUCATION

YEAR	EMSP	BNSDP	School Halls
2009	R1 873 380	R21 200 000	-
2010	R2 260 000	R23 540 000	-
2011	R2 839 100	R28 660 900	-
2012	R2 450 000	R27 850 000	-
2013	R2 500 000	R76 450 000	-
2014	R3 364 224	R64 843 483	R65 186 515
2015	R3 782 954	R53 003 422	R51 403 701
2016	R3 829 021	R27 994 888	R69 592 106
2017	R4 380 173	R8 986 519	R29 096 302
2018	R4 892 879	R7 627 318	R2 156 033
2019	R5 387 362	R7 450 259	-
2020	R5 963 932	R2 389 726	R16 725 724
TOTAL	R43 523 025	R349 996 515	R234 160 381



Looking forward

The COVID-19 pandemic will further exacerbate the inequalities in wealth and life opportunities due to the interruptions in education. KT's education interventions therefore become even more critical than ever.

In light of these challenges, KT is further determined that with continuous shared financial support and committed human capital, the programme will be successfully implemented in the Sekhukhune district.



2011-2015

FREE STATE

156 additional Schools in Thabo Mofutsanyana District: 46 Secondary, 51 Intermediate and 69 Primary schools (new offering). Assisted on Retreats, Curriculum & Infrastructure development, Learner leadership support, SMT & Principals support, District Management support, Motivational talks



2015

FREE STATE

Continuation of BNSDP until 2015 and commissioned Programme evaluation in 2015



2016

LIMPOPO-RIBA CROSS

2016 – MOU signed
2018 – SLA signed
2019 – Programme launch



2019

LIMPOPO

Inclusion of provision of basic infrastructure
Introduction of Grade R support (ECD)
28 schools taken for Empowerment and transformation workshops in Riba Cross District



CURRENT

The implementation of this programme was significantly affected and disrupted by COVID-19 to the extent that the model design has been adapted to include blended learning, increased levels of ICT support and psycho-social support for system leaders.

ERIC MOLOBI SCHOLARSHIP PROGRAMME



“Inclusive, good quality education is a foundation for dynamic and equitable societies.”

– Desmond Tutu.



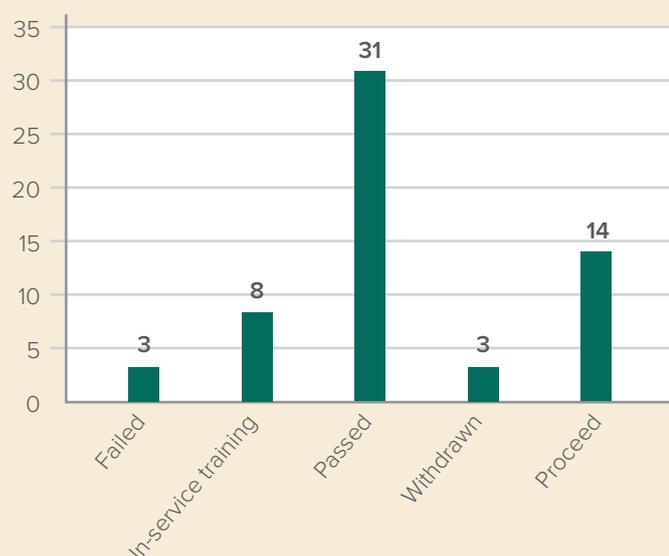
Kagiso Trust’s Eric Molobi Scholarship Programme (EMSP) was launched in 2007 for rural and/or disadvantaged learners affiliated with the Trust’s Beyers Naude Schools Development Programme. The goal of the EMSP is to create a viable, vibrant network of young leaders in the business and engineering sectors by supporting students as they advance their education. 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.

Midyear results: Total = 51 Students



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



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).

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 recognises 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.

We believe in the power of entrepreneurship to create positive change and help develop financially sustainable SMEs by working with black-led businesses.



Strategic Objective:
SED aims to promote sustainable development through the fostering of black business entrepreneurship.

SOCIO-ECONOMIC DEVELOPMENT

SOCIO-ECONOMIC DEVELOPMENT



“No action is too small when it comes to changing the world... I’m inspired every time I meet an entrepreneur who is succeeding against all odds.”
— Cyril Ramaphosa

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

- the development of sustainable SMEs; and
- active participation and contribution of black entrepreneurs in the economy

KT’s SED programmes currently focus on two key sectors identified as offering significant potential for black entrepreneurial development:

- Agriculture
- Property sector

SED – Agriculture

Agriculture is not only considered as central to ending poverty and hunger but also as a critical contributor to economic growth, food security and employment. However, the contribution of black farmers in the sector is currently insignificant and this is due to a lack of access to funding, market opportunities and technical support. As such, Kagiso Trust, through SED has set up an Agri-strategy to provide solutions for farmers on essentials such as funding, market access and technical support.

KT set up the Tyala Impact Fund (Pty) Ltd (‘Tyala’) as an instrument to implement the Agri strategy. The goal is to grow the fund and position it to become a significant player in the agricultural sector.

To date Tyala has already gained traction and attracted strategic partnerships that are focused on enhancing the agriculture solution for black agripreneurs, who would ordinarily not be funded by the traditional financiers.

The agriculture strategy is being implemented in three phases:

- **Formal markets** – to implement a holistic solution for commercialisation of for-profit black farmers
- **Informal markets** – to support black farmers to sustainably supply alternative/informal markets and to extend the rand circulation within the community.
- **Agri academy** – to create a pipeline 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 who will share in the risk.

Portfolio snapshot

Total Amount	Tyala Investments/ commitments	Unlocked Funds				
R’ millions	R’ millions	R’ millions	Province	Crop	Employment	Hectares
R25,5	R7,5	R18,3	KZN	Maize	251	2003
R14,3	R6,9	R7,4	NW	Lucerne	99	660
R1,5	R1,5		KZN	Potatoes	170	110
R80,0	R19,6	R60,4	Limpopo	Avocados	1200	100
R10,2	R4,0	R6,2	EC	Potatoes	80	430
R22,0	R3,0	R19,0	EC	Fruits	60	157
R40,0	R10,0	R30,0	KZN	Maize	251	2251
R10,7	R4,8	R5,9	Limpopo	Cash Crops	326	78
R204,2	R57,3	R147,2			2437	5789



- Communal land farmers, where instead of individually seeking to secure resources, small community farming operations are put together, their produce aggregated and sold in bulk.

For risk mitigation, the portfolio is diversified by location (spread across the 9 provinces) and crop.

Successes to date

For Farmers East (FFE)

Tyala's first investment was with For Farmers East, an aggregator of maize farmers in KZN. The company was created by the farmers for the farmers and is the largest majority black owned, grain farming enterprise in Kwa Zulu Natal. The company planted over 1900 hectares of NON-GMO yellow maize in the 2019/20 planting season, co-funded by Tyala and FNB to the value of R30m. Subsequently over 14487 tonnes of maize were harvested and exported to Taiwan and South Korea. This was an extremely good harvest, resulting in all loans being fully repaid. It was through Tyala de-risking the transaction through development funding that funds from commercial institutions were made accessible.

North West Communal Farmers aggregator

Tyala also successfully funded an aggregator in Taung, North West province. Taung comprises 60 farmers with 10 hectares of land each on communal land. Through aggregation, farmers planted lucerne on 600 hectares with secured off-take and technical support. These farmers will generate income for the next 5 years growing lucerne, before crop rotating. The total required funding for this opportunity was R15m of which Tyala funded half the amount.

Smallholder farmers

To support small scale farmers and as part of the alternative/informal market strategy, Tyala is cooperating with the SPAR Mopani Rural Hub. This is an initiative focusing on 10 small scale farmers of 0,5 to 50ha each, with the aim of developing these farmers into becoming commercial farmers. The produce from these farmers will be sent to fresh assembly points (Packhouses) for local and centralised distribution.

AFGRI Agri Services, Kagiso Trust and Potatoes South Africa join forces

In February 2020 AFGRI Agri Services, Kagiso Trust (through the Tyala Impact Fund) and Potatoes South Africa (PSA) signed an agreement aimed at aiding new era farmers by giving the farmers access to technical support, finance and access to markets.

Whilst initially focused on potato farming, with the aim of establishing commercial new era potato farmers, the solution will not be limited to potatoes in the longer term, with the intention being to establish commercial new era farmers in other export crops, including avocados, grapes and apples.

One of the key elements of the solution is training. Lemang Agricultural Services and PSA will deliver support to new era farmers aimed at improving productivity through advice, information and other critical support services. Lemang's assistance will further include

Access to Market

Access to markets is another key aspect of this agreement. Both PSA and AFGRI Agri Services have access to networks that include suppliers and technical partners in the co-op space to facilitate the required off-take agreements.





SED – Property

The South African property sector is worth approximately R6 trillion, with commercial property representing nearly a quarter of that value.

Despite its size, participation by black individuals and enterprises in the commercial 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, KT has set up a property development strategy in collaboration with Motseng Investment Holdings and the South African Supplier Diversity Council (SASDC).

PROpreneurX

The PROpreneurX – The Property Entrepreneur Accelerator was established and launched in November 2019, with the objective of capacitating black property entrepreneurs to be both market and finance ready in order to grasp the opportunities presented to them in the property sector and the overall entrepreneurial ecosystem.

PROpreneurX is a 6-month programme sponsored by Kagiso Trust and supported by Motseng Investment Holdings and the South African Supplier Diversity Council (SASDC). The programme's first intake graduated at the end in June 2020. A graduation event took place on 23rd June 2020 with a webinar themed 'Creating a Thriving Environment for Property Entrepreneurs'.

The demographics of the first intake of the programme were:

- 7 males and 5 females between the ages of 28 and 52
- The turnover of the businesses varied from R50 000 to R3 million per annum
- Companies that have been in business ranging from 1 year to 17 years.

COVID-19 and the subsequent national lockdown presented challenges for both the PROpreneurX programme and the attendees own businesses. This presented an opportunity for innovation. The PROpreneurX programme implementation shifted from physical attendance sessions to being delivered virtually. 8 of the 12 attendees businesses were able to pivot their business offerings to include PPEs and regulation specific products and services. Additionally, attendees collaborated and put forward opportunities arising from the lockdown with various clients in order to stay relevant. As part of the programme, a total of 34 Hours was spent on mentoring and coaching. A Gap Analysis was performed on the businesses which identified 40 Technical and Business Skills Gaps across all the 12 PROpreneurX Entrepreneurs. As a result of this analysis, pairing of entrepreneurs with the appropriate technical mentors to take place to address these skills gaps.



Successes to date

- PROpreneurX moved to providing content online due to lockdown restrictions. All video material for the sessions is available on the YIEDI YouTube Channel.
- Entrepreneurs have been onboarded onto SASDC platform. This was done at no cost to the entrepreneur as part of the SASDC partnership. In addition, all candidates will also have access to Growth Wheel to enhance their development and tracking.
- One of the entrepreneurs won an external painting contract worth over R900 000.
- Another entrepreneur was able to list her products with Pick n Pay.
- Another entrepreneur has been referred to IBM Equity Equivalence Investment Programme. He will be given a seat on the IBM Techscale Deep Skills Programme and will be receiving development and technical mentoring support to assist him with the IoT component of his product.
- One of the entrepreneurs became a finalist in the Nedbank Ignite Your Business Initiative and thereby received free marketing and branding exposure.
- One of the attendees was featured on the ETV prime television slot called 'The Morning Show' and was also interviewed by SABC. She was also selected as a finalist in the Standard Bank Top Women Achiever in the category of Top Woman Young Achiever for the 2020.

