



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



2021/2022  
**Social  
impact**  
*report*

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*Defining ourselves through our  
actions not our words*



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## 2006 - 2022

SIOC Community Development Trust (SIOC-CDT) was established in 2006 to manage the distribution of Trust income to develop communities aligned to local Sishen Iron Ore Company (Pty) Ltd mining operations. These benefits must support communities long after the mines have closed down.

This report outlines SIOC-CDT's strategy, activities and impact between 1 October 2021 and 30 September 2022.



Defining ourselves through our actions,  
not our words

# Foreword

## *from our Chairman*

Llewellyn Delpoit

**This Social Impact Report is published each year to inform our communities, stakeholders and interested parties on what activities we have undertaken to support and strengthen our beneficiary communities. I am pleased to share the details of the various projects that we led or engaged in during this year of review.**

Since 2006 the SIOC-CDT has invested the Kumba Iron Ore mine dividends allocated to us into communities that are presently and historically linked to Sishen Iron Ore mining activities in the Northern Cape and Limpopo. These investments are channelled into Education, Training and Skills Development, Enterprise and Supplier Development, and Health and Social Welfare projects that support these communities and benefit their home provinces. SIOC-CDT is also building an investment portfolio that will enable it to continue supporting its communities through the years when dividends aren't paid, and when the profitable lifespan of the mine finally runs out.

The advent of the Covid-19 pandemic in early 2020 forced SIOC-CDT to prioritise emergency spending on programmes providing immediate relief from the pandemic's devastating impacts on our communities. Working in tandem with government and other private sector partners, SIOC-CDT distributed grocery hampers and supported healthcare, educational and business development initiatives aimed at mitigating the pandemic's worst effects through the various levels of lockdowns. We also shifted all stakeholder interactions to online channels, which meant temporarily giving up the camaraderie offered by face-to-face interactions.

The inevitable result was a slowdown in many of our ongoing projects, with several falling behind schedule, particularly those involving infrastructure development. SIOC-CDT's Board consequently took the decision to avoid taking on any new infrastructure projects until the outstanding legacy projects have been concluded.

### Governance

SIOC-CDT's democratic governance processes continued unabated, and I am pleased to announce that the following candidates were elected and appointed to the Board of Trustees during this year of review::

- Ms Lynnette Milne
- Mr Mangaliso Kies
- Mr Tumisang Pilane

As per governance best practices, it is of utmost importance that leaders act in good faith and in the best interests of the organisation. SIOC-CDT Trustees are responsible for providing and overseeing ethical and effective leadership, especially in regard to the Board and Executive Management's conduct and performance.

Through stakeholder interaction and awareness of their needs, the Board decides on strategy and works with Management to formulate and develop the organisation's short, medium and long-term strategy. The Board then oversees strategy implementation and operational outputs, while also reviewing management performance against agreed performance measures and targets.

## FOREWORD FROM OUR CHAIRPERSON CONTINUED

In October 2022, we conducted a thorough strategy review, following extensive community engagement and an evaluation of our performance over the last few years. To stay relevant with our communities' emerging needs, we added a new "Emergent Needs" focus area to our strategy that will underpin the success of our other initiatives by addressing critical issues such as climate change and internet connectivity. We also aligned our focus areas to the United Nations Sustainable Development Goals (SDGs), which lays the groundwork for more and deeper engagement with both new and existing partners in future. These partnerships with key organisations across private and public sectors will be key to expanding our reach and effectiveness.



### Going forward...

As the Covid-19 pandemic eased, our Stakeholder Relations team embarked on a series of roadshows across our beneficiary communities to determine what their most pressing needs currently are. Community feedback points us to areas for updating our operational priorities and allocating resources effectively.

Having absorbed the pandemic's lessons, we will continue prioritising those projects that leverage combined efforts with local authorities, community and non-governmental organisations and, most importantly, the communities themselves. SIOC-CDT's vision is directed to creating empowered beneficiary communities able to thrive beyond the lifespan of the mine through consistently prudent investment of SIOC-CDT's income from year to year.

Of course, SIOC-CDT will never have sufficient resources to tackle every identified community shortfall, but we do what we can through a refined strategy and a clear process for identifying high potential interventions that fall within our mandate.

I thank the Board, Management and our employees for adapting so willingly to the host of working practice changes initiated by the Covid-19 pandemic. We all had to go home for months, while simultaneously learning new communication skills and working doubly hard to provide emergency relief to our communities. After that, we had to adjust on the fly to the gradual return to office premises and face-to-face interaction with each other and our stakeholders. All this demanded seriously hard work from the SIOC-CDT workforce, which was contributed freely and in good spirit. For that, I thank you one and all.

