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Defining ourselves through our actions,
not our words

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2006

The Sishen Iron Ore Company-Community Development Trust (SIOC-CDT) was established in 2006 by Sishen Iron Ore Company (Pty) Ltd (Kumba Iron Ore) to invest in the development of the communities in which the company operates. The Trust focuses primarily on beneficiary communities adjacent to the Sishen Iron Ore Company's (SIOC) mining activities in the Northern Cape and Limpopo and has invested significantly in community development projects aimed at ensuring sustainability beyond mining operations.

2021

PLEASE NOTE

This SI report is for 01 January 2020 to November 2021. Since the point is to demonstrate as much impact as possible and provide stakeholders with an up-to-date view of SIOC-CDT's activities, ongoing projects are included too.

Foreword

from the Chairperson



Llewellyn Delpont

I invite you to
continue with us on
this journey towards
lasting change.

As I began my journey of serving on the SIOC-CDT Board of Trustees, I have been amazed by how much this organisation has grown in stature and how it came into its own during this time of crisis.

Background

SIOC-CDT is a public benefit organisation that exists to empower Northern Cape and Limpopo communities linked to the Sishen Iron Ore Company (Pty) Ltd mining operations. The mandate is to ensure that all initiatives are developed to enable these communities to thrive beyond the life of the mining activities. Every year, SIOC-CDT converts millions of rands into tangible value for its communities. SIOC-CDT initiatives go beyond fulfilling the short-term needs of its beneficiaries by equipping them to generate sustainable income independent of mining operations.

In practice, SIOC-CDT's three-pronged Community Development Strategy (CDS) targets education, training and skills development; enterprise and supplier development; and health and social welfare.

Governance

As the Board, we are pleased by how accurately SIOC-CDT maintained its governance, processes and controls during a difficult year for our communities and the entire country.

In 2020 and 2021, a large part of SIOC-CDT's attention and resources went to assisting in the fight against the COVID-19

pandemic, procurement scandals rocked various sectors across South Africa, but SIOC-CDT can account for every cent spent. We boast that no corruption or wasteful expenditure tarnished our projects.

COVID-19 initially delayed the election of community representative trustees to the Board by hampering the in-person awareness campaigns and voting process. Nevertheless, we overcame the obstacles and are proud to welcome two new community representative trustees to the Board, from Gamagara and Tsantsabane local municipalities respectively. An external and independent election agency facilitated their free and fair election process.

Purpose of this report

This report provides an overview of SIOC-CDT's strategy, activities and performance from January 2020, with projected numbers for 2021. It demonstrates the tangible impact of SIOC-CDT's presence in the community.

My sincere hope is that, as you read through this report, you will become as proud as we are of how well SIOC-CDT responded to the challenges of the past two years. I also take this opportunity to thank every person who helps to keep SIOC-CDT accountable and transparent – every beneficiary, every partner, and every other stakeholder whose sincere feedback helps to make SIOC-CDT better as an organisation.

I invite you to continue with us on this journey towards lasting change.

Mr Llewellyn Delpont
Chairperson: SIOC-CDT Board of Trustees



Governance and management

GOVERNANCE AND MANAGEMENT continued

Message

from our
CEO

Vusani Malie

In retrospect: COVID-19 and our communities

COVID-19 was the predominant feature of the year 2020 and into 2021, and to say that the pandemic had a negative impact on our communities would be an understatement. It was a period of economic shocks and disruption.

We commissioned a study by external researchers into how the COVID-19 pandemic and the resultant lockdown implemented by national government affected our communities. This survey found that formal job numbers in the Northern Cape and Limpopo provinces had fallen due to the substantial job losses experienced in 2020. Combined with the setbacks experienced by many informal businesses in our regions, the result was a fall in average household income that manifested as food insecurity in many homes. As always, social ills such as alcohol and substance abuse and gender-based violence are exacerbated when people have fewer opportunities to find employment or create a living for themselves.

At the same time many local municipalities faced budget cuts, which hampered their ability to offer social services. Several local clinics were overwhelmed by the needs of their communities, with one result being a backlog of people with disabilities waiting for assistive devices.

The education sector also suffered, schools closed for extended periods of time, and learners in these previously disadvantaged areas, more often than not, do not have access to the technology and infrastructure that facilitate online studies. These interruptions to school curricula can have long-term impacts on the education outcomes of our children.

COVID-19 was not the only cause of turbulence in our region. The Northern Cape was declared a drought disaster area in 2020, only for a severe storm in December to wreak havoc on the province's already fragile infrastructure, followed by flooding in the first quarter of 2021. The N14, a main traffic artery in the area, was closed for nearly a week, while the Northern Cape's flat and low-lying topography added to the severity of the flooding, especially since many residents had built their homes on flood plains.

While 2020 was undeniably difficult, SIOC-CDT is in the fortunate position of being equipped to support and strengthen our beneficiary communities. A windfall cash injection in the form of a dividend from Sishen Iron Ore Company (Pty) Ltd, and the network of strong relationships SIOC-CDT has built over time, enabled us to implement several new projects to help our beneficiaries.

How we responded

SIOC-CDT's response to COVID-19 was well received by our communities, partners and government stakeholders. It was a watershed year in terms of SIOC-CDT's capacity to deliver – our 2020 spending climbed to over R193 million (2019: R129 million).

Since the start of the pandemic in South Africa, we completed the first two parts of our COVID-19 response. Phase I aimed to fulfil the immediate needs of our communities and the healthcare sector in the face of an unknown pandemic – we provided food parcels to the needy, supported healthcare workers with personal protective equipment (PPE), and built isolation and testing centres. During Phase II, the focus

shifted to longer-term capacity building in the healthcare sector and supporting the community through education and enterprise development initiatives that will help to negate the pandemic's longer-term effects. Our Phase III, which is currently ongoing, supports the government's COVID-19 vaccine rollout programme to build up the communal immunity of our beneficiaries against the virus.

SIOC-CDT also pivoted its communication strategy in light of lockdown regulations. While our preferred style of engagement is face-to-face, we effectively migrated to digital platforms and radio channels, especially during stricter lockdown periods. Our annual Stakeholder Day was held virtually and registered an impressive turnout. SIOC-CDT's elections for new community representative trustees were also successfully conducted online.

The COVID-19 pandemic infused our communities with a new spirit of collaboration, with non-profit organisations like SIOC-CDT, as well as government entities and mining companies, working together to defeat a common enemy. We are confident that the new relationships born during this period will carry lasting benefits for our communities in the shape of more robust planning and greater capacity to pursue common objectives. As a member of the Sishen Iron Ore Company (Pty) Ltd's COVID-19 crisis committee, which meets weekly at present, I take pride in how these interactions empower everyone involved to respond quickly and effectively.

We continue to urge our beneficiaries to observe COVID-19 guidelines and to vaccinate in their numbers as this is the only way the scourge can be contained.

GOVERNANCE AND MANAGEMENT continued

Our strategic outputs

I am proud of how agile SIOC-CDT proved to be in the face of unprecedented challenges. I am also pleased that we remained faithful to our strategy. SIOC-CDT's long-term goal remains the same: our communities should be sustainable and resilient beyond the lifespan of the mines.

Our strategic pillars are also unchanged, and we advanced on each of our strategic outcomes:

Community projects are successful and impactful

SIOC-CDT, supported by external evaluators, is implementing a new monitoring and evaluation initiative. We introduced a rating framework that evaluates every SIOC-CDT project for its long-term impact and alignment to the SIOC-CDT strategy and mandate. This initiative has delivered a quantitative methodology for determining which projects SIOC-CDT should prioritise.

After thorough analysis, we found that many of our projects are impactful and coherent with our strategy. However, certain projects need to be revisited or closed out completely as soon as possible.

Income streams are diverse and growing steadily

Over the past 18 months, we diversified our investment portfolio to include offshore equity in order to reduce exposure to local commodity mining conditions and earn foreign currency. We also invested in a structured private equity programme with one of the leading private equity fund managers in the country. This will help us to achieve superior investment returns within acceptable levels of risk.

SIOC-CDT retained its investments in Aha Kathu Hotel, Airlink and Kathu Solar Park, but are not considering any further major direct investments due to our revised investment focus. Our investment approach for the next 10 years is to manage a blended portfolio wisely through a strategic asset allocation process using credible asset managers. This adopts best practice by formidable investors around the globe to generate improved risk-adjusted returns.

SIOC-CDT is a capable organisation

Our Board of Trustees and senior management team were strengthened by several key appointments over the past 18 months. Notably, Mr Llewellyn Delpont was appointed as the new Chairperson and we welcomed Dr Pranill Ramchander, Ms Masechaba Mabilu, Ms Ayanda Magoxo, Mr Nico Andreas, Mr Sobuza Botha and Mr Pop Motsisi to the Board of Trustees. We also appointed a new programme manager for enterprise development, investment subject matter expert, a risk and compliance manager, a hub specialist and a supply chain management specialist.

SIOC-CDT has a strong and positive brand

Our digital communication strategy resulted in significant growth on our social media channels, including Twitter, Facebook, YouTube and LinkedIn. At the same time we refreshed the SIOC-CDT website. I am proud of how effectively our communication team is projecting the SIOC-CDT brand and maintaining connections with our beneficiaries.

The online elections of our new community representative trustees this year has strengthened relationships with our communities and brought us closer to their issues.



GOVERNANCE AND MANAGEMENT continued

Looking ahead: The updated strategy

In essence, SIOC-CDT delivered positive performances against all our financial metrics. Our prudent spending philosophy and unyielding stance on leakage or fraud makes underspending a real issue. We continually seek the balance between preserving a healthy cash reserve whilst maintaining spending on our initiatives.

As mentioned, SIOC-CDT's new monitoring and evaluation framework is already pointing us towards projects that are impactful and successful. Several of our historic projects have been re-appraised as being incoherent with our current development strategy, or no longer relevant. In the short-term SIOC-CDT is wrapping up these legacy projects - including the asbestos roof project - to open the way for more effective initiatives.

The Board of Trustees has approved a new Community Health and Social Welfare Strategy that defines how SIOC-CDT helps to provide a buffer against shocks in the community (such as COVID-19 or flooding) while reinforcing long-term health initiatives. Kanako, our social responsibility and sponsorship initiative, is linked to this strategy in terms of meeting the immediate needs of community members with greater agility.

Our education initiatives are a strong focus. We are exploring ways to provide access to digital learning opportunities for children from poorer households with limited or no connectivity.

Making a meaningful difference in the SMME sector is critical for our communities' long-term sustainability. The enterprise and supplier development arm of our strategy was bolstered with new management capacity and we look forward to witnessing their successes.

We cannot expect the road ahead to be any smoother than the one we have just walked. As socio-economic challenges deepen in our communities, delivering tangible value becomes ever more difficult, particularly when government capacity becomes depleted. SIOC-CDT is mindful of taking on projects that fall within local government's ambit of responsibility. We have chosen to augment what they are already doing and fill the systematic gaps.

Another unique challenge is that, in the course of performing our mandate, we recruit local entrepreneurs to operate in our projects. These small businesses often face capacity constraints

that limit our own capabilities. Managing several local service providers rather than one larger and more capable entity adds complexity to any project we undertake, although it fulfils the requirements of local participation and empowerment.

However, we remain optimistic about the future. We are building technologies into our operations that help us to reach our beneficiaries better. SIOC-CDT is also positioned for growth from a resource and impact point of view – our financial strength provides us with opportunities to make a meaningful difference and the authority to contribute meaningfully to discussions that affect our communities. We must however remain strategic in the opportunities that we choose to pursue.

Thanks

The SIOC-CDT team needed to adapt to a completely new working environment. I am proud of how all rose to the occasion, reorganising themselves and creating an unprecedented level of impact in our communities.

In all this, I mourn those who lost their lives to the pandemic. Chief among them is Mr Paul May, who was instrumental in our COVID-19 campaign that helped so many. Paul became part of SIOC-CDT after the transfer of Maphalane Disability Trust into the SIOC-CDT in October 2017. He served the organisation and its beneficiary communities diligently as a Project Co-ordinator for Health and Social Welfare, until he met his untimely death on 25 May 2021. Of those who remain behind, many have suffered other personal losses. My heart goes out to all of you.

We owe a debt of gratitude to the Board of Trustees, for their steadfast guidance during this time, keeping us accountable and maintaining high levels of governance throughout.

Last, but not least, to our partners who fought with us against the pandemic - thank you. We look forward to building ever stronger relationships that first and foremost serve our communities.

Mr Vusani Malie
CEO: SIOC-CDT

Defining ourselves through our actions, not our words



GOVERNANCE AND MANAGEMENT continued

Governance and management structure

The SIOC Community Development Trust (SIOC-CDT) is governed by a Trust Deed which sets out our mandate and objectives, as well as the powers and duties of its trustees. The Board of Trustees is ultimately responsible for governing SIOC-CDT and for guiding its strategic direction.

The Board Committees

Board committees formally constitute an important element of the governance process, with clearly agreed reporting procedures and a written scope of authority.

The Board delegates certain functions to the Board committees without abandoning its own responsibility, as defined by the delegation of authority framework. The committees are comprised mainly of members of the Board of Trustees. External parties, such as paid advisers, may be present at committee meetings by invitation. The appointment of Committee members, including Chairpersons of Committees, is informed by the skills mix and experience of the current Board members.

Committees are appropriately constituted, taking into account any relevant legislation and the objectives of the Trust. The rationale for the establishment of the Committees at SIOC-CDT is informed by audit findings, risk assessments, current control deficiencies, reported/observed governance breaches in specific areas, current Board workload, etc. All committees have terms of reference, approved by the Board, setting out their mandate and the extent of their powers/authority. The framework for reporting to the Board as Committees does not have approval authority and can only recommend. The Board remains the ultimate approval authority.

Management provides support to the Committees and appoints a key executive to drive and assure the mandate of each established Committee, as well as the specific activities required by the Committee from management.