Our First cohort:

	Name and Surname	Name of Business	Business Description	Email	Website
	Dipuo Phakathi	Denic Cabinets	Design, Manufacturing, and Installation of Cabinetry	dipuo@denic-cabinets.co.za	www.denic-cabinets.co.za
	Simangaliso Xekethwane	Wekreate	Architectural Services and Interior Design	Smanga@wekreate.co.za	www.wekreate.co.za
	Bonolo Gueye	Maikae Property Consulting	Property Consultancy	Bonolo@maikae.co.za	www.maikae.co.za
	Sifiso Madonsela	BitoPhuti Project	Construction and Buildings Maintenance	Info@bito.co.za	www.bitoc.co.za
	Tebogo Shirinda	Shirinda Trading and Projects	Building Maintenance Specialist	tebogo@shirinda.co.za	www.shirinda.co.za
	Mpho Nangu	Nangu Facilities Management	Facilities Management	Mpho@nangu.co.za	www.nangufacilities-management.co.za
	Sphumi Mabena	Siphumelelisile Investments	Construction	phumim28@yahoo.com	phumim28@yahoo.com
	Mokgadi Letsoalo	BuildFix	Buildings Maintenance and Building Material Distributor	mokgadi@buildfix.co.za	www.buildfix.co.za
	Malesela Peter Kumbuyo	LP Air	HVAC Installation and Maintenance	lpair@telkomsa.net	www.lpair.co.za
	Paseka Lesolang	Water Hygiene Convenience	Water Management Solutions	plaiemail@gmail.com	
	Ntokozo Coka	Kondwani Holdings	Construction & Fencing Installation	n.coka@kondwani.co.za	www.kondwani.co.za
	Ezekiel Lerata	Ezy Technical Services	HVAC Installation and Maintenance	ezyletuka@gmail.com	

Our capacity building programmes unlock the potential of communities, government and non-governmental organisations through skills development, financial support and the implementation of sustainable models.

**Strategic Objective:
To build and consolidate a model for capacity and sustainability. To improve governance frameworks.**



INSTITUTIONAL CAPACITY BUILDING

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 Consultancy

The importance and roles of both local government and civil society were highlighted during the COVID-19 pandemic. Weak financial positions prevented Municipalities from responding adequately. The Auditor General's report on municipal performance found that overall audit outcomes had regressed and that 79% of municipalities are financially vulnerable.

In addition, a fragmented and depleted civil society affected their ability respond to community needs during this tough time. There needs to be more local stakeholder collaboration and strengthening of local governance structures to enable improved service delivery, local development and a meaningful, sustainable recovery from the impact of COVID-19.

This was highlighted in the President's Economic Reconstruction and Development Plan on October 15th, 2020. The President emphasised health, relief and recovery responses as key focus areas, highlighting the important roles of both civil society and local government in this process. This issue was further stressed by the Minister in the Presidency, Jackson Mthembu, during the launch of the District Development Model, where cooperative governances, service delivery and stakeholder partnerships were emphasised as catalysts for positive socio-economic change in South Africa.

Within this context Kagiso Trust Consulting (KTC) has had a successful and exciting year, focusing on strengthening local government capacity with a view to improving service delivery, while promoting collaboration between civil society and local government.

Adopting these two distinctly different workstreams allows KTC to both promote municipal suitability while preparing and enabling an environment for growth and prosperity.

The CoGTA Revenue Management Project

The revenue management workstream focuses on municipal capacity to both protect and grow revenue streams. This work was secured through a National CoGTA tender process to support six financially vulnerable municipalities across SA.

This project provided KTC with the opportunity to better understand the context in which municipalities function and design impactful solutions that improve sustainability. In addition to municipal impact, KTC set out to empower and impact local communities by employing, capacitating and supporting twenty local qualified people to execute the project work. These individuals were also provided computers and the relevant IT training to execute the work effectively. This experimental learning opportunity enhanced the individual's chance of securing a career in the public sector.

Local Revenue Management Capacity

In addition the CoGTA project provided KTC the opportunity to further develop the "Kagiso Data Optimisation System" (KDOS), a web enabled data enrichment and management system that provides municipalities with access to relevant customer data to enhance their revenue management ability. KTC will continue to tender for relevant opportunities in municipalities to ensure that we understand the municipal context and able to continue to provide relevant impactful support.

The Makana Municipality Pilot Site

The Makana Pilot project concept was derived from the insight gained during the revenue management contracts. The primary purpose of the pilot was to find ways to directly impact the socio-economic context of marginalised communities and to alleviate poverty. The secondary purpose was to develop a small-town rejuvenation model that can be adopted by other municipalities in SA.

The Makana Municipality in the Eastern Cape was selected from the six municipalities supported in the CoGTA project, and was selected because of unique attributes that provided KTC with a project that offered the best prospect of success.

The KTC three-pronged approach includes, indigent management, local economic development (LED) and community engagement. The purpose of selecting these three focus areas is that they expose KTC to the issues that affect marginalised communities. After engagement with the municipal management and leadership, the proposal was adopted, and an MoU signed by the Makana Municipality.



After a detailed status quo assessment and numerous engagements with stakeholders it soon became evident that the Makana community was polarised and did not provide the enabling environment required for socio-economic change. KTC set out to convince stakeholders to bury their hatchets, collaborate, and collectively define the future Makana they desire. This required both the municipality and the community to become organised and structured for meaningful engagement and collaboration with emphasis on strengthening local governance.

From this the Makana Circle of Unity (MCU), a stakeholder coalition was formed. The MCU idea gained traction, resulting in the formation of various MCU clusters including, Governance, LED, Health, Education, Safety and Security, Food Security, and Communication. These clusters provide both government and non-government stakeholders the platform to collaborate and cocreate solutions. To further consolidate the MCU commitment to change, the Rhodes University agreed to appoint an MCU programme director to operationalise the MCU and create impact for communities.

Makana Circle of Unity (MCU)

The KTC Makana Municipality pilot project demonstrates the importance of inclusive local collaboration as a catalyst for local development. The opportunity to engage resulted in previous strained relationships mending and the collective adoption of common goals. Our focus going forward will be to rigorously combat the scourge of polarisation by breaking down the barriers created by politicians and narrow focused and egocentric interest groups. Our focus is to promote the idea of shared value for all community stakeholders.

Strengthening Municipal Capacity

To overcome the current municipal challenges requires the emergence of a new brand of leader, one that is agile, authentic, community centric and open to new approaches. To promote leadership development KTC in conjunction with Kagiso capital (KC) hosted KT's first local government leadership retreat. The retreat enabled difficult discussions and facilitated solutions to rectify the current dysfunctional institution. This was a steep learning curve for KTC, and the municipality and we believe the retreat concept will grow from strength to strength and have a dramatic impact on many municipalities going forward.



LED Strategic Planning

KTC team has also assisted the Makana municipality in the development of several key strategies, the LED strategy, a communication and community engagement strategy and indigent management strategy. This process had resulted in both municipal capacity building, the development of key strategies and an opportunity to ensure strategies focused at improving the life of marginalised communities.

Strengthening KTC Capacity

To implement these projects, KTC has increased its capacity to include a project manager based in the Johannesburg office to manage all operational budgets and deadlines. This appointment has been supported by the appointment of a Makana Municipality site manager to manage the day-to-day execution of the project. This appointment has proved very effective during COVID-19 lockdown restriction by maintaining a local presence.

The KTC Team

KTC COVID-19 Response

COVID-19 presented communities with significant challenges, over and above the obvious health risks. Food security became a key issue as school feeding schemes closed down and many people were unable to earn a living and provide for their families.

KTC supported the Makana Municipality and the MCU Food Security Cluster with R650k funding via the KT disaster fund. This funding was used for the provision of food parcels for venerable communities. The establishment of the MCU before COVID-19 lockdown placed Makana in an advantageous position to coordinate an effective rapid response to the food security crisis.

MCU Food Security Cluster

Next year will be an exciting year for KTC as we consolidate the new people centric municipal support model and share our experience with stakeholders throughout Africa in the interest of promoting Community Led Development.

LOCAL GOVERNMENT

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.



Kagiso Trust Consulting (KTC) is KT's 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, the escalation of debt and declining revenues and the increase costs of service delivery.

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. Stakeholder forums have been hosted by KT and Rhodes University and numerous stakeholder clusters 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 operationalise the current MoU with Makana.

Future activities planned for Makana are as follows:

- **LED Training:** were 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 was 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 was part of the implementation plan. The focus of the retreat was to energise 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 formalise 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.



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 in 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 on-site Makana resource was 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 inclusive engagement drives ownership and promotes creative solution thinking to find solutions for the issues that will affect communities for decades to come. Before we try and fix problems, we need to fix people and build relationships 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.



CIVIL SOCIETY



KT aims to advance Kagiso Trust's thought leadership and strategic positioning in the development sector with the creation and implementation of model best practices through collaborative partnerships.

Founded in 2011, Kagiso Trust's (KT) Leverage Fund was established to support non-government organisations (NGOs) with funding using a match funding approach. The past two decades has seen the role of civil society organisations downscaled due to reduced funding, causing NGOs many challenges in carrying out their much-needed programmes and projects at a community level.

KT's role in this area is therefore crucial. Through its Civil Society Support Programme (CSSP), KT aims to advance Kagiso Trust's thought leadership and strategic positioning in the development sector with the creation and implementation of model best practices through collaborative partnerships.

2019/2020 highlights

The first six months of the 2019/2020 was focused on sharing and discussing the typology study with strategic partners, constituencies, and stakeholders through roundtables.

CSSP anchored its programme outreach on popularising the typology study report to test recommendations and ascertain the final refinement of the programme focus areas through

collaborative partnerships. The strategic purpose of the study is aimed at strengthening the civil society sector to play its historic, innovative, and developmental role in advancing poverty eradication initiatives and impacting on positive policies, designed to end poverty and create sustainable and cohesive communities and institutions, whilst holding social partners accountable. The sector has been experiencing institutional and organisational challenges, insufficient funding, collaborative and coordination weaknesses, absence of enabling and supportive environment, as well as incapacity to articulate, participate and impact on partnerships with government, business, and other social partners. These challenges were the subject of the typology study, and recommendations have been advanced to address the identified weaknesses.

The impact of COVID-19

The emergence of the COVID-19 pandemic early in the third quarter quickly brought new realities and experiences into play. Apart from virtual meetings becoming the new normal, CSSP activities were impacted by sudden changes in priorities, requiring the reframing of future programmes and responses. The impact of COVID-19 on the CSSP programmes is yet to be fully appreciated, but much is being done towards integrating the 'new normal' into the CSSP programmes going forward.

Stakeholder Engagement:

- Kagiso Trust, in partnership with **Inyathelo & Tshwaranang** (30 Western Cape and 30 Gauteng based civil society organisations respectively) shared its programmes and the typology study recommendations.
- **Department of Corporative Governance & Traditional Affairs (COGTA)** – Kagiso trust presented the typology study to a roundtable convened by COGTA.
- **Presidential Social Sector Summit** – Approximately 3000 delegates, including 2500 civil society delegates and 500 strategic partners such as the Presidency, Ministers, Premiers, and philanthropy organisations were expected to participate in the summit. Kagiso Trust contributed to the draft declaration and programme towards the summit, which was called by President Ramaphosa to review and strengthen the role of civil society. The summit has been postponed indefinitely due to COVID-19.





