

IN BRIEF

ISSUE 31 | DECEMBER 2021

Season's Greetings

Wishing you and those close to you a Merry Christmas and a happy new year filled with the richest blessings of health and prosperity.

**OVERCOMING
ADVERSITY
THROUGH
PARTNERSHIP**

The implementation of the
three-stream curriculum

Local government elections
are over,
so what now?



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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

MESSAGE FROM THE HEAD OF COMMUNICATIONS AND MARKETING

We come to the end of another year of profound change in the era of COVID-19. The pandemic has and continues to impact our lives in ways we are still grappling with. Basic education in South Africa being one of the most seriously impacted.

A recent UNICEF article states *“The impact of disrupted education since the COVID-19 outbreak has been devastating, with learners being between 75 per cent and a full school year behind where they should be.”* This same article makes a call for “... all stakeholders to ‘Reimagine Education’ to help regain the ground lost.”

Kagiso Trust, along with many other basic education focussed organisations are heeding this call in a myriad of ways.

Our first article looks at the urgent need to accelerate and widen the

net of vaccinations amongst educators and students. KT will be using its voice in joining other organisations in targeting G20 leaders, through the Global Alliance of Foundations (GAF), to advocate for the equitable vaccine supply and distribution.

Our second article by Vuyiswa Ncontsa, Chief Executive Officer at BRIDGE, an organisation with whom KT has a long working history, looks at the implementation of the ‘Three Stream Model’ which has been developed to establish multiple National Senior Certificate (NSC) pathways, academic, vocational and occupational in the schooling system. This is an extremely important development

is basic education and one that will see students channelled appropriately through the education system according to their individual strengths and abilities.



A professional portrait of Mandisa Tselane, a Black woman with her hair styled in braids. She is wearing a dark blazer over a white top, a pearl necklace, and a watch. She is smiling and has her arms crossed. The background is a soft, out-of-focus grey. There are dark green geometric shapes on the left side of the page.

And finally, we look into the ramifications of the recent local elections, an important milestone in South Africa's nearly three-decades of democracy. The results of these elections certainly point to some fundamental changes taking place in the way local government might look into the future.

On a final note, whilst COVID-19 has certainly turned our lives upside down, it is already apparent that it has been a catalyst for some much-needed change in many areas. The concept of remote working, for example, has been around for years but there has been neither the will nor the desire to implement it widely. I think we can all agree that its adoption has seen many advantages. To quote film maker and author David Lynch "*These so-called bleak times are necessary to go through in order to get to a much, much better place.*"

On that note, it just leaves me to wish everyone a safe, joyous festive season and a prosperous and healthy 2022.

Mandisa Tselane.



OVERCOMING ADVERSITY THROUGH **PARTNERSHIP**

South Africa is experiencing multiple, titanic shifts and challenges – political, economic, and social. These potentially transformative, but equally deteriorating conditions are a microcosm of the developments sweeping across the world – ranging from COVID-19 pandemic and its associated negative impact on the economy, to unemployment, hunger, poverty and inequality.

By Boichoko Dithake.

These are reverberating across all sectors of society and reshaping societies in ways that will be felt by generations to come. It is during these times of uncertainty that effective partnerships are important to explore sustainable solutions for the common good of humanity.

Kagiso Trust calls on Africans to strengthen their collaborative efforts and advocacy to ensure that no nation is left behind.

Like many agencies, Kagiso Trust is grappling with how best to respond to these socio-economic and political challenges, as reflected in its just concluded 2022/26 Strategic Plan. Identified in the Strategic Plan is the pressing impact of the COVID-19 pandemic and its potential mitigation through accelerated access to vaccination and economic recovery that takes into account climate change and green economies.

Scientific studies have concluded that vaccination is over 90% effective at preventing deaths from COVID-19, including from new variants. As South Africa enters the fourth wave, with the discovery of a new variant, B.1.1.529, feared to be even more transmissible and potentially potent, the urgency to act cannot be overstated. The concerns remain about the slow rate of vaccination, and the impending end-of-year travel and gatherings, which could potentially exacerbate new infections and hospitalisation at the time when the economy has already been badly affected by lockdown and political unrest.