Current Board Committees



GOVERNANCE AND MANAGEMENT continuedGovernance and
management structure continued

SIOC-CDT
Board as at
01 December
2021

Trustees

Mr Llewellyn Delport
Non-Executive and Independent (Chairman) (Donor)

Ms Ayanda Magoxo
Non-Executive (Donor)

Mr Dirk van Staden
Non-Executive and Independent (Donor)

Dr Pranill Ramchander
Non-Executive (Donor)

Ms Tracey Henry
Non-Executive and Independent (Donor)

Mr Sechaba Thole
Non-Executive and Independent (SIOC-CDT)

Mr Kagiso Leserwane
Non-Executive (Ga-Segonyana)

Mr Tebogo Kotsedi
Non-Executive (Joe Morolong)

Ms Masechaba Mabilu
Non-Executive and Independent (John Taolo Gaetsewe)

Mr Pop Motsisi
Non-Executive and Independent (SIOC-CDT)

Mr Sobuza Montgomery Botha
Non-Executive (Tsantsabane)

Mr Nico Andreas
Non-Executive (Gamagara)

**Chief
Executive Officer**
Mr Vusani Malie



GOVERNANCE AND MANAGEMENT continued

How SIOC-CDT's funding is allocated

Trust income



spend



invested



SIOC-CDT is **governed** by a **Board of Trustees** and the framework for its operations is **prescribed** in the **Trust Deed**. The Board of Trustees is ultimately **responsible** for the **governance** of the **Trust** and for **guiding** its **strategic** direction.



SIOC-CDT consistently **adheres** to the **Trust Deed** provision that **70%** of its funding must be **spent** on **community development** initiatives, while **30%** can be **invested** for **long-term capital growth**. Returns on these investments are **additional sources of income**.



SIOC-CDT's **community development philosophy** is **informed** by **insights** emanating from **annual community engagement exercises** carried out to the extent that the **Trust Deed** permits.



70% of all income is used for community projects to enhance the livelihoods of all community members living in the area where mines are/were operational.

We use the funding received to facilitate initiatives that will effect positive change and sustainable development.



A maximum of 30% of all income is invested. This is in accordance with the Trust Deed. It is essential to make sure we grow the reserve and do not live from dividend to dividend.



Who we are

Our primary purposes



1

Plan and carry out projects to uplift beneficiary communities.



2

Invest a portion of Trust income to ensure that the Trust's pool of funds grows over time and to ensure income to sustain the upliftment of the communities even after the life of the mine.



Our vision

Beneficiary communities have sustainable income and are empowered to thrive beyond the lifespan of the mine.



Our mission

We implement sustainable socio-economic initiatives through partnering with key stakeholders.



Our mandate

To manage, invest and disburse funds that uplift our beneficiary communities in accordance with Board guidelines and as prescribed by the Trust Deed.



Our values

We are **committed** to building healthy, trustworthy relationships.

We are **inclusive** and **transparent** in decision making.

We are **accountable** to our stakeholders.

We are **compassionate** towards our beneficiaries.

Our beneficiary communities

The Trust focuses primarily on beneficiary communities residing in the areas adjacent to Sishen Iron Ore Company (Pty) Ltd's mining activities. These beneficiary communities are located in some of the poorest and most underdeveloped regions of South Africa.

Each community faces different socio-economic challenges, including lack of basic infrastructure, poor schooling facilities and limited youth development opportunities. All our projects are screened to ensure that they have a lasting impact.

JOE MOROLONG LOCAL MUNICIPALITY

John Taolo Gaetsewe District
Northern Cape Province

Population
84 201*

TSANTSABANE LOCAL MUNICIPALITY

ZF Mgcawu District
Northern Cape Province

Population
39 345*

GAMAGARA LOCAL MUNICIPALITY

John Taolo Gaetsewe District
Northern Cape Province

Population
53 656*

THABAZIMBI LOCAL MUNICIPALITY

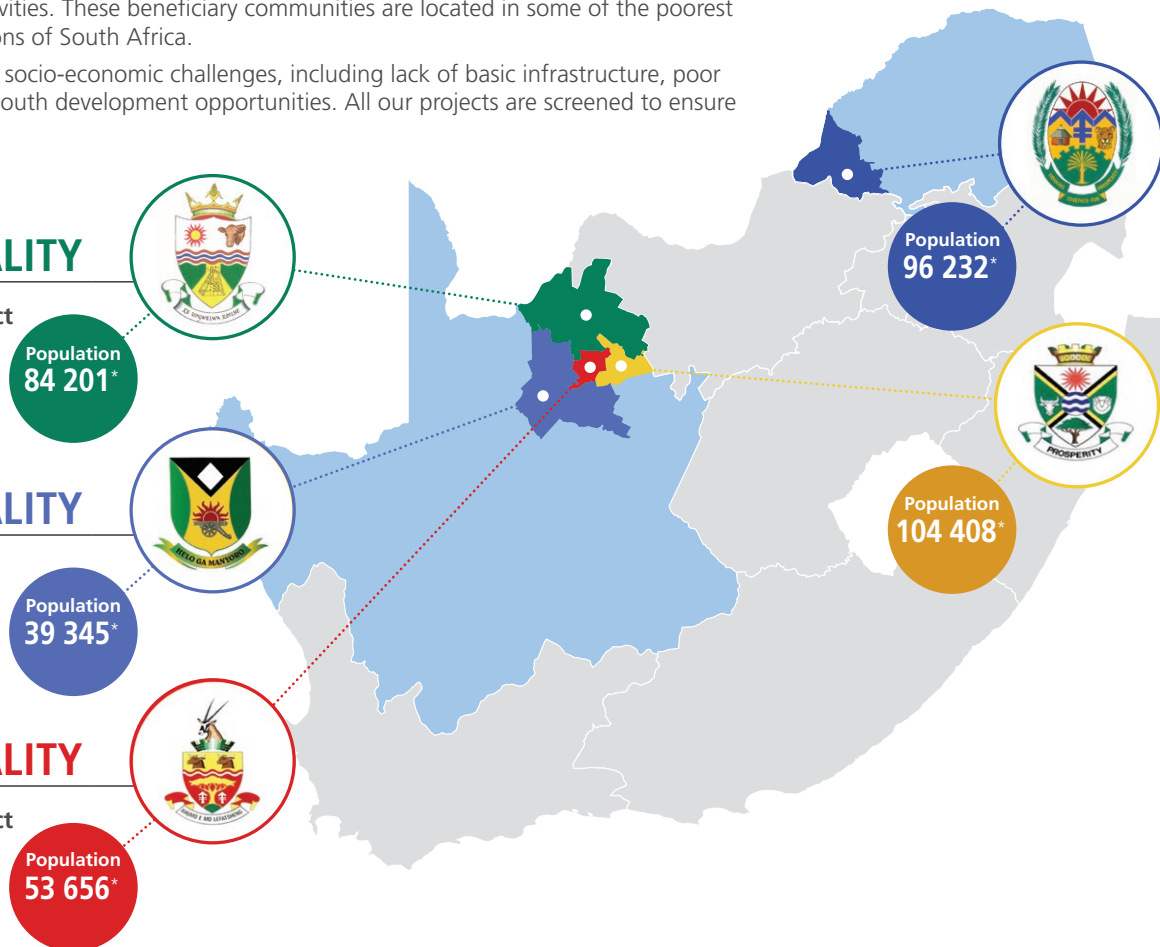
Waterberg District
Limpopo Province

Population
96 232*

GA-SEGONYANA LOCAL MUNICIPALITY

John Taolo Gaetsewe District
Northern Cape Province

Population
104 408*



Source: www.Statssa.gov.za
Census 2016 Statistical resource - p0301 4

* These estimated figures have been obtained from the latest respective municipalities' IDP 2020/21 iterations.



Community development strategy

Establishing priority development needs

Stakeholder engagement underpins our development strategies. Following a comprehensive study across SIOC-CDT's communities, SIOC-CDT reviewed its community development strategy in line with actual community needs. A stakeholder satisfaction and perception study conducted early in 2021 confirmed that community needs have not changed, while an exploratory study conducted in late 2020 indicated that COVID-19 exacerbated the situation. We will keep our finger on the pulse to ensure that SIOC-CDT stays responsive to community needs.

COMMUNITY DEVELOPMENT STRATEGY continued

The challenges our communities face

The needs of our five communities are complex, interrelated and ever-changing. Addressing one need will also impact other needs. Following are some of the biggest concerns in our beneficiary communities at the moment:



EDUCATION, TRAINING AND SKILLS DEVELOPMENT

- A shortage of close, affordable and quality ECD centres.
- Low levels of adult literacy and computer skills.
- Low levels of school education.



COMMUNITY HEALTH AND SOCIAL WELFARE

- High levels of drug and alcohol abuse in communities and schools.
- High incidence of non-communicable diseases (including high blood pressure/diabetes) in families.
- Dissatisfaction with the quality of public healthcare.
- High levels of irresponsible sexual behaviour, with harmful consequences (including the spread of HIV/AIDS, increased teenage pregnancies and sexual abuse).
- Increased absenteeism from work and school to take care of sick family members.
- Large backlog of people waiting for assistive devices (including wheelchairs and hearing aids).
- Limited capacity of local clinics to meet community needs, which puts pressure on district hospitals.



UNEMPLOYMENT AND POVERTY

- Chronically high levels of unemployment, primarily due to retrenchment and low education and skill levels.
- Interrupted household cashflow.
- Heavy reliance on social grants, especially child grants, for survival.
- High levels of poverty and food insecurity.
- Many households living below the headline.
- Shortage of affordable transport (e.g. to school or hospital).



ENTREPRENEURSHIP

- Low levels of funding support for informal businesses, which are mainly small, unregistered and conducted from home.
- There is a lack of business development support services to help small business.
- There is also red tape faced by small businesses when looking for funding.
- There is no conducive environment to start and scale strong businesses in our communities, leading to businesses which do not grow.



SOCIAL WELLBEING AND COHESION

- High prevalence of gangsterism in communities and schools.
- Residents feeling insecure in their homes.

THE IMPACTS OF COVID-19

(according to the 2020 exploratory study)

- Health professionals warned that there may be PPE shortages during the pandemic due to increased demand and constrained supply. While it turned out that medical and educational facilities had sufficient PPE available in 2020, more severe waves in South Africa may result in PPE scarcities.
- The pandemic caused increased job losses in 2020. Some of those who lost their jobs are expected to regain them in 2021. However, considering the slow economic recovery, it is unlikely that job availability will return to 2019 levels.
- Local government municipalities, who were already in financial difficulty, are facing budget cuts that will impair their ability to serve SIOC-CDT's communities.
- In 2020, both the public and private sectors implemented several initiatives aimed at warding off food insecurity and malnutrition. Government introduced new and increased social grants for the destitute, while non-profit organizations stepped up with food parcels and other feeding schemes. This helped to limit malnutrition, but the future of these temporary social grants and the longevity of various feeding schemes are in doubt.
- Domestic abuse and gender-based violence increased under lockdown. Places of safety are not always immediately accessible for those affected.
- School closures and missed learning opportunities will have long term ramifications. While many organizations supported online learning initiatives, the poorest of the poor do not all have access to the technology and skills that make e-learning possible.

Typically, households are sustained by a combination of salaries, remittances, pensions and social grants. A large portion of our communities rely heavily on social grants and pensions, which are insufficient to help them grow out of poverty.



COMMUNITY DEVELOPMENT STRATEGY continued

The SIOC-CDT community development strategy

In line with the Theory of Change model* and armed with a deep understanding of our communities' challenges, we still believe that our three key focus areas – education, training and skills development, enterprise and supplier development and health and social welfare – are the best avenues for community upliftment in our beneficiary communities.

*Theory of Change

Theory of Change is a specific type of methodology for planning, participation and evaluation that is used in companies, philanthropy, not-for-profit and government sectors to promote social change. Theory of Change defines long-term goals and then maps backward to identify necessary preconditions.

Our strategic priorities

Strong, sustainable, thriving communities

Grow and sustain **local enterprises** so that they can contribute to employment creation and household income generation

Promote **education, training and skills development**, increasing employability and allowing individuals to participate in the local job market.

Invest in the **health and social welfare** of our communities, especially the most vulnerable.

Anchored in organisational strategy

For SIOC-CDT to realise its mandate of providing economic benefit for beneficiaries, our organisational strategy is geared to achieve the following strategic outcomes:

- 1) **Community projects that are successful, with genuine impact.**
- 2) **Diversified income streams that are steadily growing.**
- 3) **A capable organisation able to effectively fulfil its mandate.**
- 4) **A strong and positive brand grounded in its social impact.**

All potential projects must contribute towards strong, self-reliant communities in the future. SIOC-CDT chooses projects based on their potential to empower communities beyond the life of the mine.

COMMUNITY DEVELOPMENT STRATEGY continued

Monitoring and evaluation

SIOC-CDT recently embarked on a reflective exercise to validate our focus areas. It culminated in a new Monitoring and Evaluation Framework which ensures that our projects are aligned to our vision, mission and Trust Deed objective.

Independent external consultants interrogated the refreshed Community Development Strategy, paying special attention to the coherence, plausibility and sustainability of projects that support each of the three Community Development Strategy themes. The evaluation found that some projects are delivering high impact for our communities, and these will be continued. Those less aligned to SIOC-CDT's long-term objectives will be concluded – one of the key priorities for 2021 is to wrap up all bulk service delivery-type initiatives to release capacity for flagship projects that tick the coherence box and have proven community benefits.

The evaluation also brought clarity to the health and social welfare interventions that deliver the most value to our beneficiaries. A new Health and Social Welfare strategy framework was subsequently developed and approved – it guides SIOC-CDT's choice of interventions that complement the other two pillars of the Community Development Strategy.

SIOC-CDT's senior management and Board of Trustees believe that data is critical for the successful implementation of impactful projects. We have therefore adopted a data collection calendar that ensures SIOC-CDT maintains a steady rhythm of data driven planning, decision making and learning. While this process is in its infancy, more management effort and resources will be invested in this area to secure robust decision making.

What we are prioritising in 2021

To free up capacity for coherent flagship programmes and projects that have the greatest positive community impact, SIOC-CDT's management and Board prioritised the conclusion of legacy projects, some of which stem from commitments made as far back as 2012.