- **Department of Sports, Arts and Culture summit on social cohesion** – This summit comprised approximately 300 delegates from government, private sector, civil society and research institutes. Strategic networks were established, and the summit deliberations and outcomes re-enforce KT’s strategic interest in building cohesive and sustainable communities.

- **Department of Social Development** – This was a collaboration and sharing of strategic support with the aim strengthening of civil society. It included the development of a stimulus package to support NPOs during the COVID-19 lockdown, as well as the development of DSD strategy towards reviving and strengthening NPOs.

- **SADC Council of NGOs** – Strategic partnership and collaboration on the typology study at SADC level with a joint undertaking of the value study.

- **Nikela Trust Partnership** – To sustain the momentum of strengthening the revitalisation of the civil society sector. Kagiso Trust has contributed R2 million to enhance the partnership with The Nikela Trust with the aim of building a collaborative partnership for resource mobilisation to address civil society funding challenges. Kagiso Trust invested in order to strengthen the Nikela Trust systems, governance, and management, which included participating in six Exco meetings and two Board of Trustees meetings.

- **Disaster Management Fund** – Kagiso Trust developed a Community Relief intervention Plan for the period 2017 – 2021 as a disaster relief and response (DRR) mechanism. R2 million has been allocated annually for the fund. KT has so far supported eight initiatives in response to COVID-19 pandemic related projects. The three key areas of these initiatives were:

- **Health** – Providing PPE supplies to various organisations: 60 scrub suits, 15 459 hand sanitisers, 1 260 portable health awareness posters, and 23 459 reusable face masks.

- **Food security** – Food Parcels for 800 indigent households and 25 vulnerable children.

- **ICT resources** – 114 laptops at a total cost of R1 996 978.

Strategic Stakeholder Engagement Virtual meeting:

- **Election Support Network-Southern Africa (ESN-SA)** webinar meeting on the 27/05/20 on the Impact of COVID-19 on Democracy and Sustainable Peace in Southern Africa. The meeting focused on elections during COVID-19 and beyond. ESN-SA is a network of election monitoring NGOs in all SADC member states and potential strategic partner with Kagiso Trust.
- **Triologue Webinar-15/05/20** – On the Impact of COVID-19 on Non-Profit Sector (NPO) in South Africa. The meeting presented a case study of 3 NPOs and how they are coping during COVID-19 under lockdown. It is evident that bigger NGOs are more likely to survive the impact of COVID-19. CBOs and Advice Centres are highly vulnerable to its negative effects.
- **COVID-19 Civil Society Coalition** – A coalition of about 20 NGOs formed specifically as a response to the COVID-19 pandemic in ensuring food security for poor and vulnerable communities and the defence of their human rights.
- **NEDLAC Community Constituency Covid19 Front** was reconstituted by social sector summit actors to respond to COVID-19.
- **IPASA** – Several seminars were attended regarding the role of philanthropy and its support for civil society during the COVID-19 lockdown. While some seminars dealt with applications for funding, IPASA is more embedded in the education sector.
- **SACC** is coordinating churches’ intervention on COVID-19, especially in food security and justice, as well as



CIVIL SOCIETY (CONTINUED)

anti-corruption campaign. They are coordinating their food distribution in partnership with the Department of Social Development and have access to the Joint Coordinating Centre. The SACC are likely partners in the implementation of KT's COVID-19 project.

The Year Ahead

KT COVID-19 Project: Catalysing community-led responses through local resilience. This represents a significant intervention for Kagiso Trust through detailing the lived, evolving experiences and realities of COVID-19 and the effectiveness of associated intervention responses by government and NPOs at community level. This exercise will strengthen the reframing of CSSP and offer transformational meaning to policy approach, advocacy and strategic partnerships, strengthening the civil society voice deeper within a national, regional, and continental context.

- **CSSP Position Paper:** A strategic positioning. This will constitute the bases for advocacy strategy and approach.
- **Convene Roundtable on typology study report:** with Southern African civil society.
- **Commission Study of Leadership Values:** in Southern Africa with key identified partners and stakeholders.
- **DSD CS stimulus package development:** Continue this development and DSD NPO Engagement Framework

- **SADC-CNGO:** Engagement in a possible partnership with taking the typology study to the SADC region and jointly undertaking a study on the Leadership Values in Southern Africa.
- **Development and reframing of CSSP 5-year strategic Plan** as a model, working with government, and anchored on the interplay between civil society (NGOs) and community advocacy and activism, it will enrich the civil society programmatic thrust beyond the national state of disaster into the new landscape of state civil society relations.

Conclusion

The CSSP is building the foundation and positioning of its strategic focus through refinement of Programme model intervention and framing of advocacy areas. The activities are being adapted and realigned with emerging trends & realities of our 'new normal', noting that:

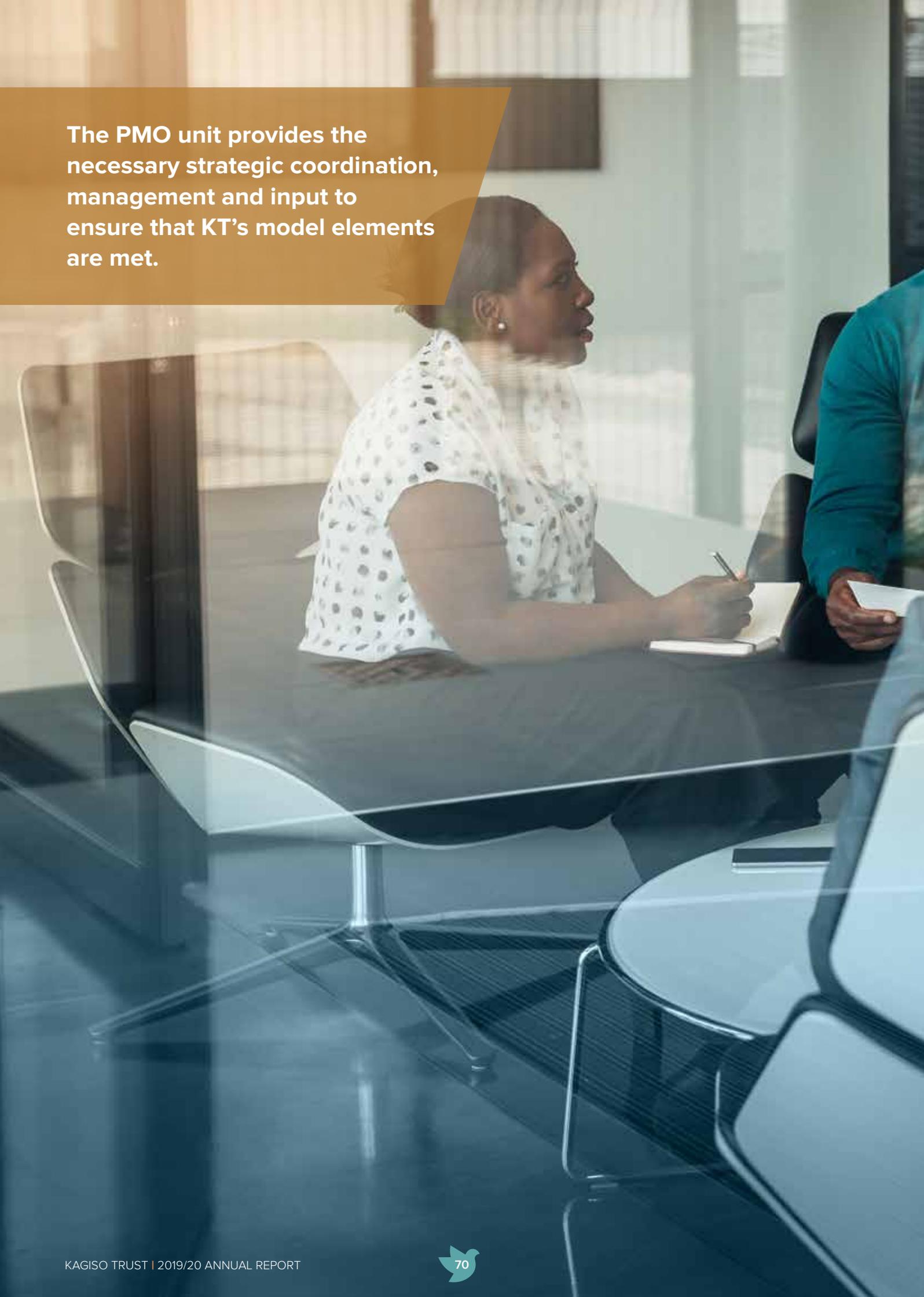
- COVID-19 pandemic revealed not just vulnerabilities, but also opportunities to boldly renovate and remodel policy and programme interventions.
- It has also catalysed a transformational inclination for sustainable change to tackle underlying and enduring fault lines of inequity and social injustice.

These challenges and emerging trends will position Kagiso Trust through advocacy, action research and contesting policy spaces.





The PMO unit provides the necessary strategic coordination, management and input to ensure that KT's model elements are met.





PROGRAMMES MANAGEMENT OFFICE

PROGRAMMES MANAGEMENT OFFICE

“I believe in innovation and that the way you get innovation is you fund research and you learn the basic facts.”

– Bill Gates



The Programmes Management Office (PMO) provides strategic direction and performance reporting support for all KT initiatives and programmes. It does this by co-ordinating and aligning programmes with the organisational strategic objectives, sourcing required information through research and developing effective, 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 it (KT/ the Trust) implements developmental initiatives; 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 coordination, management and input to ensure that these model elements are met. The PMO unit also leads and coordinates implementation of the research strategy in order to keep abreast of emerging 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 space.

Projects and initiatives for 2019/20

- Coordinated oversight on programmes performance reporting through the collation of quarterly reports; and compilation of Consolidated Quarter Reports for the Programmes Committee in line with the financial year (FY 2019/2020).
- Compiled Programmes Chair and CEO’s Reports for the Board.
- Coordinated the development of the Annual Performance Plans (APP) and Operation Plans for the financial year (FY) 2020/2021.
- Completed and published the Civil Society Typology research.
- Compiled a study on the State of Poverty in South Africa.
- Conducted an analysis of the Sustainable Development Goals (SDG) implementation and linked these with KT’s programmes.
- Drafted concept documents on Programmes Integration and Project Design.
- Presented KT Thought Leadership Strategy to the Programmes Committee.
- Completed the framework for KT Knowledge Management and Systems Policy.
- Coordinated and collated the 2019 matric results statistical data in order to conduct an analysis and compile a report for presentation to the Special Board.
- Provided support, planning and running of two Deep Dive sessions on the Local Government Makana Pilot Programme model design, as well the Civil Society Support Programme (CSSP).
- Continued to coordinate KT’s participation with InOnAfrica on the Voices Unite project with the survey on “the youth and students in South Africa”.
- Drafted a memorandum of understanding (MoU) with the Council for Scientific Industrial Research (CSIR).
- Completed draft Service Levels Agreements (SLAs) for research partnerships with University of Limpopo (UL) and University of Free State (UFS)
- Completed draft action research proposal on Indigenous tea farming in partnership with UFS.
- Coordinated and gave inputs to research proposals for a longitudinal study of the BNSDP in Sekhukhune East education district.
- Completed an initial draft research proposal on the role of black farmers in agriculture and contribution to food security for a partnership with the South Africa Human Rights Commission (SAHRC).