**Mr Llewellyn Delpont**

Chairman: SIOC-CDT Board of Trustees

# Who *we are*

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# Message

*from CEO*



Vusani Malie

The impacts of the Covid-19 pandemic were only beginning to subside from the second quarter of 2022. Job losses, business interruptions and food insecurity affected our communities and severely hindered our operations and projects. Lockdowns and other social restrictions prevented many of our typical stakeholder interactions from taking place. For example, SIOC-CDT's 2021 Stakeholder Day was held in December 2021 just as another Covid-19 wave swept across the country. This gathering was once again held online.

As the world stabilised after the pandemic, we could again encounter our stakeholders face-to-face in the form of roadshows, as well as meetings with the youth and small businesses in our communities. Our management team, too, could meet in person more regularly to consider the communities' feedback and refresh our approach to projects. While the last two years have been challenging for both our communities and SIOC-CDT as an organisation, we have reason to be optimistic about the changes that are happening.

## Highlights for the year

Many of our infrastructure projects, such as the Babatas water supply and in-fill asbestos housing projects in Olifantshoek and Dibeng, have been ongoing for many years and are almost complete. This year, we halted the onboarding of new infrastructure projects and, through concerted effort, closed out many of these "legacy" projects while critically re-examining our delivery approach when undertaking infrastructure initiatives. As part of our strategic review in October 2022, we revised our delivery model for better, faster delivery of projects that align with our mandate and strategic focus areas.

As mentioned, direct stakeholder engagement activities were at last reactivated as the Covid-19 pandemic restrictions fell away, with Stakeholder Day 2022 now planned as a face-to-face gathering in Kathu. This resumption of activities enabled the election of a new Community Representative Trustee for the Thabazimbi community and an opportunity to reconnect and rebuild relationships there. Community roadshows conducted in beneficiary communities such as the John Taolo Gaetsewe district confirmed that SIOC-CDT's relationships with our beneficiary communities remains largely positive. We are aware of some community expectations of SIOC-CDT that we cannot meet, either due to the limitations of our mandate, or because resource allocation to different initiatives and projects is a constant balancing act. As we work to evaluate and prioritise various projects over others, direct in-person engagements will help us to continue having honest, trust-building conversations with our beneficiaries.