These include:

- **Completing upgrades at three schools in Thabazimbi.**
- **Replacing dilapidated infill housing in Olifantshoek and Dibeng. This project includes demolition and the eradication of asbestos roofs and construction of new houses.**
- **Upgrading 12 km of the MR947 road between Laxey and Padstow villages in Joe Morolong Local Municipality.**
- **Provision of bulk water supply and reticulation for Babatas community, in Gamagara Local Municipality.**



COMMUNITY DEVELOPMENT STRATEGY continued



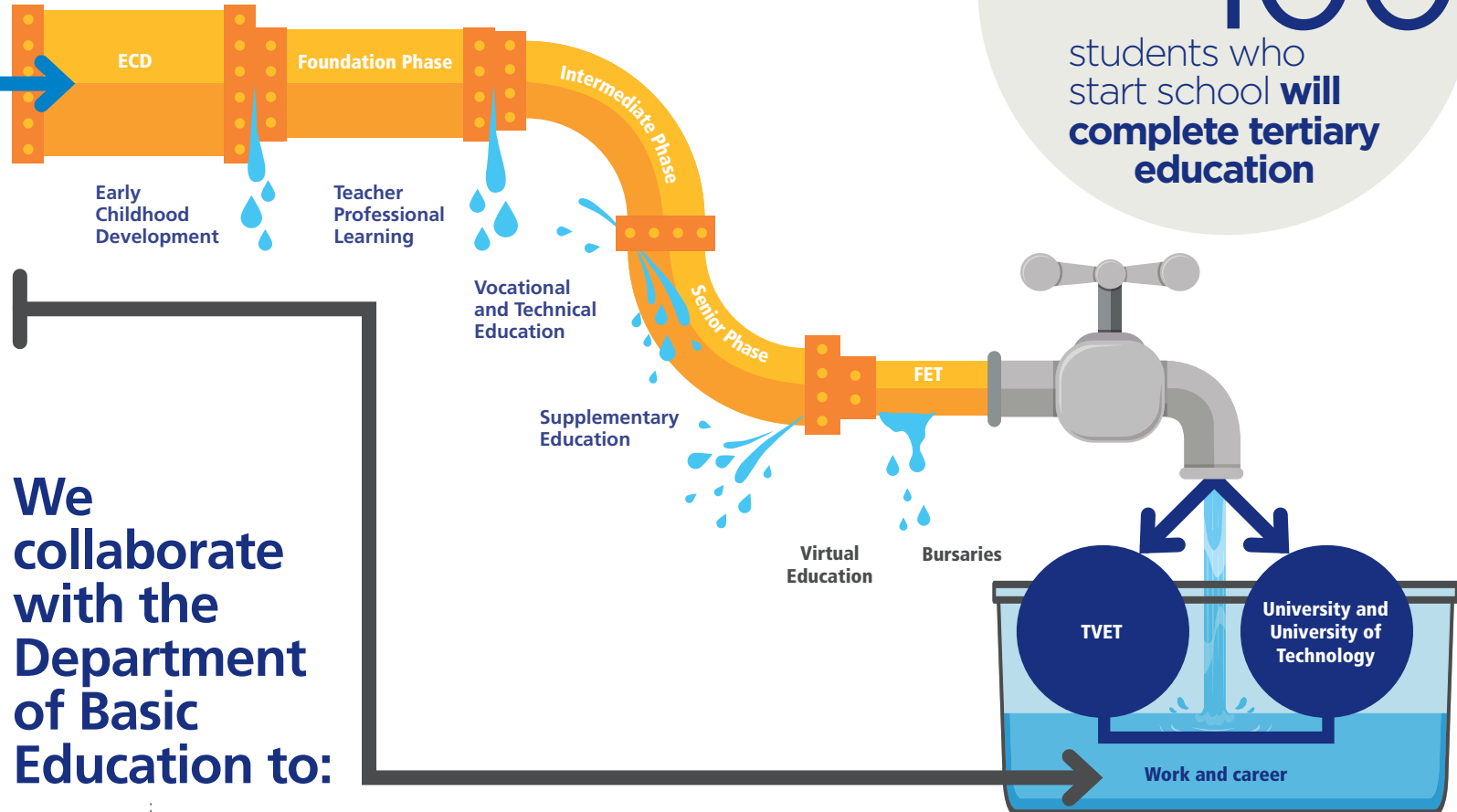
Education, training and skills development project highlights

Education can help an individual to transcend their circumstances. For the members of our beneficiary communities, it is the key to a better future.

However, the South African education system faces several major challenges at every stage of a learner's educational journey, resulting in many never attaining their National Senior Certificate, much less reaching tertiary education. This limits an individual's career prospects and perpetuates the cycle of poverty. Our education, training and skills development programmes aim to cut the number of learners falling out of the education system while increasing the number that exit the system with a qualification, preferably from an institute of higher learning.

Education pipeline

A leaking pipeline



We collaborate with the Department of Basic Education to:

Support teachers and ECD practitioners

Support school management team members

Bridging opportunity for learners (second chance)

New opportunities for access and success in higher education

Learner readiness for NC exams

Minimal infrastructure supporting teaching and learning

COMMUNITY DEVELOPMENT STRATEGY continued



Education, training and skills development project highlights

Objectives for education, training and skills development



Early Childhood Development



- Train ECD practitioners (paying special attention to literacy and numeracy).
- Provide infrastructure for ECD centres.
- Implement reading programmes in collaboration with the Department of Education.



Teacher Professional Learning



- Strengthen teacher pipelines.
- Improve teacher's qualifications.
- Improve teacher's content and pedagogical knowledge (focusing on mathematics and science).
- Enhance management and leadership capacity.



Vocational and Technical Education



- Identify training and skills development opportunities.
- Bridging programmes for NSC graduates to offer a second chance into science, technology, engineering and mathematics at university and university of technology.
- Develop a sound database of eligible young people.
- Develop a sound database of training and skills development providers.
- Guide potential candidates towards existing opportunities.
- Work with partners to identify training and skills development needs.

Supplementary Education



The Northern Cape Education Department and the Limpopo Education Department divide the NSC cohort in three groups for supplementary education at holiday schools: lower, middle (60-70%), and top achievers (70% and more).

- Top achievers from SIOC-CDT beneficiary areas join the Department of Science and Technology: National Talent Development Programme in Kimberley and Polokwane.
- SIOC-CDT is funding supplementary schools for middle achievers in the SIOC-CDT beneficiary areas JTG and Tsantsabane.
- Holiday schools for the rest of the cohort is funded by the Northern Cape and Limpopo Education Departments.

The national Department of Basic Education also groups schools in quintiles, where Quintile 1 schools cater for the lowest income and non-fee paying students.

Bursaries



- Provide opportunity to financially disadvantaged youth from the SIOC-CDT beneficiary communities, to gain access to tertiary education and obtain a qualification through full-time and part-time study in Higher Education Institutions (HEIs) including universities, universities of technology and technical vocational education training colleges (TVETs).
- Provide bursary beneficiaries with financial and psycho-social support to unlock and maximise their potential to enable them to complete their qualification.
- Set aside resources to maximise and ensure the sustainability of the scheme and continuous development of local skills in SIOC-CDT beneficiary communities.
- Strengthen linkages between secondary schools and HEIs to influence the academic curricula to be aligned to the requirements of the local labour market within SIOC-CDT beneficiary communities,
- Increase the pool of young talent to address skills shortage, as identified annually in Sector Skills Planning reports.

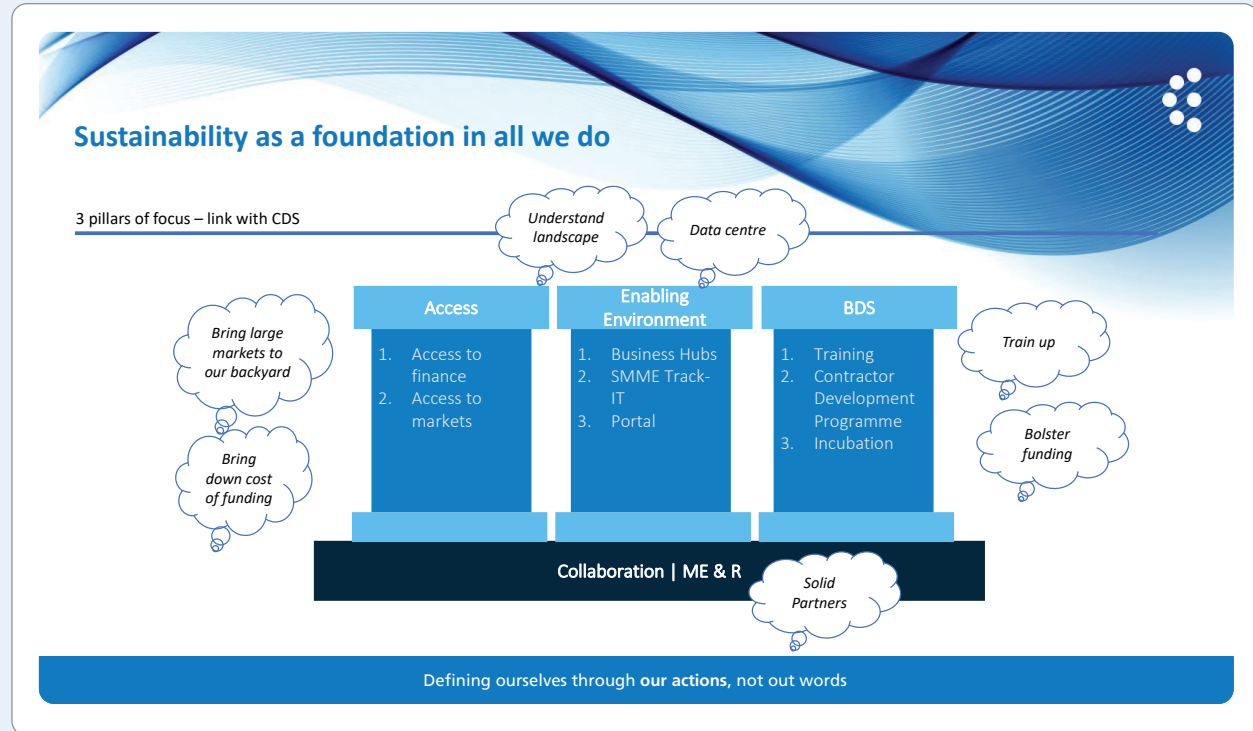
COMMUNITY DEVELOPMENT STRATEGY continued

Enterprise and supplier development objectives

In an environment where traditional employment opportunities are scarce and the country experiences a growing unemployment rate following COVID-19, enterprise development is a tool to address the socio-economic issues confronting communities. Our entrepreneurship projects promote new ideas and establish new businesses while supporting existing ones.

SIOC-CDT works with partners to help small, medium and micro enterprises (SMMs) establish, expand and improve their businesses. These include modest and informal income-generating enterprises that contribute to the local economy.

Our Enterprise and Supplier Development (ESD) Strategy is built around:



Create an enabling environment for Small, Medium and Micro-Sized Enterprises to grow and thrive

1

Provide business development support so that SMMs can innovate and upgrade for growth

2

Be a catalyst and an enabler of income generating opportunities for enterprises

3

Strengthen strategic partnerships for sustainable and impactful programmes

4

COMMUNITY DEVELOPMENT STRATEGY continued



Health and social welfare objectives

Objectives for health and social welfare

The Trust creates an enabling environment for our education and enterprise development goals by executing health and social welfare projects for our most vulnerable community members, including the elderly and people living with disability, and the unemployed.

Starting in 2021, our revitalised Health and Social Welfare Strategy includes the following components, supported by relevant infrastructure development:

Strategic objective



Youths at risk

Performance

Most work in 2020 was focused in Dibeng where a number of programmes were implemented:

10 groundBREAKERs and **20 mpintshis employed**.

2 skills training programmes conducted for the **60 employed youths**.

8 entrepreneurial training programmes conducted, with Vaal University of Technology (VUT) – **201 participants**.

827 healthcare awareness campaigns conducted with **12 604 Attendees**.

3 016 local youths accessed the centre for various facilities.

20 youths assisted to get driving licence (**2 more received learner licences**).

3 new centres established during 2021 in Thabazimbi, Olifantshoek and Tsantsabane.



Rea Fola Outreaches

4460 patients treated on the mobile clinic, **86%** from JTG.

Total 5 SMMEs participated – goods and services required onboard.

7 jobs created in 2020, 2021 until 2024 – various onboard specialists.

Rea Fola now made available to all communities **until 2024**.



Comprehensive eye-care
(Screen for and remove cataracts)

162 elderly from ZFM got their sight back during 2020.

Programme replicated in Thabazimbi with **457 sights restored** during 2021.

Opportunity created for **1 200 cataract operations** in JTG district from 2022 for 3 years.



Capacity building for children with disabilities

11 children received mobility devices.

94 ECDs practitioners received training on disability.

107 parents received training on sitting children.

94 Let's Talk Disability **Dialogues** conducted.

23 physiotherapists trained.

44 patients seen.

36 physiotherapists attended.

During rural outreaches



Assistive mobility and audiology devices for adults

An opportunity was created during 2020 for donation of:

288 wheelchairs.

2 522 walking aids.

376 hearing aids.

All procured and donated in 2021 – mostly supplied by local SMMEs

Stakeholder engagement



STAKEHOLDER ENGAGEMENT continued

Overview and highlights

Our engagements with stakeholders are traditionally face-to-face, given the generally lacking telecommunications infrastructure in the communities where we work. The COVID-19 pandemic, with its resultant lockdown restrictions in South Africa, presented some challenges in this regard.

Since no one knows for certain how long the pandemic will last, we had to innovate to keep reaching and engaging our stakeholders within the 'new normal' context. We devised alternative engagement strategies, reaching out to our stakeholders via prominent social media platforms, including Facebook and Twitter, through radio broadcasts on Kurara FM, and by hosting digital meetings on virtual platforms. As lockdown regulations eased to allow physical engagements, we embraced these opportunities where necessary and prudent. However, the frequent and often unexpected changes to the lockdown regulations disrupted our schedule of planned engagements and we were unable to meet all our stakeholders physically.

Community relations improved somewhat and our COVID-19 response was well received. The pandemic energised collaboration with our other stakeholders. It was a tragic yet rare opportunity to strengthen planning, capacity, collaboration and identification of common objectives.