Looking forward

- Supported a masters level student at the University of Limpopo with a scholarship to conduct research on “cost of analysis of irrigation systems and effect on productivity” and a masters student at the North West University for her study of “communities’ barriers to and access to economic opportunities at local government”.
 - Initiated a desktop study on the Landscape of Mathematics in South Africa.
 - Initiated a desktop study into the state of ABET in South Africa.
 - Compiled factsheets on the impact of COVID-19 on KT Programmes. These are available on the KT website:
 1. “The impact of COVID-19 on Agriculture, Food Prices and Trade”
 2. “The impact of COVID-19 on the South African Economic Outlook” <https://www.kagiso.co.za/2020/05/22/the-impact-of-COVID-19-on-the-south-african-economic-outlook/>
 3. “The impact of COVID-19 on Country debts and finances”
 4. “COVID-19 impact factsheet: Education” <https://www.kagiso.co.za/2020/05/22/COVID-19-impact-factsheet-education/>
- Compile KT’s Pan African Collaboration Strategic Framework.
 - Coordinate the development of KT’s Five-Year Strategic Plan for 2022 - 2026.
 - Compile a draft of KT’s Monitoring and Evaluation Framework.
 - Complete and publish the First Edition of the KT Programmes Knowledge Report (on Local Government, Socio-economic development – SED and Education programmes).
 - Seek approval of and implementation of the revised SLA and research proposal on the Longitudinal Study of the implementation of the BNSDP in Sekhukhune East.
 - Coordinate the finalisation and approval of concept documents for Programme Design and Programmes Integration.
 - Finalisation, approval and implementation of the Knowledge Management and Systems Policy Framework.
 - Finalise and sign-off the MoU between KT and CSIR.
 - Complete a desktop study on the Landscape of Mathematics in South Africa.
 - Convene the inaugural KT Mathematics Symposium.
 - Compile thought leadership articles related to KT’s programmes.
 - Continue to report on the impact of COVID-19 on KT’s programme areas through factsheets.
 - Promote the increased use of Knowledge Drive and SharePoint within the organisation.
 - Conduct research on KT related programmes for thought leadership and publication, including a study on into the Quality of Early Childhood Development (ECD) Centres.
 - Approval of and source funds for the research proposal on food security and participation of black farmers in partnership with the SAHRC
 - Compile and action a research proposal on blended teaching and learning.
 - Continue with effective reporting on the FY2021 APP-operation plans to Board.

Financial sustainability is fundamental for delivery of our programmes as we are a self-sustaining, self-funded development organisation.





Strategic Objective:
To manage and
grow the Trust's
financial
sustainability.

FINANCIAL SUSTAINABILITY

KAGISO CAPITAL



The impact of COVID-19 on the economy was not only disruptive, but also value destructive. However, we feel that the KT group assets will be resilient and able to trade out of the negative economic impact over the long run.



Kagiso Capital (Pty) Ltd (KC) is an investment holding company that was established in 2014 with its primary purpose being to diversify the KCT portfolio, away from its investments in KTH, MMH Limited, Discovery Limited and FirstRand Limited

2019/2020 highlights

In the current year, KC was happy to have increased its exposure in the Growthpoint Healthcare REIT and to acquire an exposure in Alphawave. Alphawave is a technology hardware investment company, based in Stellenbosch. KC received favourable media coverage on the Alphawave acquisition, citing the transaction as a good fit in seeking growth opportunities

Further, KC also acquired Phuthuma Nathi ordinary shares for circa R 274m, this acquisition was made to increase the portfolio's exposure in dividend yielding assets.

The impact of COVID-19 in the economy was not only disruptive, but also value destructive. However, we feel that the KT group assets will be resilient and able to trade out of the negative economic impact over the long run

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

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

The Kagiso Capital Team

Note: As at 30 June 2020.



KGOTSO SCHOEMAN
Chief Executive Officer



LEBOGANG MOSIANE
Chief Operations Officer



ROSE MAHLOPHE
Personal Assistant



NTHOBAKAE ANGEL
Non-Executive Chairperson



FRANK CHIKANE (REV)
Non-Executive Director



HYLTON APPELBAUM
Non-Executive Director



ANDREW MARALACK
Non-Executive Director



MANKODI MOITSE
Non-Executive Director



MZOMHLE NYENJANA
Non-Executive Director

The ability to be agile and adapt in a dynamic and changing environment has become more important than ever, and 2020 saw the world change in ways none of us expected.



STAKEHOLDER ENGAGEMENT



COMMUNICATIONS AND MARKETING REVIEW

Mandisa Tselane
Communications & Marketing Head



The 2019/2020 reporting period has been a very busy and exciting 12 months for Kagiso Trust with much positive progress being made in the implementation of our various developmental models – this despite the COVID-19 pandemic and the restrictions it imposed upon our operations.

The ability to be agile and adapt in a dynamic and changing environment has become more important than ever, and 2020 saw the world change in ways none of us expected. The marketing team were able to step up to the challenges presented and we quickly found our groove in the online, virtual space. This year saw big bold campaigns launched across our three focus areas (education, local government and socio-economic development) where we strengthened and celebrated our advocacy voice.

2019/2020 review

We kicked off the first half of the financial year with a Critical Thinking Forum we hosted together with Mail & Guardian, focusing on the Fourth Industrial Revolution (4IR) and its impact on the country, economy and society. This event left us feeling inspired and energised, highlighting the need to engender greater discussions, engagement and understanding around this issue.

INITIATIVES

The following KT initiatives were implemented during the reporting period:

FREE STATE MATHS FESTIVAL IN PARTNERSHIP WITH ESKOM AND THE FREE STATE DEPARTMENT OF EDUCATION

The Free State Mathematics Festival was held at the Bon Hotel in Bloemfontein between 11 and 12 October. Some 300 participants from grades 8 to 11 entered the final rounds following a competition that included learners from schools across the province.

The competition is run in partnership with the provincial Department of Education and Eskom. The sponsorship is in line with the commitment to support various educational and development initiatives designed to have a beneficial impact on society in overcoming poverty.



EDUCATION CONVERSATIONS

The Education Conversations Roundtable hosted in partnership with University of Johannesburg and BRIDGE, convened a selection of thought leaders in education to debate and discuss what the current challenges in the Education sector are, with the aim of proposing and assisting government and other key stakeholders in delivering inclusive quality education.

The second half of the year saw unprecedented challenges in the wake of COVID-19. The Communications and Marketing department was significantly affected by this as much of what we do in marketing and communications involves physical events. These had to be cancelled and a new strategy implemented. We ramped up internal communications with virtual learning circles to ensure continuous and social engagement with staff which helped mitigate anticipated psychosocial issues that come with remote working and we further reviewed the content of the bi-monthly newsletters to keep EXCO and staff better connected and informed.



KT RADIO LESSONS

The premature closure of schools due to the outbreak of COVID-19 in South Africa created both challenges and opportunities in basic education. For teachers/learners in urban areas where internet access is readily available, many online classes were able to take place, and provided a window into the experience of remote schooling. Rural areas, however, not having the same access to online facilities, suffered a serious setback and fell behind on a substantial portion of the school curriculum. Due to this, Kagiso Trust partnered with Limpopo Department of Education, Capricorn FM, Sekhukhune FM and Tubatse FM to bring the classroom in the homes of Limpopo learners.

In a province as large as Limpopo, radio was the perfect platform to reach most learners. This was about inclusivity. It was about access to information. We crafted a compelling narrative, created a logo to hold all assets together, produced a shareable video and took #KagisoRadioTeachers on a massive media blitz to alert students and community of the lessons. We called upon everyone to support the radio lessons and #KagisoRadioTeachers – local teachers, broadcasting across Limpopo, straight into the homes of learners. We made podcasts of the lessons available on the station's website and learners from other provinces could listen via live streaming. Full class information was carried on all stakeholder websites: www.kagiso.co.za; www.edu.limpopo.gov.za; www.capricornfm.co.za.

Results

Over R1.5-million in media coverage with over 5.5-million people reached, including an estimated 144k listenership, with over 2,000 accessing the podcasts from elsewhere in the country. Brand SA recognised and lauded the work, and many have blueprinted it as one of the most successful 2020 interventions in a traumatic year for grade 12 learners. It was brave work, authentic to Kagiso Trust's DNA of intervening efficiently and with impact to those who need it most.

The engagement on social media was high. More users saw the adverts than expected, as such the total number of impressions achieved was 552 841 with 2 206 clicks. The lead radio station (Capricorn FM) reported an engagement rate on Twitter of 3,78% (usually 0.8%), and 2.52% on Facebook (usually 1%). The success of the campaign also let us strengthen our voice when elevating the inequality of education.





LOCAL GOVERNMENT

Local Government Support continued to have fruitful collaborative engagements with the Makana Local Municipality. KT's objectives have been to support the municipality with Indigent Management, Local Economic Development and Community Engagement. Through press releases, opinion pieces and conducting webinars, which detailed the MOU between KT and Makana Municipality and interviews with key stakeholders, we managed to generate substantial media coverage to the value of more R2 million.



BEYERS NAUDE MEMORIAL WEBINAR

The financial year closed off with the first Beyers Naude Memorial Webinar with Professor Muxe Nkondo as the guest speaker. The address was titled "COVID-19 An Existential Crisis: Challenges for Knowledge, Political, Economy, Ethics and Religion". The renowned scholar spoke on the COVID-19 pandemic and its detrimental effects in society and the global economy and also highlighted the urgency to mobilise for global solidarity.

With such innovative and unique work, we gained significant media exposure with a nearly 98% positivity sentiment. We have worked extremely hard this year at building a narrative around Kagiso Trust, positioning its role in society, and shining a light on possibility, hope and a different way of doing things. Even in a year of such insurmountable loss. The results of telling such compelling stories earned us media coverage to the value of R14 836 604.



The year ahead

COVID-19 has meant that for the foreseeable future, much of our marketing and communications efforts will be migrated to the virtual space. Education Conversations, for example, will be virtual and continue to focus on major issues affecting education, such as psychosocial issues to both the learner and the educator, online learning and connectivity challenges.

We will continue to have an integrated media approach to amplifying KT's projects and showcase the work done by the various programmes. This will include maximising and growing our social media exposure and engagement.

Another important marketing and communications project will be the introduction of Mankone Ntsaba, KT's new chairperson. This will be achieved through meetings with various KT stakeholders in the form of a virtual roadshow.

The virtual roadshow will run through to March 2021. Marketing and communications have planned a comprehensive communications campaign that will see coverage of the chairperson's announcement in various media, namely, print, social media, the KT website and a direct letter to all key stakeholders.

Each month, the roadshow will introduce Mankone Ntsaba to a different province. In October 2020, Gauteng will be the region in focus with the following stakeholder groups; Kagiso Trust, KST staff, NGO's, corporates, and partners. November 2020 will see the roadshow introduce Mankone to Limpopo with the department of education, corporates, and media in the region. This will conclude the roadshow for 2020 with it commencing again in January 2021.