In navigating its contribution, Kagiso Trust seeks to work with others in collaborative partnerships across borders. In recognizing the immediacy of some key advocacy movements and initiatives, it has joined others in targeting G20 leaders on the issue of equitable vaccine supply and distribution. In this

regard, Kagiso Trust has joined forces with The Global Alliance of Foundations (GAF) to advocate for a global, green, and equitable response to the COVID-19 pandemic.



Boichoko Dithlake,
Project Manager
– Civil Society.

Established in August 2021, “the Global Alliance of Foundations (representing 25 global philanthropic organizations) intends to be a ‘platform’ whereby philanthropic organizations from the north and south can amplify their collective advocacy and grant making around pandemic response and economic recovery”.

Kagiso Trust believes that this advocacy partnership will enhance effectiveness and efficiency in our engagement efforts with critical stakeholders and counterparts in addressing these critical issues through elevation of our collective strategies and voices.

Among others, the Alliance, through a joint letter signed by 15 members on three core themes to leaders and shareholders of the World Bank and IMF has proposed the following:

- i) a push on the World Health Organisation (WHO) vaccination targets (40% by the end of 2021 and 70% by September 2022),
- ii) special drawing right reallocation (we urge high-income countries to reallocate at least \$100 billion in recycled Special Drawing Rights for low- and middle-income countries in 2021), and
- iii) International Development Aid (IDA) replenishment (commitment to a \$100 billion replenishment of the World Bank’s International Development Aid fund to support pandemic response and economic recovery in the world’s poorest countries).

Kagiso Trust calls on Africans to strengthen their collaborative efforts and advocacy to ensure that no nation is left behind, especially the poorer countries in Africa and the south. Together, we can meet this decisive moment and ensure a more equitable and sustainable future.



THE IMPLEMENTATION OF THE THREE-STREAM CURRICULUM

*An information-sharing paper
by Vuyiswa Ncontsa.*

It is safe to assume that most if not all education systems have been disrupted by the COVID-19 pandemic since March 2020. This period has been characterised by long school closures, uncertainties, uneven access to learning and resources, losses of income, lives and mental health challenges for many education stakeholders. What has been clear is that no one education stakeholder has all the answers or the ability to solve all the problems that have plagued the education systems by themselves.

At the beginning of 2021 the World Bank together with UNESCO and UNICEF put out the Recovering Education Report. The intentionality of joining forces to support countries to do everything they can to plan, prioritise and ensure that all learners are back in school has to be commended and was timely.

These three entities agreed on the following three priorities that all education systems should be pursuing:

- 1) All children and youth back in school, receiving education services that meet their learning, health, PSS and other needs, including nutrition.
- 2) All children receiving support to catch up on lost learning - remedial instruction, open access to digital learning, foundational skills, etc.; and
- 3) All teachers prepared and supported to address learning losses and to incorporate digital technology into their teaching – promotion of knowledge sharing, structured policy dialogues, peer learning actions.

Prior to COVID-19, the South African education system had major challenges that included shortages of teachers (for some subjects such as Maths, Sciences, Accounting, etc.) as well as inadequate infrastructure (especially in townships and rural

areas) and unequal access to quality education, to mention a few.

In response to the challenges brought by the pandemic, the spokesperson of the National Department of Education, Elijah Mhlanga attributed the emergent high dropout rate directly to COVID-19. He was of the view that the hard lockdowns which forced school closures, the rotation timetables, poverty and extended absences from school were resulting in children losing interest and leaving school. Adult unemployment was also forcing some young people to go look for ways and opportunities to support their families.

According to the Zero Dropout Campaign of the DG Murray Trust, approximately 40 % of Grade one learners who start schooling, exit the system before they finish matric. In the time of COVID-19, the dropout rates (estimated to be 750 000) are estimated to be the highest in 20 years. While many might feel that a General Education Certificate (GEC) might not curtail the dropout rate,

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The return to the classroom will benefit learners.



Vuyiswa Ncontsa, Chief Executive Officer at BRIDGE.