Stakeholder day 2020

Our annual Stakeholder Day is a key facet of our stakeholder engagement strategy. We use this platform to give our stakeholders feedback about the work that we did during the year and the challenges we faced, including impacts and shortcomings. They also ask questions, often leading to robust conversations about how we engage with them and what their needs are.

Due to COVID-19 restrictions, Stakeholder Day 2020 took place on 03 December 2020 on a hosted webinar platform. To accommodate community members without sufficient mobile data or access to digital devices, we streamed the CEO and Chairperson's presentations live on Facebook and aired these live on local radio stations in JTG and Thabazimbi. We also placed these presentations on the website for stakeholders to download and review. The large turnout from community members and other interested parties made Stakeholder Day 2020 a success.

Stakeholders commended our efforts during the year via the dedicated SMS and call line, as well as through Facebook, while advising that we need to respond to feedback sooner when they raise issues with us.



Community representatives' elections

The 2020 Community Representatives Election process, which needed to fill the Gamagara and Tsantsabane vacancies, was postponed due to the national lockdown and COVID-19 regulations. While this was a setback, we used the opportunity to explore new ways of holding these elections in future.

We conducted a survey to assess the feasibility of electronic elections, which showed us that it was possible. Our new hybrid process, which included both physical and electronic voting avenues, started with presentations to the two local municipality councils, followed by awareness campaigns and mobilising the communities through our various communication platforms. Candidates were duly nominated, and voters registered. The official elections took place on 9 and 10 April 2021 for Gamagara, followed by Tsantsabane on 16 and 17 April 2021. The Independent Elections Facilitators of Southern Africa (IEFSA) were appointed to facilitate the entire election process in line with the requirements of the SIOC-CDT Trust Deed and the Electoral Act, ensuring free and fair elections, transparency and accuracy of results.

The following community representative trustees were appointed:

Gamagara Community Representative Trustee

Mr Nico Andreas

Tsantsabane Community Representative Trustee

Mr Sobuza Montgomery Botha

We welcome them to the team – their knowledge and experience of the situation in our beneficiary communities will help us address stakeholder needs.



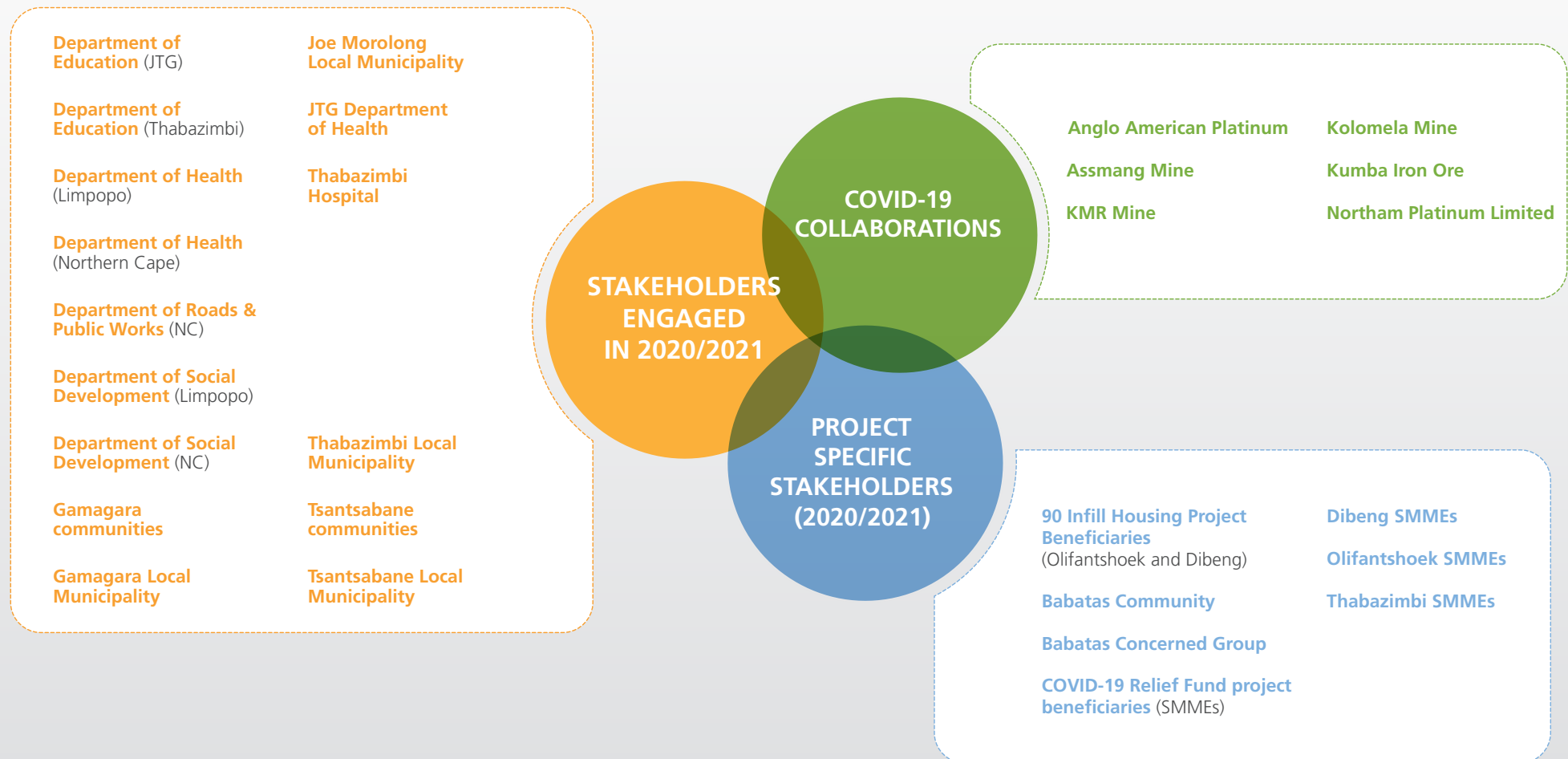
Improving brand perception

We conducted a stakeholder satisfaction and perception survey on all five of our beneficiary communities to inform our stakeholder engagement strategy review, including our planning and policy development. This survey found that while SIOC-CDT emerged as one of the top spontaneous mentions by respondents when thinking about organisations that are involved in community development, many community members remain unaware of SIOC-CDT and its work, especially in Ga-Segonyana and Thabazimbi. However, those who are aware of SIOC-CDT provided positive feedback about SIOC-CDT community initiatives, especially our education projects.

COMMUNITY DEVELOPMENT STRATEGY continued

Our key stakeholder engagement

Once the COVID-19 pandemic reached South Africa, our **primary stakeholder engagements centred on discussions with the two local municipalities** where SIOC-CDT trustee elections took place, supporting SMMEs with the relief fund, and procurement opportunities. Our COVID-19 initiatives also **deepened engagements with the Departments of Education, Health, and Social Development** and other collaborating partners.



Community development projects and spending

JOE MOROLONG LOCAL MUNICIPALITY

John Taolo Gaetsewe District
Northern Cape Province

R40 653 142
YTD 2021
R35 587 031
Actual 2020

TSANTSABANE LOCAL MUNICIPALITY

ZF Mgcawu District
Northern Cape Province

R15 148 323
YTD 2021
R5 963 066
Actual 2020

GAMAGARA LOCAL MUNICIPALITY

John Taolo Gaetsewe District
Northern Cape Province

R48 188 452
YTD 2021
R17 416 016
Actual 2020

THABAZIMBI LOCAL MUNICIPALITY

Waterberg District
Limpopo Province

R51 724 290
YTD 2021
R44 585 819
Actual 2020

GA-SEGONYANA LOCAL MUNICIPALITY

John Taolo Gaetsewe District
Northern Cape Province

R30 088 534
YTD 2021
R22 678 515
Actual 2020

TOTAL

R185 802 741
YTD 2021

R126 230 447
Actual 2020

Factors influencing timeous project implementation

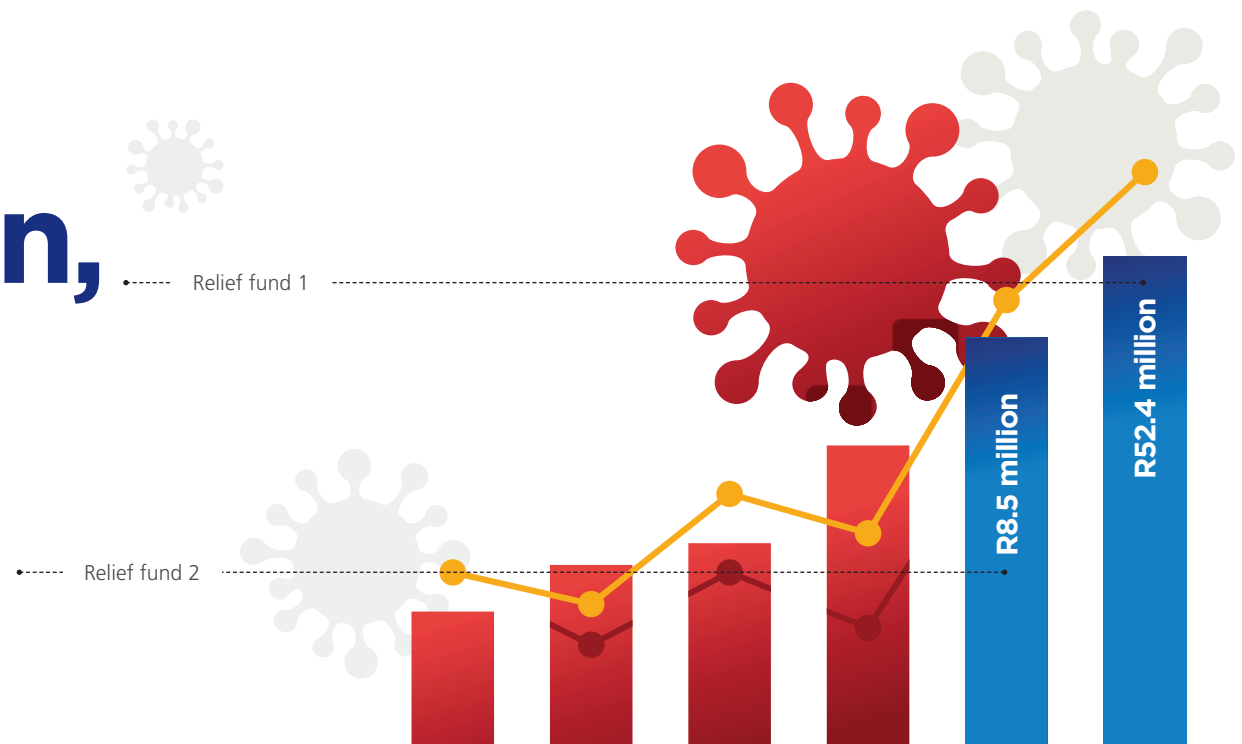
Although the planned programme for 2020 was disrupted by the COVID-19 pandemic and the resultant national lockdown, **SIOC-CDT's contribution towards the fight against the pandemic in the beneficiary communities compensated for the decline in planned activity.**

Two COVID-19 relief projects, totalling **R52.4 million,**

were approved by the Board of Trustees. In addition, a relief fund of

R8.5 million

was made available to assist local SMMEs severely affected by the pandemic.



The overall slowdown in activity and delays in implementing the original plans **mainly affected infrastructure projects, since these require in-person interactions that were restricted under lockdown conditions. Many of our other projects, particularly in education, could be adapted to hybrid online and face-to-face delivery models.**



Community project highlights

PROJECT HIGHLIGHTS continued

Highlights

1 Education, training and skills development

2 Enterprise and supplier development

3 Health and social welfare



PERFORMANCE AGAINST STRATEGIC OBJECTIVES

Strategic objective

Performance

Support teachers and ECD practitioners.

144 graduates in 2020.

420 new opportunities created in 2021.

Support school management team members.

80 new opportunities for leadership and management programmes in 2021.

Bridging opportunity for learners (second chance).

21 completed in 2020 and now enrolled at university in 2020.

25 new opportunities offered in 2021.

New opportunities for access and success in higher education.

60 new bursary opportunities at various institutions during 2021.

22 graduates in 2020.

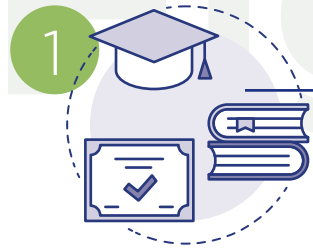
Learner readiness for National Certificate exams.

3 500 (approximately) learners across our communities in 2020.

3 207 wrote their National Senior Certificate exams in 2020.

802 attained bachelor passes.



PROJECT HIGHLIGHTS continued

Education, training and skills development project highlights

Early childhood development support project



PROBLEM

A sub-optimal learning environment at home and in the community results in children entering the mainstream education system unprepared. Early Childhood Development (ECD) is critical to resolving this crisis. In the John Taolo Gaetsewe District, the main challenge is the lack of qualified ECD practitioners.



PROJECT OBJECTIVES

- Management assessment of work done since the inception of the project, at all ECD centres.
- Advocacy for teacher assessments.
- Curriculum workshop available for school principals.
- Competent and qualified practitioners.
- Increased numbers of children attending ECD centres, thereby increasing numeracy and literacy skills.
- Personnel who are able to implement the ECD curriculum.
- Health and safety compliance.
- Skilled ECD practitioners equipped to work at safe and conducive ECD sites.
- Motivated, competent and effective educators.



OUTCOMES ACHIEVED

To improve learners' educational outcomes in the Thabazimbi circuit, **10 schools and associated ECD sites** have been identified as SIOC-CDT supported schools.

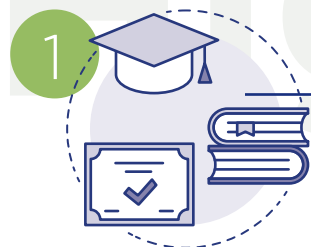
38 ECD practitioners obtained a NQF Level 4 and 5 qualification with the Custoda Trust on 30 April 2021.

20 ECD practitioners are obtaining a Level 5 qualification from North-West University.

Joe Morolong 19, Ga-Segonyana 19.

Gamagara 2, Joe Morolong 7, Ga-Segonyana 11.