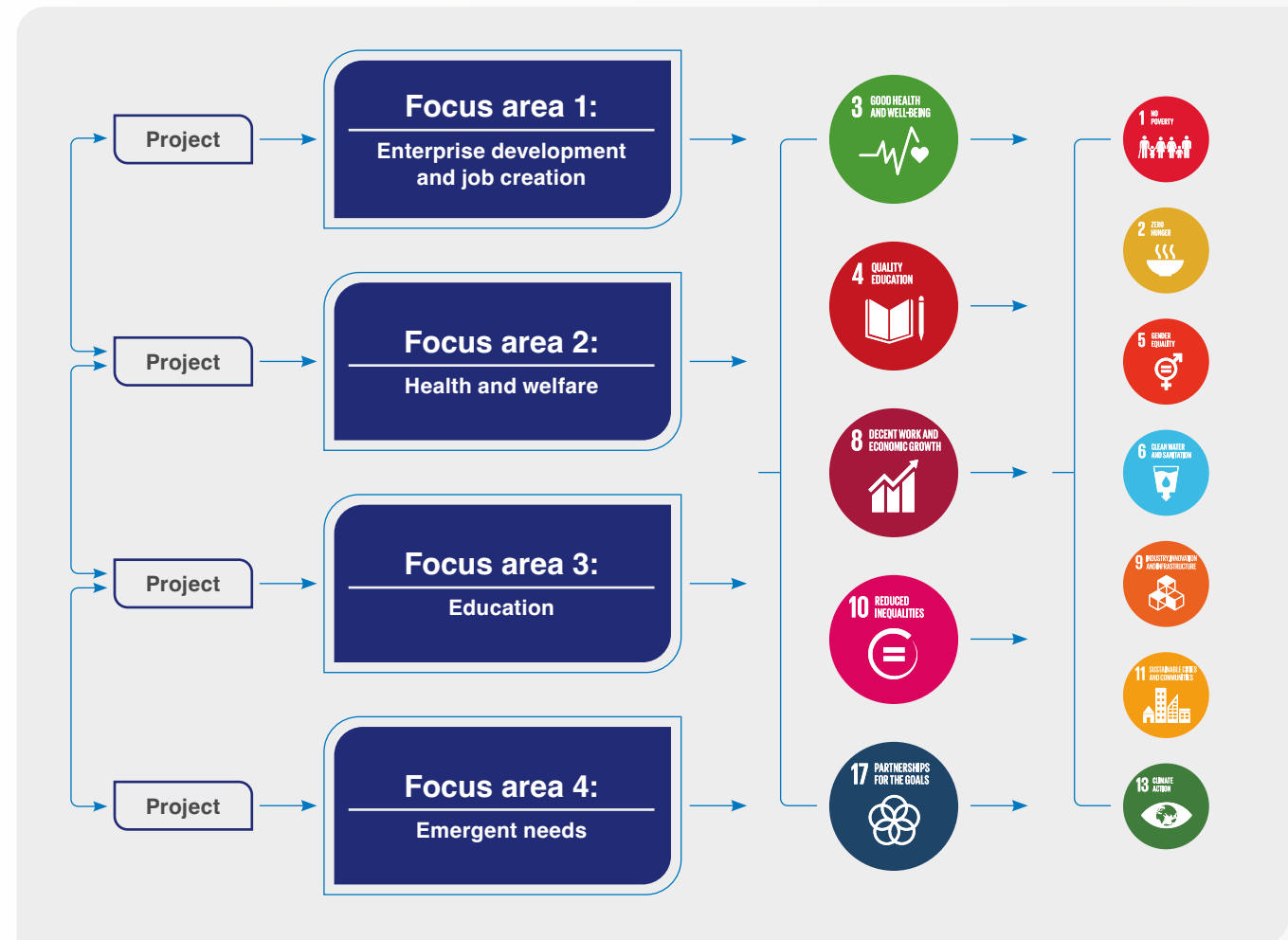
## MESSAGE FROM OUR CEO CONTINUED

Our emergency assistance in Tsantsabane Municipality, following the flash floods and storms early in 2022, is a great example of our commitment to helpfully respond to societal shocks – we used some of the lessons learned from Covid-19 to provide humanitarian assistance to the community while helping to restore some of the damaged infrastructure. I am also especially proud of our Re a Fola project, which has consistently delivered results over the years that positively impact the lives of many community members. Many of our projects deliver great results in our communities, and, through our new organisational strategy, we aim to strengthen our capacity for even greater reach. We have been modest about the immense role that SIOC-CDT plays in the community. We need to place the Trust in its deserved spotlight as a contribution to the development of Northern Cape communities, so that we attract and maintain strong partnerships that can amplify our good works.

### Our new community development strategy (CDS) now aligned to SDGs

SIOC-CDT convened an important strategy session on 19 October 2022 with the Board of Trustees and Executive Committee. At this meeting, a gap analysis revealed weaknesses in several areas such as partnerships, scalability, and prioritisation, among others. Prior to the strategy session we had conducted community profiling to determine whether the prevailing conditions identified in 2019 still remain, examining the relevance of our approach and projects to what communities actually need us to focus on. We had also engaged independent experts to determine whether SIOC-CDT has the internal ability to deliver on our promises. All the information gained from these activities was synthesised to inform the revised CDS that underpins SIOC-CDT's Vision 2030 goals and contributes to achieving the United Nations Sustainable Development Goals (SDGs).

### Our new theory of change



## MESSAGE FROM OUR CEO CONTINUED

### Our strategic focus areas

SIOC-CDT's previous Community Development Strategy, as adopted in 2019, centred our developmental activities around three key focus areas:

- education, training, and skills development
- enterprise and supplier development
- health and social welfare.

Following our strategy session, we updated our focus areas by adding 'Emergent Needs' to the list. The emergent needs focus area speaks to those topics where SIOC-CDT has not traditionally been involved, but that are critical to our communities. These include gender-based violence, the development of small-scale farmers, and broadband connectivity. In the months to come, we will explore these issues further to see how we can help in these areas.

### The united nations sustainable development goals

The SDGs, a globally accepted framework that groups developmental activities into 17 categories, informs our focus areas. SIOC-CDT's work will support the following SDGs:

- SDG 3: Good health and wellbeing
- SDG 4: Quality education
- SDG 8: Decent work and economic growth
- SDG 10: Reduced inequalities
- SDG 17: Partnerships for the goals.

The SDGs are also interrelated, so by addressing these five areas, SIOC-CDT will also contribute to seven others for the holistic development of our communities.

I believe that this updated CDS aligns us closer with community needs and more effectively supports our vision of happier, prosperous beneficiary communities living with dignity.

### Partnerships for the goals

The pandemic taught us that working partnerships can be highly effective to deploy resources more efficiently. When partnering with the right people, partnerships provide scalability, expertise, improved cost management and greater impact. We are also aware that SIOC-CDT does not have the capacity and skill to understand and address all the challenges faced in our communities, especially in the topics identified under the "emerging needs" focus area in our strategy. We will engage with subject matter experts who bring the skill to these areas.

Partnerships are also key in the delivery of infrastructure projects we decide to take on in future.