HOW TO JOIN US IN OVERCOMING POVERTY

“You can never win a war against terror as long as there are conditions in the world that make people desperate – poverty, disease, ignorance, et cetera.”
 – Desmond Tutu, Elder Emeritus, Archbishop Emeritus of Cape Town and Nobel Peace Laureate



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:

1



ONCE-OFF DONATIONS OR SPONSORSHIPS

2



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



GREATER IMPACT

Support programmes that transform lives in measurable ways in some of South Africa’s most impoverished areas.



SUSTAINABILITY

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.



PUBLIC RECOGNITION

Gain visibility as a leader in social responsibility through joint public relations and marketing campaigns.

FOR MORE INFORMATION ON KAGISO TRUST PARTNERSHIP AND CONTRIBUTION OPPORTUNITIES CONTACT US ON 011 566 1900 OR INFO@KAGISO.CO.ZA

STAKEHOLDER ENGAGEMENT



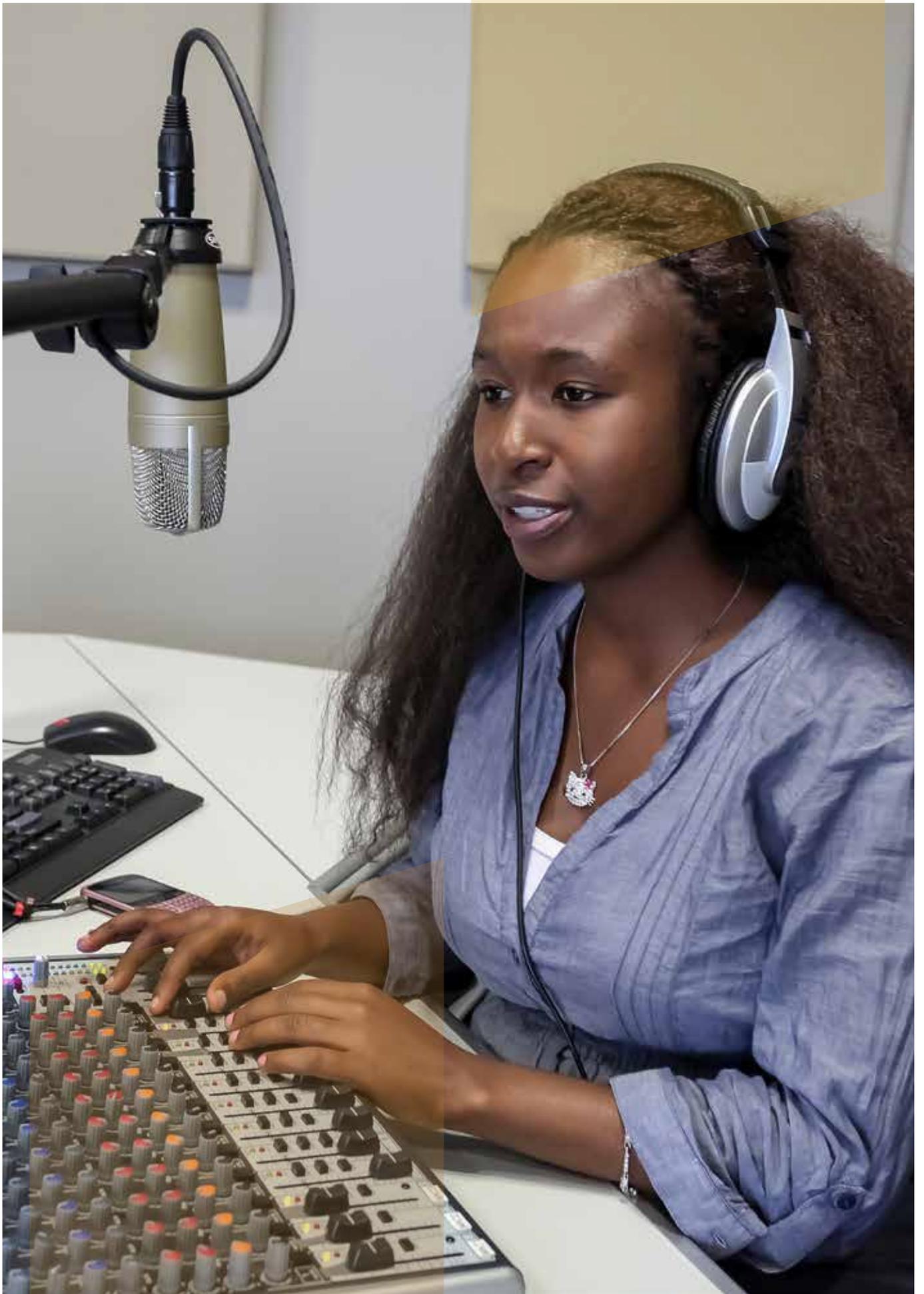
“Through being collectively faced with a challenge of this magnitude, we came together, worked together and helped each other through shared difficulties.”

– Mankodi Moitse, CEO

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.

Although some activities were prohibited due to COVID-19 restrictions, stakeholder engagements were still viewed as a priority. As part of an objective to build a stronger voice for KT in the development space, key relationships with civil society groups and the private sector continued.

Stakeholder Description	Engagement Activities In 2019/2020
<p>Government</p> <p>The primary government stakeholders include: National Department of Education, Minister of Basic Education, provinces and districts, Department of Agriculture, Department of Small Businesses, South African Local Government Association (SALGA), and the Department of Cooperative Governance and Traditional Affairs (COGTA).</p>	<p>Government is engaged through meetings, conferences and workshops, CSI project events and through social media platforms.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • National DEPT of Basic Education Provincial Matric Results announcements were attended by Trustees as well as EXCO members. • Attended Education Iekgotla. • COGTA meetings. • SALGA meetings. • Local Government Webinar.
<p>Beneficiaries</p> <p>Beneficiaries include community members located in areas within which we operate, youth local and small businesses, teachers and learners from basic and tertiary institutions.</p>	<p>Beneficiaries were engaged through Radio Lessons, traditional media and social media.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • Radio Lessons in partnership with Capricorn FM, Sekhukhune FM and Tubatse FM reached Limpopo Grade 12 learners and Limpopo community.
<p>Civil Society & Partners</p> <p>Partners include registered non-profit or non-governmental organisations working in the country, particularly those who work in the education and enterprise development sector.</p>	<p>The NGO community are engaged through In-Brief magazine, meetings, roundtables and events.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • Round table where the Typology survey results were shared with different civil society groups.
<p>Media</p> <p>This includes editors, journalists, and online influencers on social media platforms.</p>	<p>The media is engaged through events, media releases and telephonically.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • Engagement in partnerships with Mail & Guardian on the Critical Thinking Forum. • Capricorn FM, Sekhukhune and Tubatse FM Media invited to event Launches of Tyala Fund and ProPreneurX.
<p>Employees</p> <p>This group includes permanent and contract staff of Kagiso Trust.</p>	<p>Our employees are engaged through internal newsletters, learning circles and staff events and meetings.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • Staff retreat; and • Year-end weekend away.



KAGISO TRUST IN THE MEDIA

The results of telling such compelling stories earned us media coverage to the value of R14 836 604 with a nearly 98% positivity sentiment.



#KAGISORADIOTEACHERS ARE THE REAL HEROES

By SUN REPORTER

For the past few weeks, matric pupils in Limpopo have tuned in to local radio stations – not to listen to music but rather the voices of their teachers.

Kagiso Trust, in partnership with the Limpopo Department of Education, is providing school lessons via the radio for matrics in the province.

COO of Kagiso Trust, Themba Mola, said

grade 12 learners have already lost more than 60 days since lockdown.

“This model of mediating learning will strengthen teaching and learning in the absence of face-to-face lessons,” he said.

“Kagiso Trust has long believed that education is the key to overcoming poverty,” said the organisation’s CEO Mankodi Moitse. “Over the past 14 years we have created education programmes structured to have the highest impact and greatest sustainability.”

Limpopo Education MEC Polly Boshelo said crucial lessons were offered by expert subject teachers with an excellent track record in the subject that they offer. “These are the teachers who recorded 80% and more pass rates in the subjects that they have been teaching since 2017.

We believe their expert content knowledge will benefit more than 80% of the current grade 12 learners in Limpopo,” Boshelo said.

The lessons focus on MST subjects (mathematics, sciences and technologies), including mathematics, mathematical literacy, physical sciences, life sciences and agricultural sciences.

“These are the subjects that are highly enrolled and determine the standard and quality of education offered in Limpopo. Currently, the main subject of the first that still poses a serious challenge in the province is mathematics, whose performance is still below the threshold,” said Mola.

The other seven non-MST subjects are broadcast by the community radio stations in both the Sekhukhune East and South education districts. They include English FAL, Sepedi HL, accounting, business studies, economics, history and geography.

Each five broadcast lesson lasts for an hour a day during and after lockdown period.

The first 30 minutes is allocated to the teacher to read and narrate and the other 30 minutes is reserved for the pupils to interact with the teacher through questions or comments. Content largely covers term one and two, and will be supplemented by face-to-face contact sessions after pupils have returned to school.



Kagiso Trust CEO Mankodi Moitse says education is key to ending poverty.

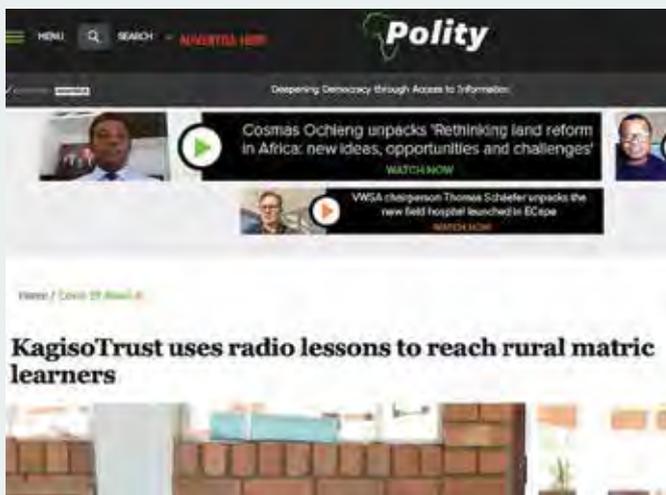
“It is about access to information. It is about gathering together around a radio like we once did. This is the new normal.

“We call upon everyone to support the radio lessons and ‘KagisoRadioTeachers’ – local teachers, broadcasting across Limpopo, straight into the homes of learners.”

“We call upon everyone to support the radio lessons and ‘KagisoRadioTeachers’ – local teachers, broadcasting across Limpopo, straight into the homes of learners.”

To parents I say this: Monitor your child's study timetable and support with any study materials. Actually, when your child is in grade 12, you are also in grade 12.

● Mathematics teacher Mashudu Marubini



NEW APPROACH NEEDED FOR MODERN HUMAN RIGHTS STRUGGLE



Rev Frank Chikane

Chairperson of Kagiso Trust Rev Frank Chikane has a simple personal daily prayer: "We must mobilise the people of South Africa to ensure that no criminals ever rule this country. The resources of our beloved country should be used for the poor and to change their conditions for the better."

On the eve of Human Rights Day, Rev Frank Chikane said that his spirituality drew him to political and social activism during the apartheid era. He was a well-known anti-apartheid priest, having grown up in the apolitical Apostolic Faith Mission Church and serving, at some point, as the general secretary of the South African Council of Churches. "The key issue back then was not to allow this evil to survive," Chikane said.