PROJECT HIGHLIGHTS continued

Education, training and skills
development project highlights continued

Supplementary education programme (‘Holiday schools’)



PROBLEM

It is widely accepted that the South African education system is not performing as well as it should, thereby constraining the production of skilled people and ultimately muting economic growth and national development. Individuals from disadvantaged, under-resourced schools are the most affected. The average matric pass rate and bachelor pass rate for the SIOC-CDT beneficiary high schools over the last five years clearly indicate that both rates for these schools are well below national averages. This situation is a cause for deep concern, especially in the light of the grave challenges brought about by the COVID-19 crisis.



PROJECT OBJECTIVES

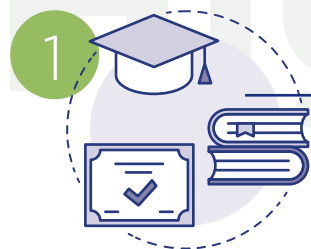
SIOC-CDT funds school holiday camps that offer enrichment classes for all Grade 12 learners in our beneficiary communities. By having access to the best teachers in the district, learners can grasp key concepts in Mathematics and Physical Sciences, thereby approaching their final examinations with confidence. Improving marks for these subjects often result in learners gaining their National Senior Certificate (NSC), opening doors to tertiary education opportunities in science, technology, engineering and mathematics (STEM) areas of study.



OUTCOMES ACHIEVED

40 schools supported , mainly Quintile 1 to Quintile 3.	Across beneficiary municipalities.
3 207 Learners wrote their final exams with confidence.	Tsantsabane 212, Joe Morolong 1117, Ga-Segonyana 1393, Thabazimbi 485.
69.5% Overall matric pass rate.	JTG 60%, Tsantsabane 71%, Thabazimbi 77.5%.
802 Bachelor passes.	Tsantsabane 97, Joe Morolong and Ga-Segonyana 705.



PROJECT HIGHLIGHTS continued

Education, training and skills development project highlights continued

SciMathUS programme



PROBLEM

The number of high school students electing to take subjects which are vital to the economy, including Accounting, Mathematics and Physical Sciences, has seen a steady decline over the past five years. Those who failed these subjects the first time can rewrite the exams to improve their marks and expand the pipeline for STEM students, but they require assistance to pass.



PROJECT OBJECTIVES

The main objective of the SciMathUS programme is to create a second opportunity for educationally disadvantaged learners to enter higher education studies in mathematics; science; and commerce-related fields. The year-long programme allows students to improve their NSC marks, enabling them to reapply for admission into higher education institutions (HEIs). The programme encompasses a holistic, intensive academic programme and includes a mentorship programme. It provides academic literacy and psycho-social support to bridge the gap between school and university, preparing them for study success.

2020 Students

Municipality	No of Beneficiaries	Municipality	No of Beneficiaries
Ga-Segonyana	12	Ga-Segonyana	16
Joe Morolong	4	Joe Morolong	–
Tsantsabane	1	Tsantsabane	2
Gamagara	–	Gamagara	3
Thabazimbi	4	Thabazimbi	4
Total	21	Total	25

2021 Students



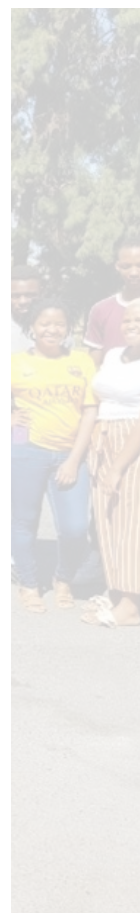
OUTCOMES ACHIEVED

All 21 students who participated in 2020 improved their maths and physical science results.

All 21 learners who participated in 2020 qualified for STEM-related programmes in higher education.

9 SciMathUS students were awarded 2021 SIOC-CDT bursaries.

25 students are currently participating in the 2021 SciMathUs programme.



PROJECT HIGHLIGHTS continued

Education, training and skills development project highlights continued

Bursary project



PROBLEM

For students from poor backgrounds, achieving a tertiary education is an opportunity to change their economic status at a personal and family level. However, their economic conditions often impact on their ability to achieve academic success. Without adequate financial resources available in institutions of higher learning, students' experiences of poverty may be only marginally alleviated, which merely extends and reproduces systemic conditions of poverty.



OUTCOMES ACHIEVED

16 students graduated in 2020, **3** of these are enrolled for postgraduate qualifications sponsored by SIOC-CDT.

60 new bursaries were extended to students registered at various higher learning institutions in 2021.

142 total bursary students

(2018, 2019, 2020, 2021 cohorts), receiving:

Full registration and tuition fees, accommodation, books, laptops, backpacks and a Microsoft Office licence for each student and a quarterly stipend. Assistive devices for students living with disabilities.

Students			
2020			2021
Municipality	No of Beneficiaries	Graduates	New intake
Ga-Segonyana	68	2	28
Joe Morolong	13	5	7
Tsantsabane	16	2	6
Gamagara	15	1	7
Thabazimbi	30	5	11
Total	142	15	60



PROJECT OBJECTIVES

- Empower financially disadvantaged youth from the SIOC-CDT beneficiary communities by providing them with the opportunity to obtain a qualification at a higher education institution (HEI).
- Provide bursary beneficiaries with financial and psycho-social support to unlock and maximise their potential, enabling them to complete their qualification.
- Pull together and set aside resources to maximise and ensure the sustainability of the scheme and the continuous development of local skills in SIOC-CDT beneficiary communities.
- Strengthen linkages between secondary schools and HEIs, influencing the academic curricula to be aligned to the requirements of the local labour market within the SIOC-CDT beneficiary communities.
- Address skills shortages, as identified in the annual Sector Skills Planning reports, by increasing the pool of young talent.
- Increase awareness and knowledge of tertiary opportunities.
- Increase the number of students enrolling at institutions of higher education.
- Increase the number of students who complete their studies in a timely manner.



PROJECT HIGHLIGHTS continued

Education, training and skills
development project highlights continued

Teacher professional programmes



PROBLEM

In order for students to learn well, their teachers must be knowledgeable, passionate and empowered to deliver engaging lessons. While South Africa faces several challenges in maintaining the standard of teaching and learning, teachers who participate in impactful training tend to display higher levels of self-efficacy and job satisfaction and their learners reap the benefits.



PROJECT OBJECTIVES

The SIOC-CDT teacher professional programme provides contact sessions with teachers throughout the year, helping teachers to plan and implement high-quality learning strategies, activities and assessments that are supported by effective monitoring and evaluation skills. The programme aims to:

- Boost teachers' confidence, competence and effectiveness in teaching mathematics and physical sciences by enhancing both subject and pedagogical knowledge.
- Develop an understanding of the critical outcomes in the teaching and learning of mathematics and physical sciences, as outlined in the Curriculum Assessment Policy Statement (CAPS).
- Incorporate e-learning technologies in the classroom.
- Support teachers to become qualified.



OUTCOMES ACHIEVED 2020/2021

Project name	Project scope offers access to:	Output/Sponsorship
ADE School Leadership and management	Two-year Advanced Diploma in Education: School Leadership Management to school leaders from JTG District, Tsantsabane and Thabazimbi Local Municipalities with North West University.	Up to 80 school leaders
B.Ed Honours	Three-year B.Ed Degree (Maths, English and Foundation Phase) to JTG Teachers-in-practice with Rhodes University and one year for practical.	Up to 25 teachers
Postgraduate Diploma in Mathematics	Two-year Postgraduate Diploma in Maths to Teachers-in-practice from JTG District, Tsantsabane and Thabazimbi Local Municipalities with Sol Plaatje University.	Up to 20 Postgraduate teachers
ADE Maths and Science	Two-year Advanced Diploma in Education: Maths and Science to Teachers-in-practice from JTG District, Tsantsabane and Thabazimbi Local Municipalities with Stellenbosch University.	Up to 70 teachers
B.Ed English	Three-year B.Ed English to Teachers-in-practice from JTG District and Tsantsabane Local Municipalities with Rhodes University through ISEA institution.	Up to 30 teachers
B.Ed Mathematics	Three-year B.Ed Mathematics to Teachers-in-practice from JTG District and Tsantsabane Local Municipalities with Rhodes University through RUMEP institution.	Up to 30 teachers
B.Ed Foundation Phase	Four-year B.Ed Foundation Phase to ECD Practitioners from JTG District and Tsantsabane Local Municipalities with Rhodes University through CSD institution.	Up to 25 practitioners
NQF5 National Certificate	Train ECD practitioners with special attention to literacy and numeracy.	Up to 140 registered practitioners



PROJECT HIGHLIGHTS continued

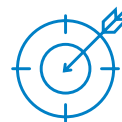
Enterprise and supplier development
project highlights

Relief fund



PROBLEM

Small business operations were severely curtailed by the outbreak of COVID-19 and the subsequent national lockdown implemented by the South African government.



PROJECT OBJECTIVES

SIOC-CDT conducted a needs assessment survey to determine the needs of SMMEs on the ground and created a relief fund in partnership with the National Empowerment Fund (NEF). The funds are invested in our host communities in Limpopo and the Northern Cape, supporting black-owned SMMEs that were operational at least six months before the COVID-19 pandemic reached South Africa in March 2020. The partnership saw the NEF co-managing the two funds that were established as a result of the partnership: a grant relief fund and hybrid relief fund.

Grant fund

Of the total SIOC-CDT contributions received, 40% has been allocated towards the NEF/SIOC-CDT COVID-19 Grant Relief Fund. A minimum of R10 000 (earmarked for informal SMMEs) and maximum R100 000 (for formal SMMEs) is granted per transaction, as approved by the Regional Project Steering Committee on a per-project basis. The target beneficiaries of the grants are SMMEs that have been severely affected by COVID-19 and the national lockdown. They must be at least 51% black-owned small businesses by South African citizens. Preference is given to women, people younger than 35 years old and people with disabilities.

Hybrid fund

This is a combination of grant and loan funding for formal SMMEs and consists of 60% of the SIOC-CDT contributions received. Applicants apply for R250 000 minimum in funding, of which 40% is funded by SIOC-CDT and the remainder by NEF. The final amount is approved by the NEF Investment Committee on a per-project basis. Beneficiaries are required to have relevant and proven experience and/or qualifications, and previous business loans need to be paid up before the SMME qualifies for the hybrid fund. The target audience is businesses that are commercially viable with a sustainable business plan.



GRANT FUND

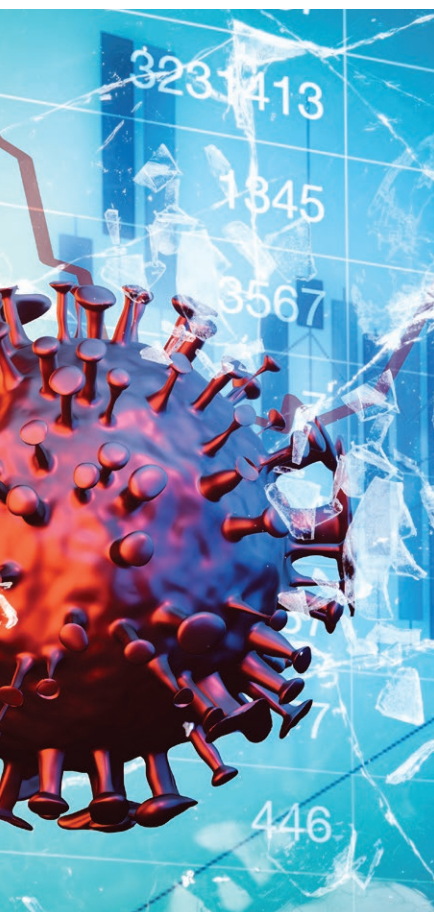
176 informal business applications approved and funded to date – in excess of **R1.76 million** disbursed to informal businesses to date.

114 formal business applications approved and funded to date – in excess of **R7.5 million** disbursed to formal businesses to date.

45 formal businesses and **87 informal businesses** are still to be paid out a cumulative amount of about **R3.3 million**.

58 SMMEs are still in the process of follow-up to capture for payments **53 SMMEs** in the process of being paid.

HYBRID FUND OUTCOMES ACHIEVED – 7 Hybrid Fund applications to be assessed by the National Empowerment Fund.



PROJECT HIGHLIGHTS continued

Enterprise and supplier development
project highlights continued

Enterprise and supplier development capacity building programme with Kumba Iron Ore



PROBLEM

Small businesses that render services as part of mining and environmental projects are at a disadvantage when competing against larger, more established businesses with more robust cash balances and operations.



PROJECT OBJECTIVES

The Enterprise Development Capacity Building Programme aims to empower Kumba Iron Ore and SIOC-CDT suppliers by providing training as part of our supplier development drive. The training equips local suppliers with the knowledge they need to execute tasks according to their contract while managing their business effectively.

The project went live on 2 September 2020, with training in accounting and construction management presented by reputable education institutions such as the University of Cape Town, Accounting Made Easy and Project Link.



OUTCOMES ACHIEVED

50 local SMMEs have benefitted from the training in 2020.

80 local SMMEs are targeted to be trained in 2021.

67 local SMMEs have benefitted from the training in 2021.



PROJECT HIGHLIGHTS continued

Health and social welfare
project highlights

Re a Fola outreach project



PROBLEM

There is a growing need for accessible, affordable healthcare facilities in the Tsantsabane sub-district and John Taolo Gaetsewe district (JTG). The community requires a reliable source of information about issues affecting their health, including HIV/AIDS, tuberculosis (TB) and preventable non-communicable diseases.



PROJECT OBJECTIVES

The Re A Fola outreach project aims to improve the health of citizens in five remote locations within Tsantsabane and six areas in JTG, by assisting with the equipped mobile clinic that look after them. Re A Fola places special focus on the vulnerable – people with disabilities, the elderly and children – thereby reducing lifestyle diseases, decreasing the mortality rate and increasing general health awareness.

The multi-disciplinary Re A Fola team, provided by the Department of Health and SIOC-CDT, comprises of an optometrist, a dentist, a medical officer, an audiologist, community healthcare workers and nursing personnel. The audiologist, dentist and medical officer render sessional services per week, while the other professionals are available from Monday to Friday on planned schedules.