Partnering with the right organisations, such as development finance institutions, international philanthropical organisations, organs of state with budgets for specific developmental activities, can amplify our reach and impact substantially while also building our reputation. Speaking the SDG language and adopting globally accepted indicators will assist us in finding and attracting the right people here.

It is for these reasons that, as of next year, partnership-building will be more heavily weighted in my team's performance evaluations. It is important that every person at SIOC-CDT contributes to finding and building key partnerships.

### Financing our goals

SIOC-CDT has been fortunate to receive sizeable dividends from Kumba Iron Ore, following relatively high commodity prices, and I am pleased with the health of our balance sheet at present. This however leads to two concerns.

The first is that it is easy to grow overly comfortable during times of plenty and to keep lazy money in cash on the

balance sheet. Should commodity prices fall, we would be able to sustain our spending, but may quickly see our budgets shrink. For this reason, we have been diversifying our income streams over the last few years to include private equity funds and offshore investments through reputable investment partners. These investments have been affected by the Russia-Ukraine conflict and looming recession in some of the world's biggest economies. We are also concerned by the cooling in the Chinese economy and its short to mid-term impact on the iron ore price. We are confident that we are on the right path with our investments.

Our other investments, including those in Airlink, the Kathu Hotel, and the office park, have mostly been recovery stories and following the pandemic's massive impact on the hospitality industry. Airlink has seen passenger numbers recover to 2019 levels and their revenue more than double for the year ended 30 August 2022, while achieving technical solvency for the first time since the pandemic. The hotel has improved its liquidity position with cash balances almost at 2018 levels, along with reduced long-term debt - revenue is on track to grow by 12.5% compared to last year.

The second concern is relative under-spending. Too many government departments have been criticised for returning money to the National Treasury after under-spending due to limited capacity, and we do not want to be in the same position. With the coffers full, now was a good time to re-evaluate our spending policy and budgets, to ensure that we:

- safeguard the SIOC-CDT Fund for future generations
- enable the maximum amount of spending that can be maintained over the long term
- ensure that Fund income is stable and enduring
- honour the Trust's objectives.

With an updated spending policy in the works, I am positive we will harmonise our spending with the new developmental strategy.

## MESSAGE FROM OUR CEO CONTINUED

### The developmental mindset

As mentioned, SIOC-CDT faces internal capacity constraints to deliver on all the projects our communities so keenly look to us to implement. While we must be aware of where we should be involved and where we cannot, we are also aware that we need to build a more effective culture within SIOC-CDT for more effective service delivery. Our organisational culture determines how we think and behave.

The 'Developmental Mindset' is at the centre of SIOC-CDT's journey into a new delivery culture. This mindset, which we will be entrenching throughout the organisation through reviewed structures and processes in future, means that every person at SIOC-CDT is focused on continuous learning – so that every person becomes a well-rounded and well-trained leader that seeks to improve the lives of others.

### Monitoring and evaluation framework

SIOC-CDT's monitoring and evaluation framework ensures that we stay on track and measure progress as we move forward on our various initiatives. The SIOC-CDT team completed a series of monitoring and evaluation exercises with the purpose of familiarising ourselves with the protocols, relevance, and value of a specific logic model for monitoring and evaluation. Revisions to our monitoring and evaluation framework will align our project activities to the five selected UNSDG goals in terms of our strategy.

### What's next?

I am confident that SIOC-CDT has formulated a sound developmental strategy for the future, with its successful implementation relying on the following:

- concluding legacy projects and continuing viable projects
- building internal capacity
- initiating and maintaining external engagements.

Effective internal planning and capacity building will arm SIOC-CDT with the right systems, people, and resources to support the strategy.

I am keenly aware that the implementation of our new CDS will not be without its challenges. Solving our internal capacity challenges will rely on our workforce actively embracing the Developmental Mindset and building meaningful partnerships. We also need to continue proving ourselves trustworthy and capable to our communities – the reason why we exist. These two challenges, among others, will impact on our ability to meet community expectations. Always, we must avoid being wasteful with funds by accurately targeting and prioritising those issues that we can deliver on. Our integrity within our beneficiary communities depends on it.

### Thank you...

I am grateful to our community members and families for welcoming us into their homes through our various virtual channels, and for bringing your comments and concerns to us. We remain accountable to you as our most important stakeholder. To our media partners: you helped to make community engagement possible during lockdown, and we look forward to continued engagement with and through you for the wellbeing of our communities.

A big thank you to the SIOC-CDT team for remaining so steady and organised during a complicated and uncertain period - despite the sad personal losses suffered by some of us. The National and Regional Government departments – especially those of Basic Education, Health and Social Development – constantly provided encouragement and support, and we remain grateful for their ongoing availability and willingness to work with us.