Chikane said South Africans must once again risk their lives to save others, just as they did during the liberation struggle. He believes that all South Africans, including the administration led by President Cyril Ramaphosa, should embrace human rights. He believes that a culture of human rights can assist the government to effectively deal with various social, political and economic challenges. "Policies of the ANC that talk to human rights, gender justice and economic rights

"Our education system must teach children about our pain and effort and the challenges we are facing. Children must be part of the thinking of the country and the future. We should mobilise the younger generation to fight for the rights of the people. Do unto others as you would have them do unto you," said Chikane. Unfortunately, he said, the world is moving in the wrong direction when it comes to human rights. Human rights must be guaranteed across the globe. "The world is moving in a direction where there is no respect for other people's lives. You cannot bomb a whole country because you are angry with one person. It is unacceptable and a crude way of thinking. Instead, the world should be focusing on how to ensure justice for all. How can we make peace?" Kagiso Trust is one of South Africa's leading

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EXECUTIVE LOUNGE
5

'No one is a victim of poverty'

Mankodi Moitse on the Kagiso Trust and the fund's model of upliftment through education.

By Chris Gilmour 2 Oct 2019 @ 20:24

Executive lounge interview

2 OCT 7PM / SAfm Market Update with Moneyweb

00:00 15:24

56k

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CHRIS GILMOUR: It's time for our business executive leadership feature today [Wednesday], where we get to speak to all or manner of entrepreneurs, corporate executives and leadership in other spheres as they share their experiences with us so that we might learn a thing or two.

Today I have the pleasure of speaking to a lady who has a Masters in Business Leadership and has a career spanning over two decades, wearing different senior



Despite the fear and anxiety that has affected all involved in education during the Covid-19 pandemic, an Education Conversation webinar on the psychosocial issues for education held recently heard stories of hope, solutions and way forward during the pandemic.



Themba Mola, CEO of Kagiso Trust
Photo: Supplied by Kagiso Trust

The Education Conversation, an initiative presented by Kagiso Trust, the University of Johannesburg Faculty of Education, and Bridge, was attended by role players and stakeholders across all sectors of education. The webinar guided by highly respected education academic Professor Kat Yassim, was a robust, constructive and necessary engagement that gave voice to many of the issues facing all in education at this time.

The lived experience of the rural child in attaining education is one that must be given urgent and careful attention said Themba Mola, chief operating officer of the Kagiso Trust. "The mental, physical and social impact on the educational development of children in rural areas during this time is one that cannot be underestimated," said Mola. "Kagiso Trust has seen through our programmes and projects how much assistance and guidance all involve in education need, from the child to the teachers. In rural areas this is much more intense because of the challenges rural schools face in terms of the distanced learning, connectivity and environment. We must keep an awareness

Free Press **Gazette**

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Adding up for two in FS top 10

Maths wizards from high schools in the Free State province were generously rewarded for their efforts last weekend. They took part in a province-wide competition, sponsored by the Eskom Development Foundation and run by the provincial Department of Education, in partnership with the Kagiso Trust. The finals of the Free State Mathematics Festival were held...

October 19, 2019

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South Africa institutions partner to tackle challenges faced by new age farmers

Kagiso Trust, along with Tsyala and Tsyala Impact Fund, have signed an agreement to establish the Tsyala Impact Fund to support black farmers. The agreement will see the three entities work together to provide financial support, access to financial services, and to provide technical support to black farmers. The agreement will also see the three entities work together to provide technical support, access to financial services, and to provide technical support to black farmers. The agreement will also see the three entities work together to provide technical support, access to financial services, and to provide technical support to black farmers.

media update

Kagiso Trust welcomes Mankone Ntsaba as its new chairperson

21 October 2019

Mankone Ntsaba has been announced as the new chairperson for Kagiso Trust. Ntsaba has been with the board of the company since 2009 and has served as deputy chair of the board, as well as chair of the programmes committee, for the last six years.

Kagiso Trust welcomes Mankone Ntsaba as its new chairperson

She has served as a member of the board of Kagiso Trust Holdings, Kagiso Africa Investments and the advisory board of Kagiso Broadbank Trust.

Beyond Kagiso Trust, Ntsaba runs her own management consulting company in the water and sanitation sector. She previously worked as a researcher and consultant at the Council for Scientific and Industrial Research.

She has also worked as a lecturer at the Universities of Zululand and Transkei, Ntsaba sits on the Board of Rand Water. She is passionate about community development and poverty eradication and has worked on various development programmes in rural areas of South Africa.

Ntsaba takes over from reverend Frank Chikane, whose term has come to an end. "It is an honour to take over from one of the founding members of Kagiso Trust," says Ntsaba.

"I look forward to leading a phenomenal board as we work through these difficult times globally. Kagiso Trust is one of South Africa's leading development agencies working towards a prosperous, peaceful, equitable and just society. Over the past 35 years, we have invested over R2-billion in development and implemented over 1 831 programmes. I look forward to reaching more milestones," Ntsaba adds.

Mankone Motse, CEO of Kagiso Trust, adds, "We welcome Mankone as our chairperson. She shares a long history with us and has served in various positions. Her experience and counsel is invaluable as we work to overcome poverty by developing and implementing scalable, replicable, sustainable development programme models in the areas of education, development, institutional capacity building, socio-economic development and financial sustainability."

Mphahlele Selala
Socio-economic Development Head

Opening up access to funding

Agriculture has come under the spotlight in South Africa, as it is considered a critical contributor to economic growth, food security and employment. Concerns range from farmer support, suitable finance models and institutions, market access and intelligence to recently the debate on land redistribution and tenure. Government made a call for public-private partnerships in order to establish interventions to provide relevant products to service the sector. The commercial financiers' products take into account the risk exposure inherent in the sector, and this is modelled into the cost of lending, making access to finance difficult for farmers who, moreover, may not own the land they are farming and therefore lack collateral. The financial services sector had an agricultural credit exposure estimated to be north of R160 billion in 2019. Notwithstanding, the availability of finance, a significant number of projects fail to meet the set requirements to access this finance, thus showing the need for innovative financing models.

Kagiso Trust, as one of the oldest development agencies, sees the need to establish a fund, the Tsyala Impact Fund Pty (Ltd), to support black farmers with a solution that encompasses access to finance that is relevant to the new era farmer, technical support and market access and intelligence. With the country faced with the twin problems of unemployment and lower economic growth, Kagiso Trust, a pioneer in development, believes in the power of entrepreneurship to sustainably address and overcome poverty. As such, Tsyala leverages on the power of partnerships to avail the resources needed by the new era farmers to thrive. Tsyala seeks to increase access to finance by black producers, and to transform and make the sector inclusive. In short, Tsyala offers subordinated loans and with commercial funding from other financial institutions provides blended financing, making it affordable and accessible to new era farmers.

The funding is purely debt with developmental terms. Recently, Tsyala Impact Fund, Patrosos South Africa (PSA) and AFGH Agri Services signed an agreement to address the aforementioned challenges facing agri-entrepreneurs. This will see farmers being supported on the ground with not only finance but also technical expertise aimed at improving productivity of the new era farmer. Tsyala has also co-funded black farmers in KwaZulu Natal with First National Bank.

In order to instil an entrepreneurship mindset and do away with the dependency on grant funding the sector has showed that it is ripe for inclusive and disruptive market driven finance models.

The wake of the pandemic, caused by the novel coronavirus, COVID-19, has resulted in our country experiencing extreme measures of lockdown to curb the spread of the virus. As such many sectors have regressed, and we have witnessed a significant shift in priorities. Our economy took a knock as some businesses could not recover, increasing the unemployment statistics, job creation and food security is as significant now as ever. Increasing the number of farmers in rural communities is important and as such these producers need access to funding models aligned with the sectors characteristics.

As a black owned fund, Tsyala seeks to act as a catalyst for transformation by building more relationships with role players in the sector in an effort to consolidate resources. Tsyala looks forward to becoming an inclusive finance partner of choice, contributing to the Sustainable Development Goals and impacting for change.

Working with Durkiss for fund management. For more information, please visit www.kagiso.co.za or contact 011 566 1900.

For more information please visit www.kagiso.co.za or contact 011 566 1900

USB ONLINE COURSE OPERATIONS MANAGEMENT R 14,997 LEARN

Radio rises as the champion medium for Limpopo matrics during lockdown

City Press Staff Reporter



Pulling together to improve Makana

Dear Readers: On Tuesday 23 July a meeting of representatives from civil society organisations took place at Graham Hotel, facilitated by Kagiso Trust.

Kagiso Trust is commissioned by Coega to assist Makana Municipality to clean up the municipal database, enhance revenue collection and register lodgers.

Representatives from the following organisations met: Grahamstown Residents Association, Rhodes University, Grahamstown Business Forum, members of the religious community, the National Heritage Festival, Panga Festival and volunteers from various civil society organisations.

This meeting provided an opportunity for stakeholders to gather around the table

FROM THE MAYOR'S DESK

The group will meet quarterly and three working groups were established:

1. Investment promotion and job creation;
2. Social Cluster;
3. Communication and publicity.

The plan is for the working groups to meet regularly and give feedback to the forum on the strategic projects that need to be pursued. It was also emphasised that the forum will not take over the work of the municipality but will complement it.

Honourable Executive Mayor
Councillor Shantel Mphahlele

Trust this agency to make things happen

By ZYANDA ZWENI
DEVELOPMENT agency Kagiso Trust has spread its wings to Makana municipality in the Eastern Cape.

The developmental organisation focuses on building self-sustaining models and programmes to tackle Mzansi's socioeconomic needs.

It recently visited the municipality to discuss local economic development opportunities.

Mayor Mzukisi Mphahlele welcomed the team led by Rev Frank Chikane, who said: "The trust empowers local organisations to be critical in solving municipal issues by providing the means and know-how as well as long-term, self-sustaining solutions."

Chikane said: "A three-year memorandum of understanding was signed between the municipality and the trust. Plans are to introduce local economic



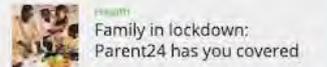
From left: Lulama Kopo, Kagiso Trust CEO Mankodi Mlotse, Vuyiseka Kopo, trust chairman Frank Chikane, and Zukiswa Sonjeka.

development training, empowerment workshops, and to find opportunities for alignment between the municipality and the development agency.

"The memorandum aims to support local economic development, community involvement and poverty management support."

Mphahlele stressed the importance of partnerships.

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'Crafted lessons will be offered by expert teachers': New matric resources now available on radio

The materials will cover term 1 and 2, and each live broadcast lesson will last for an hour per day during and after the lockdown period.

18 May 2020 0 Comment



Makana shows need for cohesion during Covid-19

More than ever, the Covid-19 pandemic has shown that collaboration, cooperation and the co-creation of solutions are vital between all local stakeholders if communities are to prosper.

Speaking at a recent webinar, Paul Smith, Kagiso's Trusts local government support head, recounted their ongoing work with the Makana Local Municipality in the Eastern Cape as a case study of what can be achieved.

"When people set aside their differences and get their hands dirty working together, things get done," said Smith.

The Kagiso Trust began working with the Makana Municipality finance department in 2018, assisting with debt and revenue management issues, as well as building capacity and transferring skills.