OUTCOMES ACHIEVED IN 2020/2021

7 jobs created

5 SMMEs benefited

Re A Fola mobile clinic data: JTG

Dental screening	283
Patient seen by professional nurse	700
HIV/AIDS tests	97
Referrals	83
Dental screening	97

Re A Fola patients assisted: JTG

Immunisations	97
Family planning	63
Ante-natal care visits	14
Vitamin A	27
Deworming	27
Other	36
TB screenings	852
COVID-19 screenings	884
COVID-19 tests	5
Doctor's clients	339
Referrals	83
Audiologist patients	21

Total number of patients treated in 2020/2021 3 824

Re A Fola patients assisted: Tsantsabane

Dental screening	180
Eye screening	139
HCT tested	74
Pap smear	100
Spectacles issued	143

Total number of patients treated in 2020/2021 636

Total number of patients treated in 2020/2021 (Tsantsabane and JTG) 4 460



PROJECT HIGHLIGHTS continued

Health and social welfare
project highlights continued

Northam clinic



PROBLEM

Most of the local community members rely on public health services, given their inability to afford private healthcare.

Northam Clinic, situated in Thabazimbi Local Municipality, consisted of a single, deteriorating building that had difficulty coping with the local demand for healthcare services. It is the only clinic to provide maternity services in the area. When mothers in labour are referred to Thabazimbi Hospital due to the clinic's insufficient capacity, it places pressure on the local healthcare system and even results in litigation against the Department of Health. Furthermore, the congestion at the one-block clinic with its diverse services often deprives mothers of their privacy before, during and after labour.

Given the Department of Health's financial constraints, they requested funding from private organisations to build a new clinic.



PROJECT OBJECTIVES

The construction of the new Northam Clinic will provide quality healthcare for the fast-growing mining town and ease pressure on the Thabazimbi Hospital.

The main goal of the project is to improve the capacity of the maternity unit by increasing the number of neonatal and postnatal rooms at the clinic. It also involves the procurement of medical equipment and furniture for the extended part of the clinic.



OUTCOMES ACHIEVED

5 maternity unit beds including two for delivery and three for post-natal care.

8 consulting rooms for professionals.

Improved reception area where waiting patients are sheltered from the weather.

47 jobs at project peak.

7 SMMEs benefitted.



PROJECT HIGHLIGHTS continued

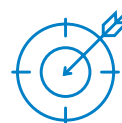
Health and social welfare
project highlights continued

Capacity building for children with a disability (CABDIC)



PROBLEM

Most schools in the Northern Cape cannot cater for children with disabilities. Capacity building of people with disabilities (PWD) can make the difference between exclusion from normal life or proving that PWD can be capable members of society.



PROJECT OBJECTIVES

CABDIC focuses on early intervention among children with a disability, and on capacity building in the community through self-help initiatives and awareness raising. The project aims to empower PWD and their family members by using existing resources in the community to improve their capacity to participate in society.

Project goals include:

- Procuring mobility devices and a special equipped van.
- Training and mentoring across two clusters covering 18 sites.
- Conducting disability campaigns and improving awareness for communities and NGOs.
- Mapping a disability resource and referral pathway.
- Providing inclusive ECD centre caregiver training and on-site mentorship.



OUTCOMES ACHIEVED

2019/2020	2020/2021
50 children received mobility devices	11 children received mobility devices
Inclusive ECD Centre Capacity Building and Structured Stimulation for parents	
20 ECDs received training	94 ECDs received training
16 parents received training	107 parents received training
NCDoh rehab training on Inclusive ECD programmes and support	
16 therapists trained	23 therapists trained
Community disability awareness	
211 Let's Talk Disability Dialogues (conducted in-person)	94 Let's Talk Disability Dialogues (conducted in-person)
Rural outreach clinics: Outreach trip 1	
80 patients seen	44 patients seen
44 therapists attended	36 therapists attended



PROJECT HIGHLIGHTS continued

Health and social welfare
project highlights continued

Dibeng youth centre



PROBLEM

The teenage years shape a person for the rest of their life. In many of our beneficiary communities, those years are characterised by crime, poverty, unequal educational opportunities, unemployment and drug abuse. Young people need to be informed about the risks and empowered for a better future.



PROJECT OBJECTIVES

*'Mphintshi' is a Zulu word that means 'friend'

Providing Dibeng with a fully operational youth centre that helps to alleviate the many social ills within this region. We created a hub where our youth can be informed, educated, developed and connected with opportunities to improve their quality of life and livelihood. Through this youth centre we aim to:

- Increase the number of young people accessing centre services.
- Develop youth to create access to employment opportunities.
- Promote health to reduce the rate of teen pregnancies, STIs and HIV/AIDS.
- Encourage active participation in sports and recreation programmes to negate substance abuse and gender-based violence in the community.

We partnered with the 'loveLife' Trust, a South African non-profit youth organisation, to drive programmes and activities for young people in Dibeng. This is largely done by a youth corps of peer-to-peer educators called groundBREAKERS. These young people, aged between 19-28, are trained on various programmes for implementation in schools, health care facilities, sports hubs and other spaces within their community. The team delivers education about HIV, TB screening, substance abuse and teenage pregnancy in an engaging and positive manner. GroundBREAKERS are supported by 'mpintshis'*, who are learning the loveLife strategy and programmes. This training provides team members with valuable experience in project management and public speaking. It also gives them the opportunity to obtain driver licences as part of their skills development.



OUTCOMES ACHIEVED IN 2020/2021

10 groundBREAKERS and 20 mpintshis (Grade 12) in Youth Leadership Development training.

2 training programmes conducted for groundBREAKERS, with **20 participants**.

2 training programmes conducted for mpintshis, with **40 participants**.

8 VUT/Partner Skills training programmes conducted, with **201 participants**.

20 youth participants for First-Aid Training.

20 youth participants for Computers Skills Training [Cyber Ys].

827 awareness campaigns conducted with **12 604 Attendees**.

3 016 youth participants that accessed the centre.

2 youths received their driving learner's licence.

20 youths received their driving licence.

4 jobs created including a centre manager, counsellor, assistant counsellor and a cleaner.



PROJECT HIGHLIGHTS continued

Health and social welfare
project highlights continued

Curbing the effects of COVID-19



PROBLEM

Across all our communities, the pandemic's initial impact was a lack of income leading to food insecurity. Businesses closed down, movement was restricted so that people could not attend work, and household income dwindled. It also became quickly apparent that as the COVID-19 virus spread across our communities, people would start getting sick and need medical attention. The national Department of Health (DoH) was under enormous pressure to procure and distribute PPE equipment for healthcare workers across the country and needed help to become sufficiently resourced to meet the potential threat of surging infection levels.



PROJECT OBJECTIVES

Our COVID-19 response took place in three phases.

During the first phase, we focused on:

- Supporting healthcare workers in 58 facilities with PPE and sanitisation materials such as masks.
- Supporting vulnerable households and safe havens with food parcels, groceries, and blankets.
- Resourcing isolation centres with beds, pillows and linen.
- Our main objective was to bolster the health sector to cope with the pandemic and government's requirements, while supporting those in the community who were economically most affected by lockdown.

The second phase of SIOC-CDT's response to COVID-19 aimed to strengthen our communities in the long run, beyond the COVID-19 pandemic and even beyond the life of the mine. Our focus areas included:

- Building the capacity of the healthcare system.
- Supporting people with disabilities.
- Assisting schools with readiness for reopening, keeping learners safe from the virus and salvaging the academic year.
- Providing a COVID-19 relief fund for SMMEs who were affected by the lockdown.

The third phase took place during 2021 and focused on assisting with and promoting the COVID-19 vaccine rollout.



OUTCOMES – Supporting the vulnerable

Groceries and 50 blankets for 3 safe havens: Thabapark, Imbizo Safe Haven, and Tsantsabane Safe Haven

4 820 food parcels:

GAMAGARA
593

GA-SEGONYANA
2 000

JOE MOROLONG
1 400

TSANTSABANE
592

THABAZIMBI
235



PROJECT HIGHLIGHTS continued

Health and social welfare
project highlights continued

Curbing the effects of COVID-19 continued



OUTCOMES – Supporting the healthcare sector

SIOC-CDT's intervention worked directly with the Department of Health to donate:

40 308 units of PPE for 5 healthcare facilities

365 units of PPE and sanitation for disaster management

5000 disposable gowns and **2 prefabricated isolation centres** in Kuruman Hospital and Postmasburg Hospital respectively

The supplies were procured internally and delivered to the respective District Offices of DoH for further distribution to the 58 facilities across SIOC-CDT beneficiary communities.

Number of items	Total	JTG	Tsantsabane	Thabazimbi
Hand protection (rubber hand gloves and heavy-duty gloves)	110	–	110	–
Face protection (face masks, visors, goggles, face shields)	6 140	–	1 740	4 400
Body protection (gowns, body suits, aprons, caps, boots)	24 190	1 380	16 610	5 810
Sanitising materials (sanitiser, hand paper towels, hand rub, soap)	9 564	3 000	1 720	4 044
Thermometers (non-contact and clinical thermometers)	104	60	20	24
Health and sanitation waste management (bins and refuse bags)	200	–	200	–
Total items	40 308	4 400	20 400	14 278

We strengthened the healthcare system in our communities by providing the following items for testing and isolation centres:

243 of each: flat bed sheets, blankets, pillowcases, counter panes

80 pillows

5 000 disposable gowns

10 580 informational flyers

Disinfecting 5 healthcare facilities

Fumigated 3 healthcare facilities

Prepared CHC for isolation with ceiling repairs at Olifantshoek CHC

SIOC-CDT supported the healthcare system with long-term capacity building through the following activities:

Sponsored 100 volunteers for mass screenings in JTG District

Sponsored 50 high care beds

Availed 3 mobile units for screening (with JTG Development Trust)

Sponsored 16 nurses for 6 months at 2 isolation units



PROJECT HIGHLIGHTS continued

Health and social welfare
project highlights continued

Curbing the effects of COVID-19 continued



OUTCOMES – Supporting education

Since the 2020 school year was severely disrupted by the national lockdown, we took measures to equip learners with virtual schooling opportunities and protecting them from the virus when they returned to school. We provided:

64 593 units of PPE and sanitisation materials (5 150 per school)		104 045 masks for learners in 206 schools
Water for 27 schools	Increased connectivity	804 electronic tablets for remote learning
Infrared thermometers to 206 schools		



OUTCOMES – Supporting people with disabilities

The demands of COVID-19 places enormous additional pressure on the DoH, leaving less time and resources for the disabled. SIOC-CDT distributed the following in 2020:

84 Wheelchairs: 26 JTG District, 13 Tsantsabane, 45 Thabazimbi		
23 pairs of adult elbow crutches in Thabazimbi		11 adult walking frames in Thabazimbi



PROJECT HIGHLIGHTS continued

Health and social welfare
project highlights continued

Assistive devices for people with disabilities (Adult)



PROBLEM

Common and everyday tasks can present difficulties and challenges to adults with disabilities. Even so, assistive devices and tools that can help PWD perform routine tasks are often expensive or difficult to obtain.



PROJECT OBJECTIVES

To assist PWD in our communities, SIOC-CDT initiated this project on 01 January 2021. We are working with the Department of Health to distribute assistive devices for this vulnerable group.



OUTCOMES ACHIEVED

SIOC-CDT procured the following:

1 077 wheelchairs

2 522 walking aids

366 hearing aids



SIOC
COMM
DEVELO
TRUST



KANAKO SOCIAL RESPONSIBILITY PROJECT HIGHLIGHTS



Kanako Social Responsibility and Sponsorship strategy avoids duplicating efforts made by existing programmes, aiming instead to augment them and close gaps that can be addressed at a smaller investment. Kanako SR&S considers and implements short-term interventions that include responding to life-threatening issues, providing emergency ad hoc support for vulnerable community members, and responding to other material issues.

Kanako SR&S funding is guided by strict criteria, including:

1

The beneficiaries of the project/request should be **residents of SIOC-CDT beneficiary communities**.

2

Projects must have a developmental approach that cushions our beneficiaries on a **short-term basis** while long-term solutions are underway.

3

Projects should take an affirmative approach bias to **women, the disabled, youth** and the socially destitute.

4

The funding cannot be channelled to individuals. Rather, funding **must benefit a wider community or groups (at least more than 20 people)** with common objectives and purpose.

While SIOC-CDT's strategy focuses on interventions that are most likely to reduce poverty levels in the long term, we understand that there are often immediate needs that require fast remedies or solutions, especially for vulnerable groups. Kanako Social Responsibility and Sponsorship (SR&S) programmes address this need.

KANAKO SOCIAL RESPONSIBILITY PROJECT HIGHLIGHTS continued



School uniform initiative



PROBLEM

Not having a full school uniform – or school shoes – impacts on thousands of children's school attendance in South Africa. SIOC-CDT's school uniform initiative, launched in 2020, aims to reduce learner absence by providing school uniforms and shoes to learners from disadvantaged backgrounds.

To identify schools who would benefit the most from this drive, and to avoid duplication of efforts, SIOC-CDT worked closely with the Department of Education's district offices, the schools, and other development partners. The Trust also considers funding requests from communities verified by the Department of Education.



PROJECT OBJECTIVES

SIOC-CDT aims to augment our Education focus area by:

- Minimising learner absenteeism due to the lack of a proper school uniform.
- Encouraging high performance and motivating learners from impoverished backgrounds.



OUTCOMES ACHIEVED



SCHOOLS & LEARNERS

335

Learners received school shoes in 2020

11

schools across our communities benefitted in 2020

14

Schools across our communities benefitted in 2021

272

Learners benefitted in 2021



BENEFICIARIES

140

Beneficiaries in Joe Morolong area

32

Beneficiaries in the Thabazimbi area

40

Beneficiaries in the Tsantsabane area

20

Beneficiaries in Gamagara

44

Beneficiaries in Ga Segonyana

KANAKO SOCIAL RESPONSIBILITY continued

Sanitary towel drive



PROBLEM

For millions of South African schoolgirls from impoverished backgrounds, the onset of puberty marks a sharp decline in school attendance, even resulting in dropping out of school completely, because they cannot afford sanitary towels.

Girls often use unhygienic alternatives to sanitary towels, such as newspapers, which puts them at high risk of infection.