Lastly but by no means least, I am grateful to our SIOC-CDT Board and the Management of Kumba Iron Ore for your advice and backing throughout another daunting year for the Trust.

# Who we are

## Our *Primary purposes*



01

Plan and carry out projects to uplift beneficiary communities.



02

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 *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 *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, invest in community development initiatives for our beneficiary communities in accordance with their needs, as prescribed in the Trust Deed and Board guidelines.

# Governance

## *and management structure*

**The SIOC Community Development Trust (SIOC-CDT) is governed by the 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's responsibilities are defined by the Board of Trustees Charter/Terms of Reference.

The Board delegates certain functions to the Board committees without abandoning its own responsibility, as defined by the delegation of authority framework. The committees mainly comprise members of the Board of Trustees. The Board has six designated sub-committees to

address both compliance issues and improve the efficiency of decision making processes and the six sub-committees, who have delegated authority, make decisions for final approval by the Board on matters ranging from, inter alia, finances, audits, risk, remuneration, ethics and projects approval. 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 of Trustees members. Committees are appropriately constituted, taking into account King IV Report on Good Corporate Governance, governance best practices, and the provisions of the Trust Deed of SIOC-CDT and the Trust Property Control Act as well as and any other applicable law or regulatory provision.

All committees have terms of reference, approved by the Board of Trustees, setting out their mandate and the extent of their powers/authority. Committees do not have approval authority and can only recommend - the Board remains the ultimate approval authority.

Key Executives provide support to the Committees, drive and assure the mandate of each established Committee, as well as the specific activities required by each Committee.

### Current board committees



**Group Audit and Risk Committee**



**Nominations Committee**



**Projects Review Committee**



**Social, Ethics and Transformation Committee**



**Remunerations Committee**



**Investments Review Committee**

#### View the SIOC-CDT Trust Deed here:

<https://www.sioc-cdt.co.za/wp-content/uploads/2021/05/SIOC-AMENDED-TRUST-DEED-SIGNED.pdf>

## GOVERNANCE AND MANAGEMENT STRUCTURE CONTINUED

# SIOC-CDT

*board*

As at 01 December 2022

## Trustees



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



Mr Mangaliso Kies  
**Non-Executive and  
Independent**



Ms Lynette Milne  
**Non-Executive and  
Independent**



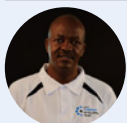
Dr Pranill Ramchander  
**Non-Executive  
(Donor)**



Ms Tracey Henry  
**Non-Executive and  
Independent**



Mr Sechaba Thole  
**Non-Executive and  
Independent**



Mr Kagisho Leserwane  
**Non-Executive  
(Ga-Segonyana)**



Mr Tebogo Kotsedi  
**Non-Executive  
(Joe Morolong)**



Ms Masechaba Mabilu  
**Non-Executive and  
Independent**



Mr Mooketsi Motsisi  
**Non-Executive and  
Independent**



Mr Sobuza Botha  
**Non-Executive  
(Tsantsabane)**



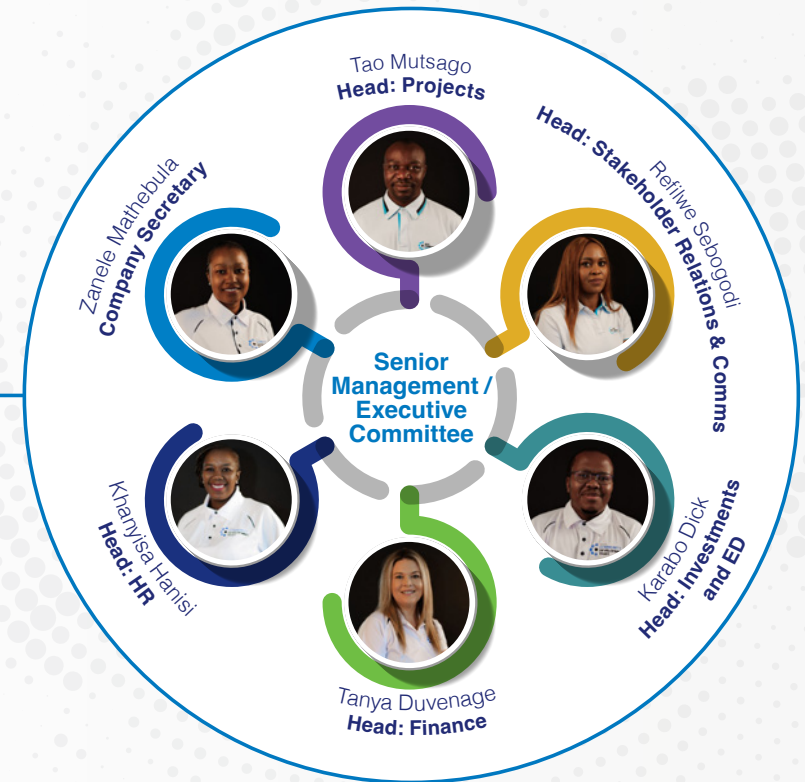
Mr Nico Andreas  
**Non-Executive  
(Gamagara)**