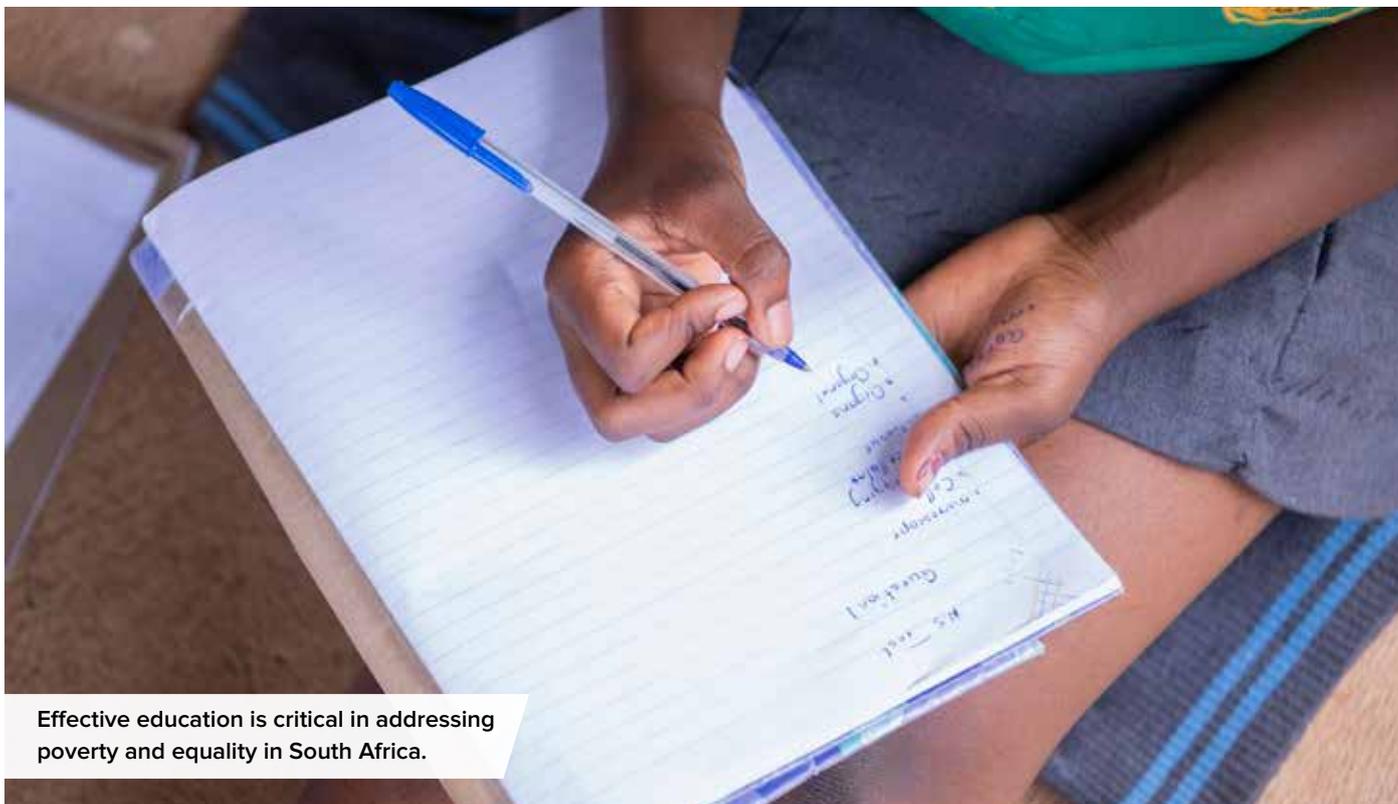
Vuyiswa Ncontsa is the Chief Executive Officer at BRIDGE.

She is also the Deputy Chairperson of the National Association of Social Change Entities in Education (NASCEE), serving her second term as of October 2021. She has been pivotal in forming strong collaborations, setting up networks between education NPOs, government and the private sector, as well as being an outspoken advocate for quality education in South Africa.

Vuyiswa is a member of the NECT/DBE- commissioned team that has been investigating schools' readiness in the three-stream curriculum and is sharing with us the outcomes of the investigations.



¹ A qualification at the end of Grade 9 which will give learners the option of choosing different ways of finishing their time in high-school.



Effective education is critical in addressing poverty and equality in South Africa.

this certificated alternative might be an option to self-employment and entrepreneurship. With good career counselling and encouraging learners to follow careers that are in line with their interests and capabilities, it is anticipated that a significant number of learners might take up these vocational and occupational opportunities and contribute to the strengthening of the economy through creating employment opportunities for others.

In 2017, the Council of Education Ministers approved the piloting of the occupational oriented curriculum of skills in schools. The pilot stretched out over a period of four years, with 2020 as the final year. The full implementation of the occupational subjects was supposed to commence in 2021.