OUTCOMES ACHIEVED



SCHOOL LEARNERS

10

schools benefitted from the programme in 2020/2021



BENEFICIARIES

596

Beneficiaries in Joe Morolong area

20

Beneficiaries in Gamagara area

756

girls received sanitary towels per quarter in 2020/2021

Over **9 000** packs donated per year, a total of approximately 20 000 packs to date

68

Beneficiaries in Ga Segonyana area

62

Beneficiaries in Thabazimbi area

10

Beneficiaries in the Tsantsabane area



PROJECT OBJECTIVES

SIOC-CDT established the Sanitary Towel Drive in 2018 to provide sanitary pads to female learners in our beneficiary communities. The handover events are supported by motivational talks, ultimately helping to:

- Minimise the number of schooldays missed.
- Demystify menstruation and negate the stigma that it's a curse.
- Empower young women to continue their daily activities and meaningfully contribute to their communities.
- Decrease the psycho-social challenges many young women face in the rural areas.

SIOC-CDT consulted the John Taolo Gaetsewe (JTG) and ZF Mgcawu Districts' Departments of Education to identify suitable schools for the programme.

Reduced school absenteeism

Opportunity for the girls to talk about menstruation openly without embarrassment

Increased confidence to participate in extramural activities




A large, soft-focus background image showing a group of diverse young people, including a woman with curly hair in the foreground, smiling and looking at a device. A vertical strip on the right edge shows a closer-up view of the same woman smiling.

Project testimonials

PROJECT TESTIMONIALS continued

Education

Education, training and skills development**Jandri Ueckermann**

 Kathu, Gamagara

 North West University



SIOC-CDT helped me to study Chemical Engineering at the North West University at the Potchefstroom campus. I received stipends, book allowances and accommodation.


The bursary helped our family financially, especially in this economic climate, since my parents had two children in university, and our father had on-and-off employment. Due to the fact that SIOC-CDT helped me financially, I could obtain a degree and am now employed.

Without a SIOC bursary, it would not have been possible for me to realise my dream of becoming an engineer. I feel very thankful to SIOC-CDT.

1

Education, training and skills development**Ketura Perseverance Taote**

 Dithakong

 Motheo Early Learning Centre



I am an ECD practitioner at Motheo Early Learning Centre, which is based in Dithakong, a village not far from Kuruman. SIOC-CDT changed my life for the better as it was able to fund my studies. Today I am proud to develop children to their best potential. I have always wanted to make a difference in people's lives and that's how I found my passion for teaching. SIOC-CDT changed not only my life but the lives of my community members and most importantly the lives of the children as I am now able to provide them with quality education which is often rare in rural areas.

I am relieved that finally I can see progress within the community and happy that SIOC-CDT too are seeing the importance of education towards the children. Basically this is the only ECD centre within our community, thus making it the only source of education for children at an earlier stage of their lives. So me being able to share all that I have learned with my fellow colleagues and us sitting down and brainstorming to ensure that the children are provided with the best quality education - that's the best difference that one can make.

I want to say thank you for trusting me enough to provide me with education. Not only did you make a positive impact towards me but also to my community and the children at hand. In the future the numbers of children dropping out at a primary level will decrease and the number of children going to college or even university will increase simply because you funded me.


2


PROJECT TESTIMONIALS continued



Education, training and skills development

Kaone Maroro

 Bankhara Bodulong, Kuruman

 University of Stellenbosch



I completed my matric in 2018, but my maths and physical sciences marks were not good enough for me to apply to a university to study a course that I wanted to study.

SIOC-CDT funded me for the SciMathUs programme. They paid for my meals, transport when I went home for the school holidays and back to school when the

holidays were over. They also paid the SciMathUs fees in full.


The SciMathUs programme has changed my life. I upgraded my maths and physics marks and with the upgraded marks, I applied to Stellenbosch University and got accepted for a Bachelor of Nursing. Studying at Stellenbosch is a dream come true and I wouldn't have made it without SIOC-CDT.


I am very grateful for your contribution in giving me hope for a better future and funding me to reach for the stars. Keep doing the great work that you are doing SIOC-CDT.

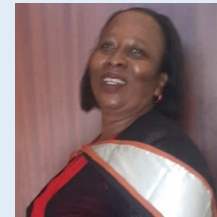
3

Education, training and skills development

Phaahla Rachel

 Tsineng village

 K.S. Shuping High



I am a teacher at KS Shuping High School, located in the poverty-stricken remote village Tsineng where most parents are unemployed and poor. This result in learners not wearing proper uniforms and coming to school with empty stomachs. This makes it difficult for them to listen and participate in the classroom.

I am one of the products of SIOC-CDT's bursary projects, as I attended at Rhodes University funded by the Trust. This year SIOC-CDT continued making a difference by donating uniforms and sanitary towels to our learners. They also funded our Grade 12 camps, as well as teacher development at Rhodes University.

I am feeling honoured and appreciated. Our learners felt comfortable and warm during this winter. I hope SIOC-CDT will continue to help our communities, especially the rural communities where talent is hidden and SIOC-CDT can unravel it.

4

PROJECT TESTIMONIALS continued

Entrepreneurship

Enterprise and supplier development**Wanda Shabangu –
L and W Towing (Pty) Ltd**

Northam, Thabazimbi

Motor Mechanic



I am the owner of a Motor Mechanic's company, called L and W Towing (Pty) Ltd. I provide Motor Mechanicals, Towing, and Panel Beating services.

I had six staff members initially. My business had problems with lack of industrial equipment. I was in need of more staff. I applied for the NEF & SIOC-CDT Relief Fund in 2020. I was approved the requested Grant Fund amount. I was able to employ three more permanent staff and two temporary staff. I was able to buy more equipment to service diesel cars and this made the business grow a lot.

I am really pleased that SIOC-CDT was able to help me. There are no words to describe the feeling. Keep helping other people. You have managed to change a lot of people's lives with the Relief Fund that you have given me. Please, keep on helping others the way you have helped me. I really appreciate this.

1

Enterprise and supplier development**Olebogeng Wagae –
Pilara Solutions (Pty) Ltd**

Gasegonyana

Tax and Accounting Firm



I started in 2014 and had since hired 4 staff members. COVID hit and I lost staff members. I struggled with UIF and had to use my own pocket to pay them their salaries. That was a difficult time for the company, especially paying rent at the business premises and we had to get out of the leasing agreement. I was behind on rental payment. I lost clients that were valuable to my company. The company was really struggling to keep afloat.

With the help of SIOC-CDT, I was able to buy professional software and pay the outstanding rent for the business. I am so grateful for the assistance received. I was able to pay rental arrears and acquire licenses for more of my staff, and also acquire interns for the company.

As a young entrepreneur, we are from poor communities. COVID-19 hit so hard that things started falling apart. If it was not for the Relief Fund my company wouldn't be open. Emotionally it was draining. I am happy that SIOC-CDT was able to help my company. Keep on assisting the communities of Northern Cape. You've have given me hope to dream big for future projects.

2

PROJECT TESTIMONIALS continued



Health and social welfare

Elrishia van der Westhuizen

Dibeng, Gamagara

loveLife – Dibeng Youth Centre



I am Elrishia Van der Westhuizen from Dibeng. I am 22 years old, full of life, young and vibrant. I started to work for loveLife late in 2019 as an mpintshi/groundBREAKER. In 2020 I was selected to become a fulltime groundBREAKER.

I experienced a lot of challenges ever since I started college after school, such as alcohol abuse and lack of sexuality education. With the loveLife youth centre programme coming to Dibeng, I knew that I wanted to be part of them as they will assist me in achieving my goals. SIOC-CDT through the loveLife youth centre project offered me an opportunity to feel connected and instilled the desire to achieve more and not give up. Because of the project, I am a qualified photographer and I have received accredited training in basic computer skills. Today I know how to use a computer and I am able to confidently teach others. I was also offered an opportunity to understand how to become an entrepreneur and how to position yourself for different job opportunities.

I feel truly blessed for this opportunity, as it turned me into a better person.

The SIOC-CDT and loveLife youth centre project also offered me learner's and driving lessons and today I can confidently say that I am a legal driver as I have passed my driving licence test. SIOC-CDT, thank you for helping us as young people and youth in our community. Keep on helping us. The Youth Centre Project has really assisted us with a lot of challenges we used to face. As a young female, today I know the importance of abstinence or protecting myself from sexual transmitted infections. I can easily access my emails or apply online for different job opportunities. I can at any time go type or update my CV. The Youth Centre Project is awesome and so is SIOC-CDT.

1

Health and social
welfare



PROJECT TESTIMONIALS continued

Kanako social responsibility

Kanako social responsibility

Lesedi Nkokou

Cassel village

Kopano Intermediate school



Our school was challenged by poor attendance because learners didn't have the right or full school uniform, while girls were often absent when they couldn't afford sanitary towels.

This year, SIOC-CDT provided our school with sanitary towels and school uniforms. They have given our learners support, boosted their self-confidence. Our attendance has improved all thanks

to SIOC-CDT.

At times one gets emotional when seeing a learner so happy because they won't struggle or get cold. Learners are now comfortable in classes - they can participate in classes with confidence.

Keep on doing the things you do. This type of trust is needed because it has brought nothing but positive things to our community and school.

1

Kanako social responsibility

Mr M E Mokwena

Churchill village

Tongwane Intermediate school



The Tongwane School is situated in Churchill village. Its feeder schools are Galotlhare, Logabate, Gasuurdig, Kortnight and Cardington primaries, where most of learners are taken care of by grandparents.

SIOC-CDT assisted the school by providing 20 learners with school uniforms, as well as stationary including pens, maths instruments and pencil cases.

They also provide our learners with sanitary pads on a quarterly basis.

We really appreciate that initiative. It has reduced the rate of young female absenteeism in the school. Please keep up the good work!

2




PROJECT TESTIMONIALS continued




Kanako social responsibility

Kanako social responsibility

Rachael Sete

 Thabazimbi

 Department of Education / Mabogopedi Sec School



I am a Learner Support Agent at Mabogopedi Secondary School. Most of our student are vulnerable and they need donations from different companies.

SIOC-CDT donated school uniforms for our learners. We were happy. It helped a lot of learners because they did not previously have proper school uniforms.

We thank SIOC-CDT for helping our learners. May they please not stop doing great things for our learners.

3





Investing in our future

ABOUT INVESTCO

InvestCo was founded in 2011 by SIOC-CDT, with the purpose of finding and managing suitable investments for the Trust.

In terms of its Trust Deed, SIOC-CDT can allocate 30% of its dividends received from its share in Sishen Iron Ore Company (Pty) Ltd to InvestCo to keep the Trust sustainable beyond the life of mine. InvestCo's mission is to ensure that SIOC-CDT can operate indefinitely from investment income, for the ongoing benefit of its communities.

An updated investment strategy

SIOC-CDT's investment objective is to generate returns which beat inflation over time, while minimising losses. These returns are expected to grow to ensure that the Trust can outlive the life of mine of Sishen Iron Ore Company, currently expected between 2038 and 2040. The Trust, through its investment company, can only invest up to 30% of the dividend income from the mine.

The strategy is to invest in different asset classes, including listed equities, bonds, private equity, and offshore equities. These are undertaken in partnership with established asset managers in South Africa who are reviewed by the Trustees every year. The asset managers' policies for impact and developmental returns are prioritised as part of the review, in line with the principles supported by the Trust.

InvestCo has a long-term investment objective to achieve above-inflation returns, while minimising capital losses. This revised strategy poses lower risk, and is a tested approach to creating sufficient liquid reserves by the mid-2030s.

Funds received in 2020

SIOC-CDT's 3% shareholding in Sishen Iron Ore Company (Pty) Ltd delivered a total dividend of R805 million for the 2020 financial year.

In line with SIOC-CDT's mandate, 70% of these funds are to be invested in community projects (Education, Enterprise Development and Welfare) and the remaining 30% into InvestCo-managed investments.

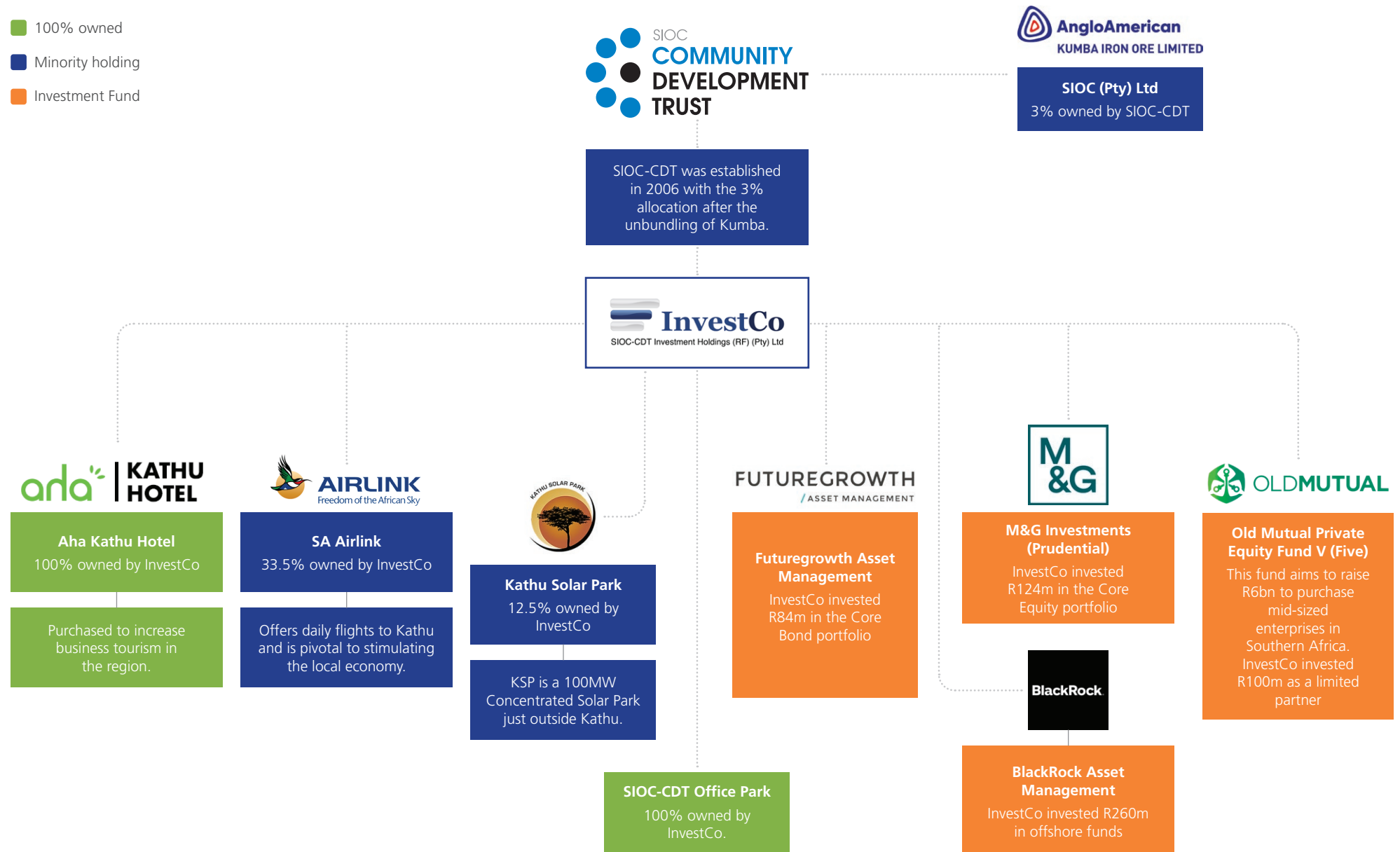
What safeguards SIOC-CDT's funds from fraud or corruption?