Mr Tumisang Pilane  
**Non-Executive  
(Thabazimbi)**



Mr Vusani Malie  
**Chief Executive Officer**



# SIOC-CDT

## management principles



### How SIOC-CDT's funding is allocated

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 in accordance with the Trust Deed. It ensures that we grow the reserve and do not merely survive from dividend to dividend.

InvestCo  
SIOC-CDT Investment Holdings (Pty) Ltd

PRUDENTIAL

SIOC COMMUNITY  
DEVELOPMENT  
TRUST

AngloAmerican  
KUMBA IRON ORE LIMITED

OLDMUTUAL

FUTUREGROWTH  
/ ASSET MANAGEMENT

### SIOC-CDT's spending policy supports the following goals:

Safeguard the fund for future generations

Enable the maximum amount of spending that can be maintained over the long term.

Ensure that Fund income is as stable and enduring as possible.

Ensure that the Trust objectives are honoured.

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**.

# How we engage *and respond to our communities*

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# 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.

## Total

Population **377 842\***  
YTD spend **156 726 783**



### Joe Morolong *Local Municipality*

**John Taolo Gaetsewe District**  
Northern Cape Province

Population **84 201\***  
YTD spend **34 131 841**



### Tsantsabane *Local Municipality*

**ZF Mgcawu District**  
Northern Cape Province

Population **39 345\***  
YTD spend **19 354 524**



### Gamagara *Local Municipality*

**John Taolo Gaetsewe District**  
Northern Cape Province

Population **53 656\***  
YTD spend **44 519 431**



### Thabazimbi *Local Municipality*

**Waterberg District**  
Limpopo Province

Population: **96 232\***  
YTD spend **39 993 379**



### Ga-Segonyana *Local Municipality*

**John Taolo Gaetsewe District**  
Northern Cape Province

Population **104 408\***  
YTD spend **18 727 609**

Source: www.Statssa.gov.za Census 2016 Statistical resource - p030

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

# 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. The following are some of the biggest concerns in our beneficiary communities at the moment:



### Education, training and skills development

- A shortage of accessible, affordable and quality ECD centres. These ECD centres often face income challenges due to the poverty embedded around them.
- Low levels of adult literacy and computer skills.
- Low levels of school education.
- A need for more artisan training programmes that allow community members to become plumbers and electricians, among other trades, thereby enhancing their employability and opening new income stream possibilities.
- Difficulty accessing the nearest higher education facilities due to distance and accommodation costs.
- Mismatches between youth skills and the needs of the job market.



### Social wellbeing and cohesion

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

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 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.
- 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 due to sick families, psychosocial issues and social ills.
- Large backlog of people waiting for assistive devices (including wheelchairs and hearing aids).
- Limited capacity of local health facilities, including clinics and community health centres, to meet community needs, which puts pressure on district hospitals. Critical health infrastructure and facilities, such as ambulances, are absent in many communities.
- Lack of service delivery due to poor infrastructure such as roads and water supply.
- Local NPOs need funding and assistance to carry out community-building programmes and activities.
- Lack of well-maintained sports facilities for the youth.
- Graduates struggling to find work, especially when they have no work experience.
- Limited internet connectivity.



### 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 breadline.
- Shortage of affordable transport (e.g. to school or hospital).
- Lack of support for small-scale and subsistence farmers.



### Entrepreneurship

- Low levels of funding and business development support for informal businesses, which are mainly small, unregistered and conducted from home.
- Extensive compliance requirements and red tape for small businesses to overcome when working with bigger corporates or looking for funding.

# THE SIOC-CDT

## *community development strategy*

In 2022, SIOC-CDT re-evaluated its communities' needs, hosting extensive roadshows and other stakeholder engagement sessions to understand the situation at grassroots level consequent to the Covid-19 pandemic. Following these engagements, the Board deemed it fit to review the SIOC-CDT Community Development Strategy (CDS) in response to needs and concerns. While the CDS continues to focus on education, social welfare and enterprise development, a fourth "Emerging Needs" focus area was added to the strategy.