Municipal revenues were shrinking year on year and service delivery levels were rapidly declining. The municipality was losing its ability to attract people to this once sought-after town and



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Home / Radio / Kagiso Trust launches #KagisoRadioTeachers Campaign

Kagiso Trust launches #KagisoRadioTeachers Campaign

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Need for collaboration, cooperation, co-creation during Covid-19 pandemic

24 JUL 2020 SAVE | EMAIL | PRINT | PDF

Speaking at a recent Triologue webinar, 'Supporting local government in the midst of a global pandemic', Paul Smith, Kagiso Trust's local government support head, recounted its ongoing work with the Makana municipality in the Eastern Cape as a case study of what can be achieved through collaboration, cooperation and the co-creation of solutions among all local stakeholders.

"When people set aside their differences and get their hands dirty, working together, things get done," said Smith.

The Kagiso Trust began working with the Makana Municipality finance department in 2018, assisting with debt and revenue management issues, as well as building capacity and transferring skills. Municipal revenues were shrinking year-on-year and service delivery levels were rapidly declining. The municipality was losing its ability to attract people to this once sought-

Kagiso Trust was live.
19 Jun at 09:10

The Beyers Naude Memorial Lecture has been an exciting initiative at Kagiso Trust since 2003. Through our Beyers Naude Memorial Lecture series we provide students with the opportunity to be exposed to interesting topics related to societal values, higher education and leadership in honour of one of Kagiso Trust's founding patrons, Dr. Beyers Naude.

Like Comment Share

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Post Insights

The Beyers Naude Memorial Lecture has been an exciting initiative at Kagiso Trust since 2003. Through our Beyers Naude Memorial Lecture series we provide students with the opportunity to be exposed to interesting topics related to societal values, higher education and leadership in honour of one of Kagiso Trust's founding patrons, Dr. Beyers Naude.

3.5K Rhodie Reicheld
735 Video Views
692 Engagement

Engagement

Reactions	62
Comments	20
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Makana committed to working with citizens

Dear Residents
Makana Municipality officially welcomed the Kagiso Trust team which was led by its chairperson Reverend Frank Chikane from 31 July to 2 August 2019.

During the visit, the team had extensive consultations and engagements with the community and stakeholders, represented by faith, business and cultural organisations.

Prior to the visit, a stakeholder forum was convened which served as preparation.

The purpose of getting to know Makana through meeting key stakeholders is to promote collaboration on key developmental focus areas that will assist Makana in becoming a better place for all its citizens. All stakeholders welcomed Kagiso with open arms and expressed support and enthusiasm for the initiative.

Reverend Chikane, in his address at a dinner at Rhodes University, said that to achieve Kagiso's goals, no single entity, whether it is national government, a private sector company, or a multilateral organisation, can do it alone. There needs to be an all-inclusive effort from all parties to

make a change. The Reverend added that Kagiso Trust is not coming with solutions to Makana, but that they would like to forge a collaborative approach whereby they will also learn and ultimately develop a model that will benefit other municipalities in South Africa.

The core focus of the visit was not only centred on historic sites in the area. The visit supported and made use of local businesses in the area, for example, local shuttle services for commuting in and around Makana, tourism services and catering. The team and its executives stayed at Kwami eMakana homestays during the course of the visit. In its true nature, and as part of its objectives to empower, Kagiso Trust believes that procurement goes with empowerment.

I officially welcomed the Kagiso Trust team at a dinner hosted at Rhodes University on Thursday, 1 August and expressed my gratitude to Reverend Chikane for the role they have already played in Makana in the short time they have been here.

Dr Sizwe Mabizela, the Vice-Chancellor of Rhodes University emphasised his

FROM THE MAYOR'S DESK

commitment to this partnership, and to education, and referred to the current Rhodes community engagement programmes as an important initiative to improving the quality of education in the region. He also commended Kagiso Trust for the remarkable work done in the Free State and looked forward to working with Kagiso Trust while they are here.

An MOU was signed between Makana Municipality and Kagiso Trust with plans to introduce local development training, empowerment workshops and finding other opportunities to ensure alignment between the municipality and Kagiso Trust. Over and above the revenue management work sponsored by CoGTA, the MOU seeks to support areas of Local Economic Development, Community Engagement and Indigent Management Support, funded by Kagiso Trust. A status quo

report has been concluded and extensive LED training for councillors and officials has commenced. A relevant and implementable LED strategy is the intended output.

Kagiso Trust is one of South Africa's leading development agencies working towards a prosperous, peaceful, equitable and just society. The development agency identified a need for a more collaborative effort from all relevant stakeholders in order to work towards eradicating abject poverty and working towards the socio-economic growth of the municipality.

As Makana Municipality we welcome this initiative and are committed to play an important role as a key stakeholder in making Makana Municipality a better place for all our citizens and a destination of choice for visitors.

Honourable Executive Mayor, Councillor Mankisi Mphahlela

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The Covid-19 pandemic has exacerbated the hunger crisis, not only in South Africa, but globally. This week several organisations commemorate World Food Day, while other groups focus on education, decolonising prisons, and vaccine trials.

Listen to this article
7:18

World Food Day

On Friday, 16 October, we observe World Food Day. This day provides an occasion to highlight the plight of hungry and undernourished people in the world, something which has been globally exacerbated by the Covid-19 pandemic. World Food Day is calling for global solidarity to help all populations, and especially the most vulnerable, to recover from the crisis, and to make food systems more fair, resilient, and robust.

On Monday, 12 October, the Kagiso Trust brings you a round table discussion on community resilience and responses to Covid-19. With a special focus on food security, this event acknowledges the ways in which people have worked cooperatively to address the critical goods supply issues that arose during the pandemic.

Join Sible Mooi (Rays of Hope), Zilda Holtzman (Tahismani Centre for Activist Education), Tokelo Mahlakoane (Minister Affected Communities United in Action) and Faried Domingo (Bosmont Community Patrol) as they examine how this resilience and community networking will be used to address future struggles around food security.

The Pietermaritzburg Economic Justice & Dignity Group invites you to a webinar to launch the new Household Affordability Index with food price data from Johannesburg, Durban, Cape Town, Springbok and Pietermaritzburg on Thursday, 15 October.

FROM THE MAYOR'S DESK



Update on indigent registration

Dear Residents
The partnership between Makana municipality and Kagiso Trust was conceptualised to include three areas, namely
•Indigent policy management
•Community engagement and
•Local economic development
A Memorandum of Understanding between the two entities was signed in January 2019 and work started in February 2019. This project is expected to end in March 2020. Kagiso Trust has released a preliminary report on the progress that has been made in each of the above areas.

Today we summarise the update regarding the first area that deals with the registration and management of the Indigent Policy.

For the record, Makana municipality does have an approved Indigent Policy. There is also an Indigent Register that is supposed to be revised annually. For the Indigent Policy to be accurately applied, the Indigent Register needs to be accurate and to be regularly updated. Inaccurate indigent data negatively affects the integrity of the municipal Debt Book. Potential indigent customers who are not registered do not receive the Free Basic Services.

Consequently, the municipality loses out on the equitable share it would have received had all the indigent within its jurisdiction been registered.

There are a large number of potential indigents that have not been registered which we are trying to rectify with the current outreach. Motivating indigent customers to register is a big challenge as most do not see the need to register. In this case the Indigent Register will never be accurate. Child Headed Households are also eligible to be granted indigent status, provided that they apply and submit all necessary documentation.

Only 7 412 indigents have been registered to date. Of these registered indigents 6278 have valid Identity documents. The 1 124 indigent with invalid IDs still need to be verified. The 6 278 indigents with valid IDs are associated with the R36m debt.

This is the un-collectable debt that inflates the municipality's Debt Book and need to be addressed. Any indigent with invalid ID should not qualify for indigent status as this a prerequisite.

Again out of the 7 412 registered indigents, 5 797 are property owners, while 1 614 are tenants. According to the Indigent Policy tenants do not qualify for indigent status. Transferring the deceased estate to the rightful owners is a challenge. These cases need to be identified and addressed R6 143m of the total indigent debt is associated with this category.

Two Thousand Two Hundred and Thirty Three (2233) of the 7412 registered indigents do not have contactable contract numbers. This makes the use of technology to communicate with customers impossible. A significant debt is associated with customers that cannot be contacted. To address all these problems, the Finance Directorate has embarked on a roadshow to visit all the communities.

The aim of this roadshow is to invite all potential indigent to assist them to register for the indigent programme. This will have the combined benefit of cleansing our data and absolving the municipality to recoup the indigent grant from National Treasury through the equitable share.

I call on all community based organisations to encourage residents to come and register.

Honourable Executive Mayor
Councillor Mzukisi Mqahlu

NGO, NPO & SOCIAL ENTERPRISE NEWS SOUTH

Need for collaboration, cooperation, co-creation during Covid-19 pandemic

Speaking at a recent Trilogue webinar, "Supporting local government in the midst of a global pandemic", Paul Smith, Kagiso Trust's local government support head, recounted his ongoing work with the Makana municipality in the Eastern Cape as a case study of what can be achieved through collaboration, cooperation and the co-creation of solutions among all local stakeholders.

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#LivingtheLegacy: NGO's in South Africa making a change

09 Aug 2020

UPCOMING EVENTS

OCTOBER 2020

Kagiso Trust welcomes Mankone Ntsaba as its new chairperson

Mankone Ntsaba has been appointed as the new chairperson of Kagiso Trust. He has been with the Trust since 2019 and has served as Acting Chair of the Trust as well as being the programme manager for the last six years.

Kagiso Trust welcomes Mankone Ntsaba as its new chairperson

Planning for a better city

By SUE MACLENNAN

The Mayor is abandoning a statutory Advisory Council established earlier this year in favour of "citizen-driven initiatives". Makama's Executive Mayor Mankisi Mphahlela announced this during his address at the start of the first full Council meeting since the National Arts Festival.

The Internal Audit and Risk Committee started the business of the meeting on a relatively positive note, saying in their presentation that there had been significant improvement in both financial and performance information reporting. Compliance with the Act that is supposed to keep municipal finances on the straight and narrow – the MFMA – had also improved.

Mayoral Committee minutes sparked a number of discussions in Council. The most vigorous was about the intervention of the Gift of the Givers in Makhanda earlier this year and the national outcry about funds being made available for other entities for work GoG said they'd done. Councillors questioned their continued presence in Makhanda.

Speaker Yandiswa Vara confirmed that their return was on the basis of an MOU signed with the Minister of Human

Settlements, Water and Sanitation, for Gift of the Givers to provide support in all areas affected by drought. "I will still call them sometimes and ask them to take water to the farms," Vara said. "We cannot reject their support."

Municipal Manager Moppo Mene then clarified that a final report was imminent. It would detail the agreement between the Department of Water and Sanitation and Gift of the Givers about proportional payment.

The indigent register, staff using vehicles and proof-of-address services were discussed extensively.

Three councillors stood up and, outraged, pointed out certain names on the list of people who'd registered as indigent (ie eligible for free basic services), saying they definitely weren't.

Chief Financial Officer Gerard Goliath responded, saying that through special verification software being used by Kagiso Trust, Makama's indigent list had been reduced from more than 2000 to between 400 and 600. In addition, another 1000 households had been newly identified as qualifying.