It was with this aim in mind that the DBE (supported by the National Education Collaboration Trust (NECT)) commissioned BRIDGE, together with Uwesoo Consulting, to investigate the state of readiness of a selected 100 schools in the nine provinces to implement the three-stream curriculum at Grade 8.

In line with circular S10 of 2020, the Three Stream Model was developed to establish multiple National Senior Certificate (NSC) pathways - academic, vocational and occupational in the schooling system.

The model is aimed at overcoming problems such as:

- The current overtly academic curriculum offering limited learning choices to learners
- The schooling system not producing the skills required by the market/economy

- Learner perceptions of not finding the school curriculum relevant
- Resources required for technical and occupational learning will require significant financial investment
- Complexity of the NQF impedes learners' understanding of learning pathways

Through interviews, surveys and observation checklists, the data was collected at provincial, district and school levels.

The status of the census was as follows:

TOTAL CENSUS OF SCHOOLS

n = 98 Schools (initially 100, but 2 schools withdrew from pilot)

TOTAL CENSUS OF KEY PROVINCIAL OFFICIALS

n = 25 officials

TOTAL CENSUS OF DISTRICT DIRECTORS

n = 40 District Directors

TOTAL CENSUS OF SCHOOL-BASED RESPONDENTS

n = 98 School Principals

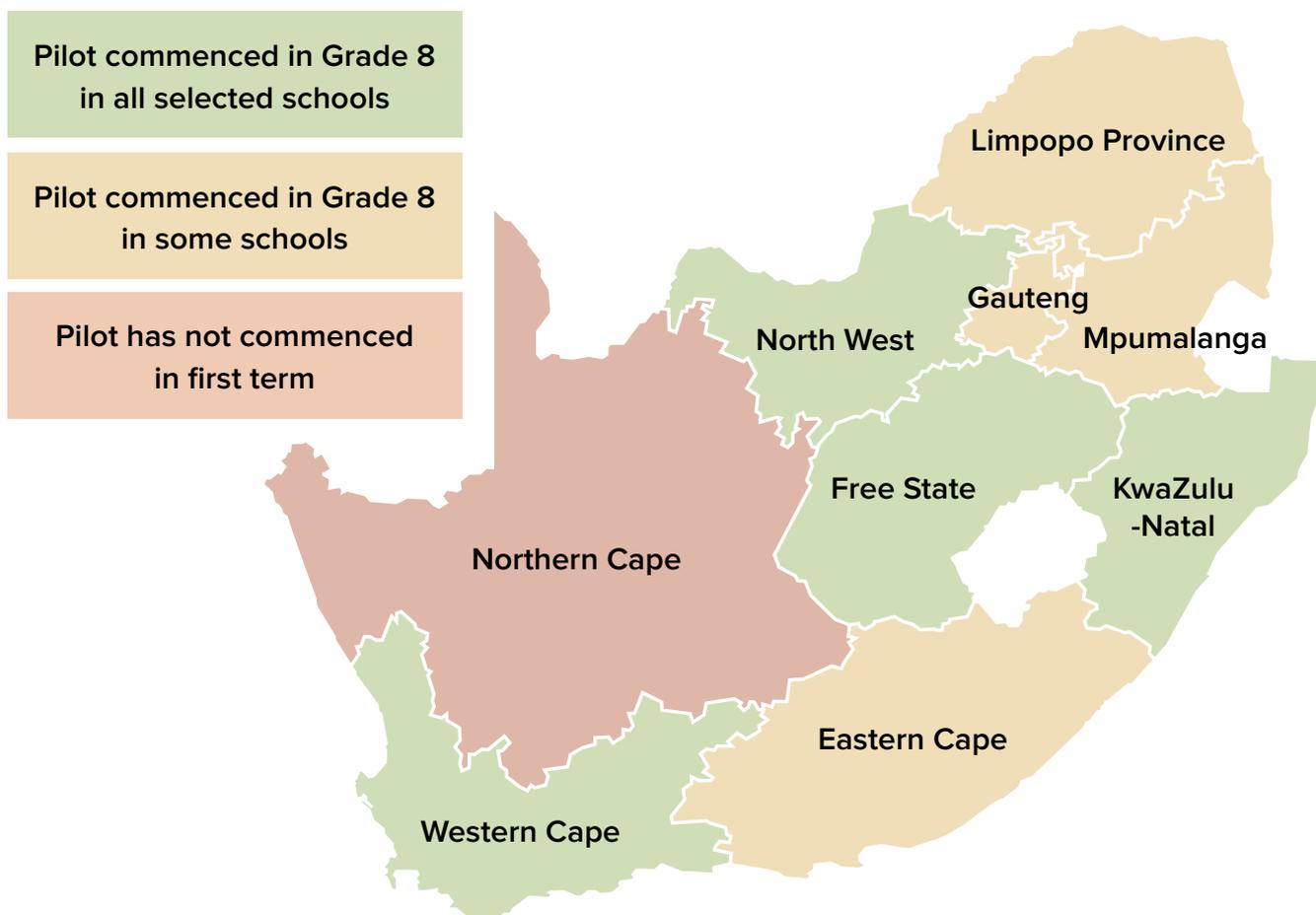
n = 112 Heads of Departments

n = 256 Subject Teachers

n = 70 Workshop Assistants

The state of overall provincial readiness to offer the three-stream curriculum at Grade 8 may be summarised as follows:

PROVINCIAL READINESS: OVERALL READINESS



Where readiness for implementation was low, the following were the main drivers:

- Financial planning and inventory management not compliant with CAPS
- Stipulated tools and equipment not available or shortages encountered
- Required consumables not purchased
- Non-availability of LTSM
- Non-availability or shortages of stipulated PPE
- Infrastructure not compliant with CAPS requirements

In the provinces where there was better implementation, the availability of a budget to implement, collaborations between the schools and strategic partners from industry and effective communication between the critical partners conspired to support this pilot project. The difficulties

of a planning process that predates the pandemic but continuing to pilot in the middle of the pandemic should be taken to account as many of the schools had to comply with rotational attendance schedules.

The teams from both BRIDGE and Uwesio Consulting were pleased to be part of this work which was verified, accepted and signed off by all the provincial departments. It is also understood that the national Department of Education is tasked with devising an implementation plan and fundraising for this pilot, anticipating that the private sector will crowd-in to support this programme to change the life trajectories of South African learners and youth based on the realities on the ground.

Having been urged to continue being part of this programme, BRIDGE looks forward to being part of the next phase of this programme, in partnership with others.

LOCAL GOVERNMENT ELECTIONS ARE OVER, SO WHAT NOW?

The 2021 local government elections have been concluded and declared free and fair by the Independent Electoral Commission.

by Paul Smith



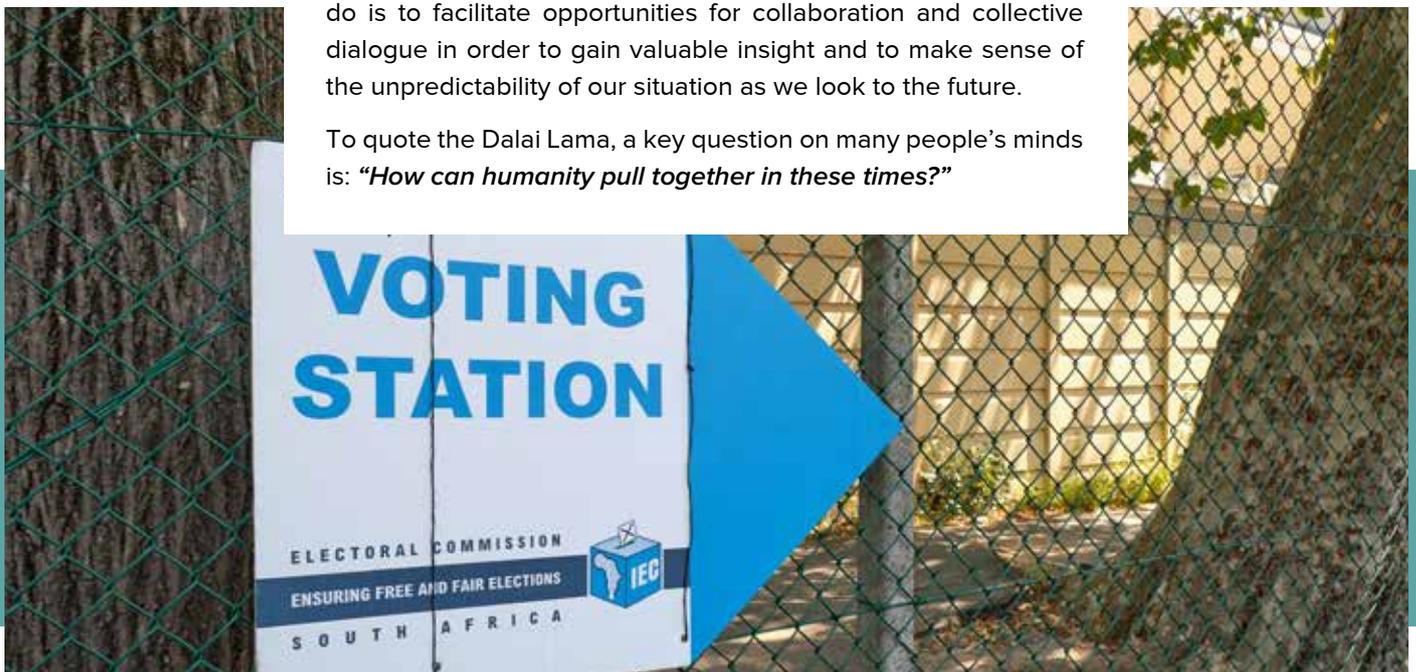
Paul Smith,
Local Government
Support Head.