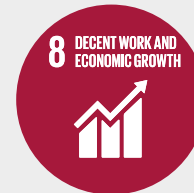
### The United Nations Sustainable Development Goals

The SDGs consist of 17 developmental areas that all United Nations member states, including South Africa, committed to implementing by 2030. The SDG programme is regarded as a "blueprint to achieve a better and more sustainable future for all"\* and has been increasingly adopted by significant global development organisations.

By aligning the CDS to the SDGs, SIOC-CDT speaks the global language of community development, allowing it to engage with partners and stakeholders from a common understanding. As part of the CDS review, we determined the five key SDGs that speak to our mandate, and a further seven that would be indirectly supported by our activities.

\* <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

#### Primary *SDGs addressed by the CDS*



#### Secondary *SDGs addressed by the CDS*



## THE SIOC-CDT COMMUNITY DEVELOPMENT STRATEGY CONTINUED

# Vision 2030

**Beneficiary communities that are happy, thriving and living with dignity beyond the lifespan of the mine**

### Focus areas

In order to effect positive and sustainable changes in our five local municipal areas, SIOC-CDT projects must hold synergistic value and support a mixed and interrelated social and economic development approach. Our four focus areas work together, with focus areas 1, 2 and 3 overlapping with one another.

**FA1:**  
Economic growth  
and decent work

**FA2:**  
Quality  
Education

**FA3:**  
Health and  
wellbeing

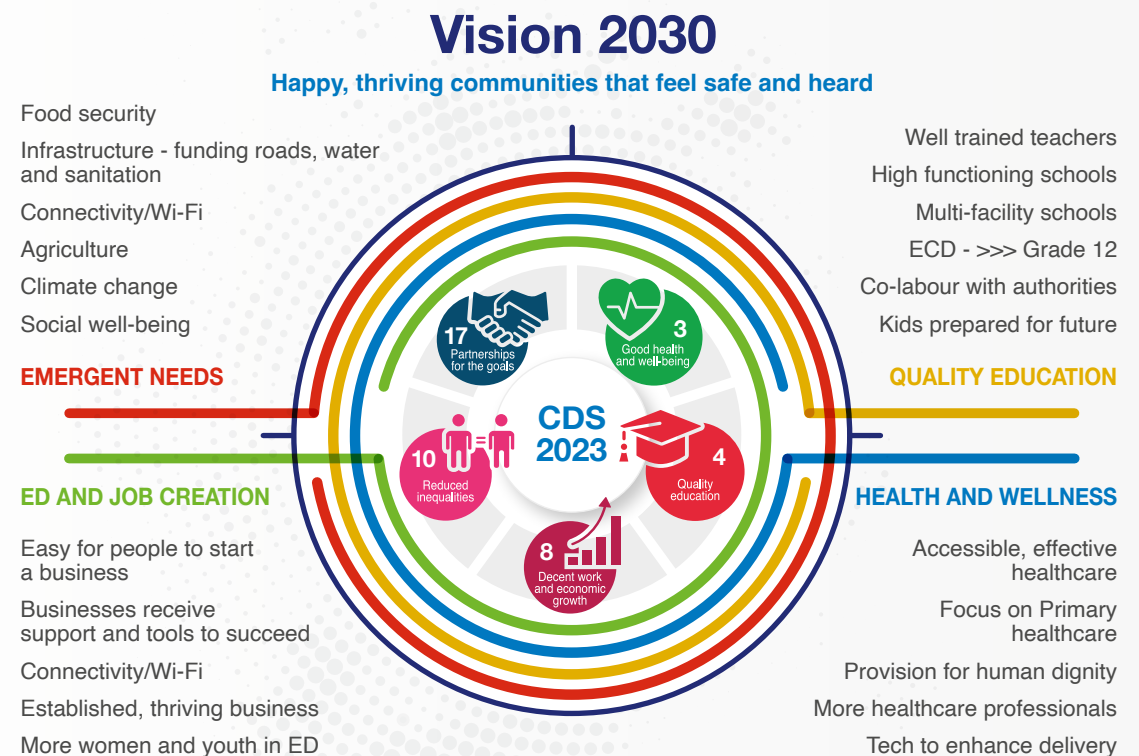
### FA4: Emergent needs

Focus area 4, Emergent Needs, is a new addition to the CDS, and is inextricably linked to the success of the others. This area, which will be expanded in the months to come, includes:

- Climate change. We have seen several unusual, even bizarre, natural disasters in our communities over the last few years, with these bound to be amplified by climate change. Climate change mitigation activities, under SIOC-CDT's banner, may include awareness campaigns to help our communities fight global warming and respond better to its effects.
- Gender-based violence. This psychosocial scourge wages war against our mothers, sisters, and daughters, and SIOC-CDT is determined to help fight back.
- Agriculture. Many of our communities rely on subsistence and small-scale farming, but do not have the skills or financial resources to scale up and become successful farming enterprises. SIOC-CDT would like to support their growth and success.
- Connectivity. With limited access to the internet, our communities are cut off from the world. SIOC-CDT will explore ways of enhancing connectivity in our areas.