Local municipalities receive

an equitable share allocation for free basic services, matched to the number of residents registered as indigent. Official vehicles being used to transport staff to and from work at the municipality was raised as a strong concern, particularly since in many cases the vehicles were being parked at staff members' homes overnight. This meant they weren't covered by insurance.

Cary Clark raised the issue of a service councillors should routinely provide to residents, namely signing proof of address forms. "A lot of people get sent to the DA offices," Clark said. "We would love to help them but we can't when we don't know them because we're not the councillors for their areas."

It emerged that councillors in some wards were leaving signed forms with ward committee members – a practice the Speaker vigorously defended. "A councillor can't be everywhere at once," Vara said. "And our people need that service."

Fargher pointed out this was a risk, saying Makama would be held liable for any FICA non-compliance.

Siyamthanda Dymatyie said, "It is a disgrace that community members who come to

the municipal offices requesting proof of address, when they are asked why they did approach their Ward Councillors, they say they don't know them.

"It's very wrong that we have councillors who are not known in their wards."

Ramie Xoxa raised his frustration at wanting to provide the service and requesting the necessary official stamp in vain. In the end he'd had the stamp made and paid R575 for it himself.

"Paying R575 for that stamp won't make me poor or rich," Xoxa said. And turning to the CFO, he said, "Meneer, jy moet 'n plan maak om hierdie moeilikheid reg te maak."

The other light moment was at the start of proceedings, when the PA system in the Council Chamber started playing music from Radio Grahamstown. The radio station recently moved into the adjacent Local Economic Development building.

"This has got to be sorted out," said the Speaker.

Fargher said, "I think we should at least be able to dictate what music they play."

This week's Council meeting took place against the backdrop of two public forums

that Mphahlela has engaged in over the past month. The latest, this week, was hosted by Rhodes University.

Announcing he was abandoning the statutory advisory body in favour of these "citizen-driven forums", he said, "I have discovered that they have the same objectives that I do."

Alongside the Mayor, speakers at the Rhodes-hosted meeting included Vice Chancellor Sizwe Mabizela, Mpumulelo Ncwadi, MD of the organisation Foregone Concessions, Richard Gaybba from the Grahamstown Business Forum, Aynada Kota of the Uveni-people's Movement, De-

velopment Researcher Phenyio Nongane-Lekoma, National Arts Festival Council and Grahamstown Foundation member Harry Dugmore and Dumile Monakali, of the Ministers Fraternal of Grahamstown East.

Speaking in an interview at the Rhodes meeting this week, Mphahlela welcomed the initiative by the University to invite Makhanda stakeholders "to come and dream about the future of this city".

"I think it's going to be a very useful engagement and I hope it will come with... concrete steps to add to what the municipality is currently doing."

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APPOINTMENT

Ntsaba named new chairperson of Kagiso Trust

MANKISO Ntsaba has been announced as the new chairperson of Kagiso Trust.

Ntsaba has been on the board of Kagiso Trust since 2009 and has served as deputy chairperson of the board and chairperson of the programmes committee for the past six years.



NEW KAGISO TRUST CHAIRPERSON MANKISO NTSABA - Supplied

She has served as a member of the board of Kagiso Trust Holdings, Kagiso Africa Investments and the advisory board of Kagiso Makhanda Trust.

Ntsaba runs her own management consulting company in the water and sanitation sector. She previously worked as a researcher and consultant at the Council for Scientific and Industrial Research. She has also worked as a lecturer at the universities of Zululand and Free State and serves on the board of Sand Water.

Ntsaba passionate about community development and poverty eradication and has worked on various development programmes in the rural

areas of South Africa.

Ntsaba takes over from the Reverend Frank Chikane, whose term has come to an end. Chikane served as chairperson from 2013.

"It is an honour to take over from one of the founding members of Kagiso Trust," said Ntsaba. "and I look forward to leading a physycemal board as we work through these dif-

ferences globally. Kagiso Trust is one of South Africa's leading development agencies seeking towards a prosperous, peaceful, equitable and just society. Over the past 33 years, we have invested over R2 billion in development and implemented over 1000 programmes. I look forward to making more milestones."

Mankiso Mntse, chairperson of Kagiso Trust, said: "We welcome Mankiso as our chairperson. She shares a long history with us and has served in various positions."

"Her experience and counsel is invaluable as we work to overcome poverty by developing and implementing scalable, equitable, sustainable development programmes in the areas of education, development, institutional capacity building, socio-economic development and financial sustainability."

Chikane, founding member of Kagiso Trust, welcomed the appointment

of Ntsaba as the new chairperson.

"I am confident that Mankiso will take Kagiso Trust to higher levels than when he left it. I hand over this baton with pride. Mankiso will bring his own special touch to this position, and we look forward to seeing further legacy work unfold," he said.

Kagiso Trust was founded in 1985 during a period of intense struggle in South Africa to provide support to development institutions and initiatives across a range of sectors.

After 1994, the organisation broadened its social vision through the establishment of Kagiso Trust Investments and focused on spinning committees through targeted education and enterprise development programmes.

In 2005, Kagiso Trust secured its financial stability through a series of strategic investments and partnerships that strengthened and expanded its capacities to develop people and communities. > next

Improve schools by having restorative justice and teachers

COMMENT

Margie Vorwerk

High levels of ill-discipline and violence characterise many South African schools. The landscape has seen the erosion of teachers' authority, with teachers becoming victims of disrespect and even violence inflicted by learners, parents and others.

"We cannot overemphasise how troubled our education landscape is currently," said Eddie Kekana, provincial chairperson of the South African Democratic Teachers Union in Gauteng, who added that the quality of teaching and learning had declined in some schools as a result of the attitude towards teachers.

"Unless we resolve these challenges and find ways to protect and nurture teachers, we risk compromising the productivity of our institutions and development as a country."

Kekana was speaking as a panellist at a recent Education Conversations seminar, which deliberated on the topic: Restoring our Teachers' Dignity – Creating Enabling Conditions for Teachers. Education Conversations is a dialogue series hosted by the Kagiso Trust, the University of Johannesburg and Bridge, a nonprofit organisation working to connect innovators in education. It aims to encourage open debate to advance the agenda for an improved and better performing public education system. The emphasis at

the seminar was on identifying constructive ways of improving teachers' working conditions.

The banning of corporal punishment left many teachers feeling powerless in the classroom. Several contributors suggested that the change was poorly managed, with not enough being done to empower schools and teachers with viable alternatives. One promising alternative is restorative discipline. Anne Baker, of the Catholic Institute of Education, described how the organisation used the concepts and practices of restorative justice to develop their Building Peaceful Schools programme, which aims to protect children from the damaging effects

of corporal punishment and support schools and teachers with effective alternative methods of discipline.

Restorative justice began formally in New Zealand's criminal justice system when Maori elders called for an alternative to imprisonment for young men who broke the law that would help those harmed and make the perpetrators face the consequences of their actions.

In schools, the restorative approach removes the climate of fear that negatively affects teaching and learning and encourages the development of self-discipline. It works by strengthening relationships and managing conflict through repairing harm and building community. "It is about

bringing safety, hope and dignity to all members of the school community," said Baker.

Linford Mofaoli, a science teacher who received the 2019 Best Teacher award, drew on his involvement in teacher professional development to talk about perspectives on the need for teachers to protect their professional identity and have the trust and respect of learners and parents. He believes that "we, as teachers, have brought many of the challenges we are experiencing on ourselves by how we present ourselves", and that "before we can deal with other issues, we need to clean our own house". This would range from teachers exercising restraint when presenting

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together we can do great things.”

– Mother Teresa

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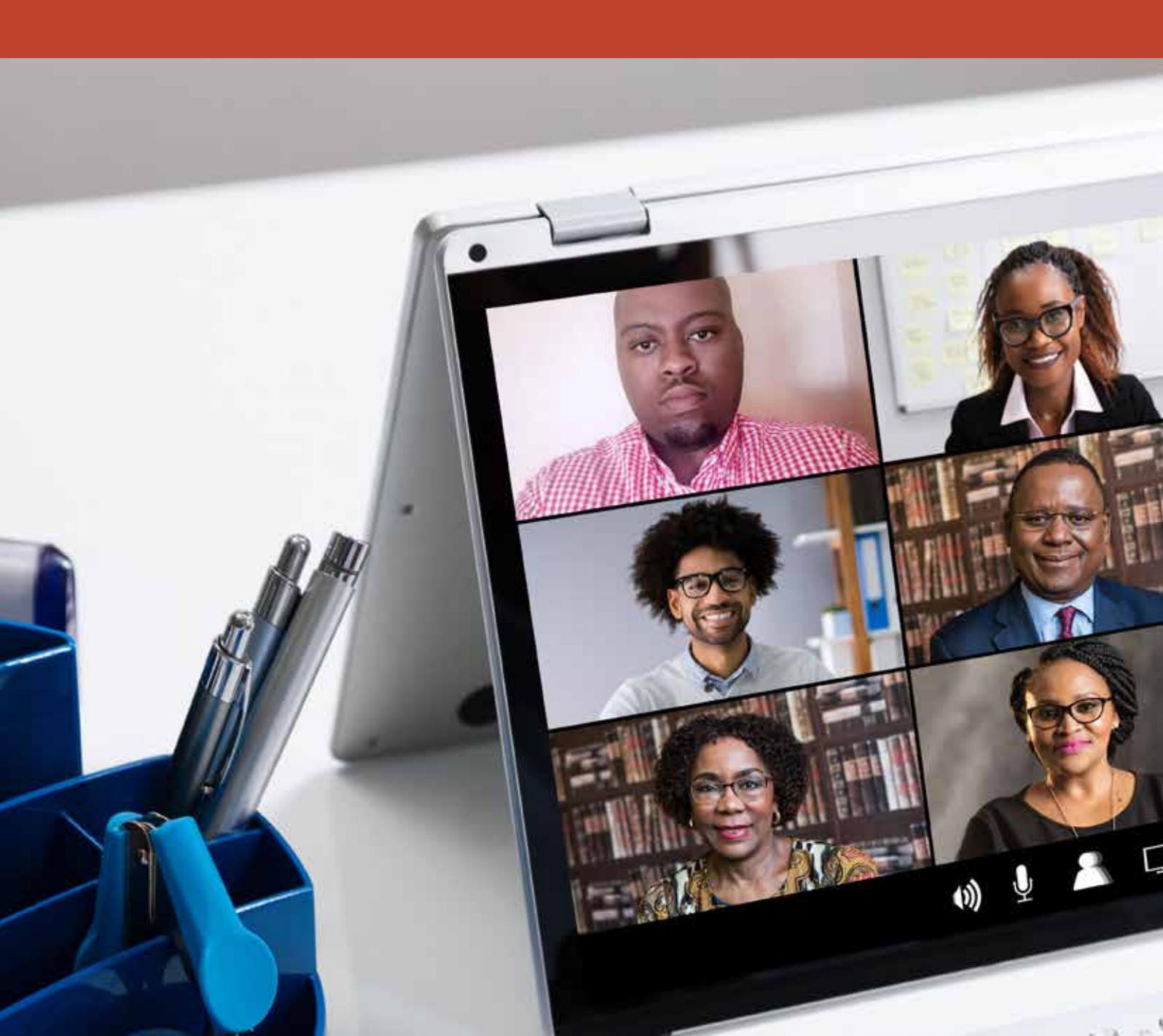
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