Three interesting outcomes have emerged which need to be considered and unpacked. These include elements such as the poor voter turnout, the increased number of independent candidates as well as the increased number of hung councils. What can we, as voters deduct, from what has transpired and what are the implications, intended and otherwise, that lie ahead for communities?

It must be noted that the 2021 local government elections took place during unusual times, in the context of economic uncertainty, growing unemployment and of course, the COVID-19 pandemic. In an environment where communities regularly experience poor municipal service delivery as a matter of course, compounded by issues of food insecurity, loadshedding and water scarcity, the 'new normal' for many South Africans presents a bleak picture.

While we may not be able to predict how people will grow and adapt to the changing environment in which we live, what we can do is to facilitate opportunities for collaboration and collective dialogue in order to gain valuable insight and to make sense of the unpredictability of our situation as we look to the future.

To quote the Dalai Lama, a key question on many people's minds is: ***"How can humanity pull together in these times?"***



The outcomes of the election, provide some indication that the status quo is changing, with dissatisfaction being articulated both in word and action. Is the poor voter turnout trend an indicator of voter dissatisfaction and disillusionment in the political culture of mainstream political parties? According to many political analysts this is a multifaceted problem and cannot be simplistically disregarded as voter apathy.

Have citizens lost confidence in the power and meaning of their democratic vote and do people, simply, no longer trust governments and political representatives to meet the needs of community? Voting is a powerful tool for participatory democracies, but only if there is a reasonable level of political maturity where people trust government to do the right thing and believe that votes can and do make a difference in the lives of the broader community. Our historical, political culture of grandstanding, community polarisation and empty promises is starting to bare the fruits of real change.

In addition to poor voter turnout, is the success of emergent, independent, community-based candidates. Is this a form of citizen activism, reaffirming community dissatisfaction with mainstream political parties and seeking local governance reforms to enable community-led development? Is this the start of a growing trend where communities prefer independent, political candidate leaders, who live within their communities and appreciate and experience the plight of many communities, answering to local constituencies and not political masters?

These winds of change have resulted in an unprecedented number of hung municipalities (66 hung councils), that will

Have citizens lost confidence in the power and meaning of their democratic vote and do people, simply, no longer trust governments and political representatives to meet the needs of community?

require coalition governments to function effectively. If coalition talks focus on power, control and polarisation of constituencies and aspirations, we could be in for more of the same, resulting in ineffective local government and no meaningful development. Our recent political history indicates that forming effective coalition governments has been a challenge for mainstream political parties, with the vast majority having been ineffective to the detriment of marginalised communities, who continue to bear the brunt of poor service delivery.

Hung councils and the need for coalitions illustrates an obvious, growing and pleasing level of political tolerance, allowing many parties to contest free and fair elections. However trust between political parties remains a challenge, making democratic, multi-party democracy or coalition government a real challenge in the South African political culture context.