SIOC-CDT has a zero-tolerance policy towards fraud, bribery and corruption. SIOC-CDT maintains a fraud hotline for whistleblowers and encourages all stakeholders to report any suspicious activities. We will take disciplinary and/or legal action against anyone who commits, attempt to commit, or assists anyone to commit fraud or any other improper activities relating to SIOC-CDT.

INVESTING IN OUR FUTURE continued

Investment overview

- 100% owned
- Minority holding
- Investment Fund



Expenditure and investments

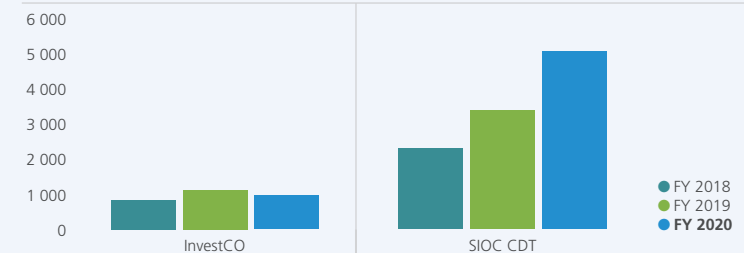


Financial management

The fair value of the investment in SIOC (Pty) Ltd increased by 49% to R5.058 billion as at 31 December 2020.

Other investments decreased by 13.5% to R965 million as at 31 December 2020, mainly due to the decrease in the fair value of the investment in Airlink (Pty) Ltd following operating constraints during the national lockdown.

Portfolio values (R'million)



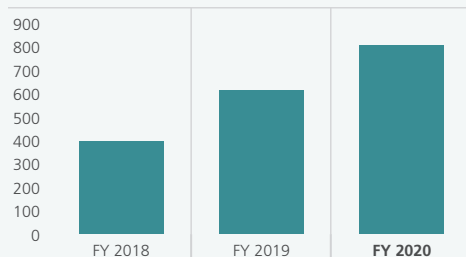
EXPENDITURE AND INVESTMENT continued

Income and cash reserves

Dividends declared by SIOC (Pty) Ltd to SIOC-CDT increased by
31%

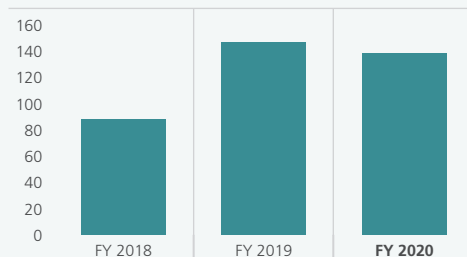
Other Investment income decreased by
5%

Dividends declared by SIOC (Pty) Ltd to SIOC-CDT (R'million)



Interim dividend received for 2021, amount to R949 million.

Investment income (R'million)



Investment income is forecasted at R159 million for the 2021 financial year.

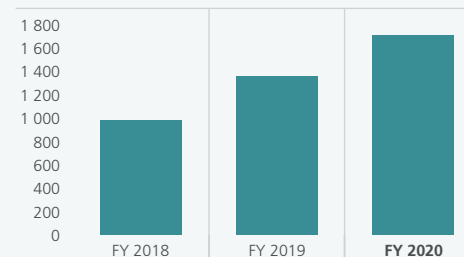
Group cash holdings increased, largely due to the dividends received from SIOC.

Increase in cash available from 2019 to 2020
26%

The cash available as at 31 December 2020
R1.7 billion

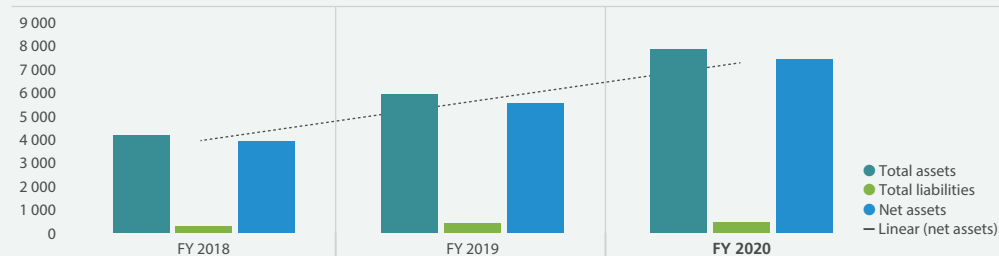
The cash available balance at 31 December 2021 is forecasted at
R2.7 billion

Cash reserves (R'million)



Net asset growth

Net asset growth (R'million)



EXPENDITURE AND INVESTMENT continued

Breakdown of project expenditure

Project expenditure relating to 2020 public benefit activities in the Northern Cape and Limpopo provinces amounted to R129 185 216 (2019: R61 157 300), consisting of project disbursements to the value of R126 230 447 (2019: R58 657 630) and administration disbursements to the value of R2 954 769 (2019: R2 499 670)

Education

R61 086 397

Social wellbeing

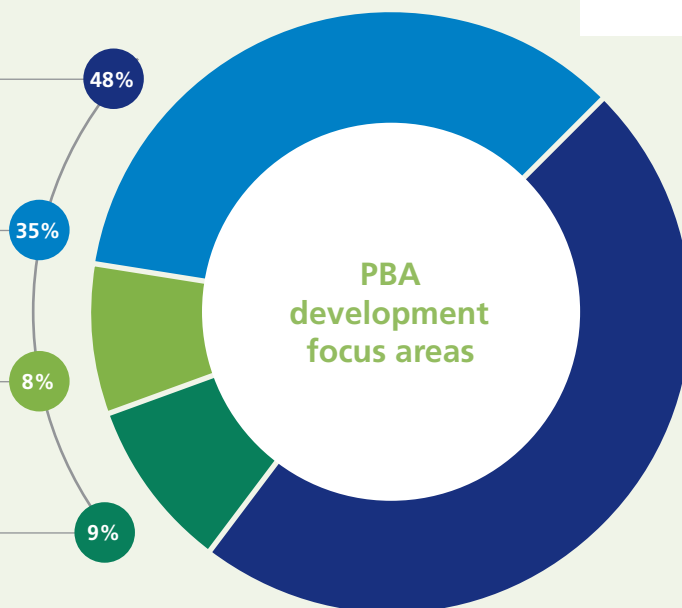
R44 457 659

Enterprise development

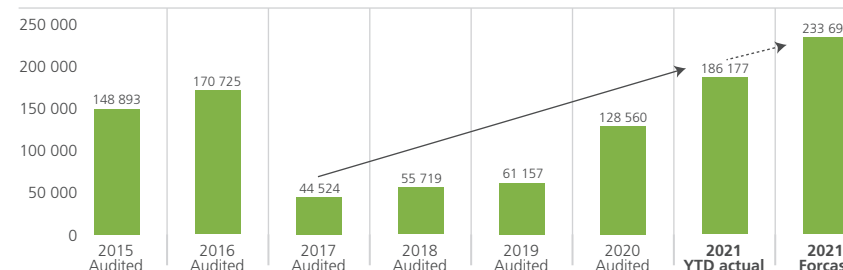
R10 038 555

Healthcare

R10 647 836



PBA spending on a recovery trend year-on-year (R'000)



Supply chain management transformation

SIOC-CDT realised significant savings during the 2020 financial year as a result of good procurement practices and the implementation of the revised Supply Chain Management Policy and Strategy. PPE procurement alone resulted in more than R8 million in savings in Phase II of the COVID-19 project.

The table below outlines procurement performance during the 2020 financial year:

Strategic Objective	Actual Performance: FY2020
Local procurement	70%
B-BBEE spend	78%

It is forecasted that the 2021 performance will be largely in line with the reported performance in 2020.

Acronyms

ADE	Advanced Diploma in Education	NSC	National Senior Certificate
ANA	Annual National Assessments	NSFAS	National Student Financial Aid Scheme
BBBEE	Broad-based black economic empowerment	NYDA	National Youth Development Agency
BDS	Business Development Support	PBA	Public Benefit Activity
CABDIC	Capacity Building of People with Disability in the Community	PSC	Project Steering Committee
CAPS	Curriculum Assessment Policy Statement	PWD	People with Disabilities
CCBSA	Coca-Cola Beverages South Africa	Q&A	Questions and answers
CDS	Community development strategy	SARS	South African Revenue Service
CEO	Chief Executive Officer	SCM	Supply Chain Management
CIDB	Construction Industry Development Board	SEDA	Small Enterprise Development Agency
CIPC	Companies and Intellectual Property Commission	SEFA	Small Enterprise Finance Agency
CO2	Carbon dioxide	SIOC	Sishen Iron Ore Company (Pty) Ltd.
CSP	Concentrated Solar Power	SME	Small and medium enterprise
ECD	Early Childhood Development	SMME	Small, medium and micro enterprise
ESD	Enterprise and Supplier Development	SIOC	Sishen Iron Ore Company
FET	Further Education and Training	SIOC-CDT	Sishen Iron Ore Company Community Development Trust
HCT	HIV and Counselling Tests	KSR&S	Kanako Social Responsibility and Sponsorship
HEI	Higher Education Institution	STEM	Science, technology, engineering and mathematics
IMEDP	Integrated Medium Enterprise Development Programme	SUNCEP	Centre for Pedagogy at Stellenbosch University
JTG	John Taolo Gaetsewe District	SYB	Seminar for Youth in Business
KSR	Kanako Social Responsibility	TVET	Technical and Vocational Education and Training
NEF	National Empowerment Fund	YEP	Youth Employment Programme
NGO	Non-governmental Organisation		
NQF	National Qualifications Framework		

Glossary of terms

Advocacy	The act of pleading or arguing in favour of something, such as a cause, idea or policy; active support	Lifestyle diseases	Lifestyle diseases are commonly caused by lack of physical activity, unhealthy eating, alcohol, drugs and smoking, which lead to heart disease, stroke, obesity, type II diabetes and lung cancer
Assurance	A statement or indication that inspires confidence; a guarantee or pledge	loveLife	A non-profit organisation promoting social activism for healthy living, active lifestyles and HIV consciousness among young people
Baseline outcomes	Data that forms the basis for comparison of results in future	Net assets	In accounting, the value of a company's total assets less its total liabilities and intangible assets. Put another way, the book value is the shareholders' equity, or how much the company would be worth if it paid off all of its debts and liquidated immediately
Beneficiary	A person who gains or benefits in some way from something	Ophthalmology	The branch of medicine that deals with the diagnosis and treatment of diseases and disorders of the eye
Capacity	The ability to do, make or accomplish something	Optometrist	One who examines eyes and measures vision
Catalyst	A person or thing that causes a change	Pedagogy	The art or profession of teaching/Preparatory training or instruction
COVID-19	A contagious viral disease causing severe acute respiratory syndrome	Procurement	The act of buying
Custodian	A guardian or keeper	Re A Fola	Mobile bus clinic rendering primary healthcare services to communities in the JTG District and the Tsantsabane Local Municipality
Diversified	To distribute (investments) among different companies or securities in order to limit losses in the event of a fall in a particular market or industry	Revenue	The gross income from a business enterprise, investment, property, etc
E-learning	Education – an internet-based teaching system	Roadshow	Any occasion when an organisation attracts publicity while touring or visiting
Entrepreneur	One who organises and manages an enterprise; one who owns and runs his own business	Sanitary towel	An absorbent pad worn externally by women during menstruation to absorb the menstrual flow
Equities	Ownership interest in a corporation, property or other holding	SciMathUS programme	Programme offering learners who have already passed Grade 12 but who do not qualify for higher education a second opportunity to improve their national senior certificate (NSC) results in specific subjects to enable them to re-apply for university programmes
Exhibition	A large-scale public showing of objects	Spaza shop	An informal convenience shop, or 'tuck shop' business in South Africa, usually run from home
Expenditure	Something that is paid for – an expense	Testimonial	A statement in support of a particular truth, fact or claim
Feasible	Capable of being accomplished or brought about; possible	Theory of Change	Theory of Change is a specific type of methodology for planning, participation and evaluation that is used in companies, in philanthropy and in not-for-profit and government sectors to promote social change
Franchise	The right or licence granted to an individual or group to market a company's goods or services in a particular territory	Trust	An institution or organisation directed by trustees
Incubator programme	A programme that helps start-ups to scale and grow their business by stimulating innovation	Trustee	A member of a board elected or appointed to direct the funds and policy of a Trust
Infrastructure	The basic facilities, services, and installations needed for the functioning of a community or society, such as transportation and communications systems, water and power lines, and public institutions		
Intervention	The systematic process of assessment and planning employed to remediate or prevent a problem		
InvestCo	A private company founded by SIOC-CDT, with the purpose of finding and managing suitable investments for the Trust		
Impact	To have a strong effect (on)		
King IV™	The King Code™ contains both principles and recommended practices aimed at achieving good corporate governance outcomes		



Defining ourselves through **our actions**,
not our words

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