Achieving legislative compliance and forming coalitions to elect council executive leadership to create a functional structure is the easy part. The real challenge of multi-party coalitions is to be community-centered and to

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Have citizens lost confidence in the power and meaning of their democratic vote and do people, simply, no longer trust governments and political representatives to meet the needs of community?

collaborate for the right reasons. Will political parties once again form coalitions for power and authority, to access the corner offices, expensive cars and status, or will parties collaborate to strengthen local governance and better serve the communities that voted for them? This choice will determine how communities view, trust and respond to government in the future, either strengthening or weakening political maturity amongst citizens and suffering another five years of civic protest action.

The essence of meaningful coalition revolves around the ability of individual political leaders and their parties to collaborate as a collective, to serve communities. What South African communities need and expect is “Radical Collaboration”. Radical Collaboration® is a methodology for building high-trust relationships between all stakeholders, by improving efficiency, productivity, innovation, agility and to create a highly collaborative working environment to solve local problems in both municipal workplaces and communities.

Councillors and political parties are urged to consider the following key “Radical Collaboration” attributes as purported by James Tamm:

- **Collaborative intention** – Stay non-defensive and commit to mutual success in relationships.
- **Openness** – Create a climate of honesty and openness that allows people to feel safe enough to discuss difficult issues and voice opinions.
- **Self-accountability** – Take responsibility for the consequences of your actions, both intended and unintended.
- **Awareness of self and others** – Know yourself and others well enough to explore difficult interpersonal issues to solve problems.
- **Problem-solving and negotiation** – Negotiate your way through inevitable conflicts in a way that builds relationships, rather than undermining them.

The need for effective “Radical Collaboration” expands beyond the municipal chambers and functional departments to include civil society and their participation in local governance to enable and facilitate community-led development”. Achieving this transformation in a complex system is no simple task and is one that requires strong, community centered leadership that can resist the resilience of self-centered leaders, who run the risk of losing power, authority, and control over historical constituencies.





In the context of a collaborative environment, the adoption of elements of “Stakeholder Theory” (R. Edward Freeman), will enhance collaboration and allow stakeholders to find common purpose and shared value for all, without tradeoffs. This requires that stakeholders and leaders embrace critique, challenges, and conflict as positive ingredients, that must be socially matured to ensure that we raise the delivery bar and collectively exceed individual expectations for community development.

The Kagiso Trust test project in Makana Municipality and the consequent establishment of the Makana Circle of Unity (MCU) (<https://www.facebook.com/MakhandaCircleofUnity/>), is a civic coalition and an example of stakeholder “Radical Collaboration” in practice. The MCU provides us with evidence that when

stakeholders collaborate with common purpose and with honorable, ethical intent, collaboration becomes the catalyst for desired change. It is this communitarian deliberate democracy, that combats the prospect of abusive majoritarianisms and restores politic maturity where citizens can once again trust in government to do the right thing.

Collaborative, inclusive, communal engagement is also a rich incubator of creative ideation and solution focused initiatives. If the newly elected local government councilors, senior municipal management and civil society leadership could emulate the collaborative culture of the MCU, the citizens of South Africa could once again be hopeful of bright and prosperous future.

OUR FOOTPRINT

Gauteng

Education Conversations:

- University of Johannesburg

Kagiso Trust Consulting:

- CoGTA

PMO:

- Thabo Mbeki Foundation
- Human Science Research Council
- South African Human Rights Commission

SED:

- PROpreneurX launched

North West

PMO:

- North West University Research Partnership

SED:

- BPI Funding

Northern Cape

KST:

- 25 Anglo American Schools Project

Free State

BNSDP:

- 166 schools in Thabo Mofantsanyaya

KST:

- 323 schools in Motheo & Fezile Dabi

EMSP:

- 51 Students, including 2018 intake of 15 students

PMO:

- UFS Research partnership

Limpopo

KST:

- 50 Anglo American Schools Project

PMO:

- University of Limpopo Research partnership

Kagiso Trust Consulting:

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

BNSDP:

- 243 schools in Sekhukhune East

SED:

- Spar Mopani Rural Hub Initiative

Mpumalanga

KST:

- 25 Anglo American Schools Project

KwaZulu-Natal

Beyers Naude Memorial Lecture:

- University of Zululand

SED funding through For Farmers East for white maize crops

Western Cape

PMO:

- Stellenbosch and Western Cape Universities Research partnerships

Eastern Cape

KTC:

- CoGTA

Local Government Support Programme:

- Makana Municipality

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