# Our new strategy model

The Theory of Change methodology, as applied to SIOC-CDT, has allowed us to define our future goals and map backward to determine where to focus our resources. With our community engagements guiding our approach, our new CDS looks as follows:



## THE SIOC-CDT COMMUNITY DEVELOPMENT STRATEGY CONTINUED

# Our

## *strategic priorities*

- Local entrepreneurs are able to grow, sustain themselves and provide improved livelihoods for themselves and their dependents. Local people are furthermore able to find and sustain employment that can improve the income and wellbeing of their households.
- Beneficiary communities have access to well run, well equipped and effective healthcare facilities. Vulnerable members of the community are taken care of.
- Beneficiary communities have access to education facilities that meet their needs from ECD to tertiary level. Education facilities cater for living and academic needs.
- New and emergent needs are addressed to enable initiatives in education and job creation, community welfare, and enterprise development.

## Desired impact

### *Stronger, sustainable, thriving and prosperous communities*

# Monitoring

## *and evaluation*

SIOC-CDT's Monitoring and Evaluation Framework seeks to provide assurance to management and the board by:

- Ensuring that Programme Managers are making data informed decisions on planned and ongoing programmes;
- Ensuring adequacy of design of programmes in contributing towards the main goal of the CDS;
- Acting to provide a feedback loop from beneficiaries and other stakeholders on the impact created;
- Assisting in drawing learnings that strengthen future programmes for maximum impact.

In 2022, external and independent evaluations were performed by Kelello, University of Pretoria and CDG for Education, Health and Welfare and Infrastructure respectively, the recommendations of which are being embedded in future practice to improve robustness and speed of programme delivery. On infrastructure, the recommendations will involve a complete overhaul of the delivery model to reduce and cut on time overruns.

These evaluations sought to gauge the strengths of SIOC-CDT's programme design, programme practices (Planning, contracting, implementation), sustainability and relevance given the type of challenges confronting its beneficiary communities. Findings or gaps are viewed positively as part of learning and strengthening these areas for better outcomes.

### Observations:

Whereas there is sense of pride of work on the ground (see our impact), there are a number of areas where the team has opportunities to strengthen and/or expand:

- Investments in teacher capacitation will now go hand-in-hand with adding infrastructure critical to creating an environment for building excellence.
- More work will be done in ECD to ensure more children are ready for Grade 1.
- More work will be done to ensure health and welfare programmes guarantee the dignity of the most vulnerable. More involvement of beneficiaries will be embedded in planning and evaluating new projects and programmes.
- An overhaul of the infrastructure delivery model will be employed for every new construction project in the future.

# Stakeholder *engagement*

A comprehensive stakeholder engagement strategy/plan was drafted during 2022 and approved by the Board. This plan builds on our years of experience working in our communities, and takes into account the prevailing socio-political environment, including the outcome of the 2021 local government elections and its implications to our relations with the municipalities where we operate. It is aligned to our Vision 2030 and Theory of Change.

The implementation of the stakeholder engagement strategy led to the following key engagements:

- Engagement with the councils of the local municipalities in our beneficiary areas.
- Engagement with sectors mostly affected by our community development strategic pillars (i.e. youth and the business sector).
- Proactive and timely engagement with project specific stakeholders.
- Face-to-face engagement with our beneficiary communities.

## Stakeholder Day 2021

Our annual Stakeholder Day is the pinnacle of our stakeholder engagement strategy. It serves as a platform to share the highlights from the year with all our material stakeholders, while buttressing our commitment to accountability.

Due to the movement and gathering restrictions imposed by the national government to halt the spread of Covid-19, our 2021 Stakeholder Day was convened virtually on 2 December 2021, just as the fourth (Omicron) wave of the pandemic arrived. Despite these conditions, the event was a success – we received stakeholder inputs through our virtual streaming platform.

With the lockdown restrictions completely lifted in 2022, we are able to hold Stakeholder Day 2022 in the Northern Cape at a face-to-face gathering in Kathu. A webinar platform and live streaming platforms forms part of the 2022 event, while local radio stations Kurara FM and Waterberg Stereo make it possible for stakeholders not attending in-person to continue participating remotely.

## 2022 highlights

The lifting of all Covid-19 lockdown restrictions early in 2022 provided SIOC-CDT with an opportunity to reconnect with our beneficiary communities in a traditional face-to-face manner.

This was especially important in Thabazimbi. Since the reconfiguration of SIOC-CDT, when we ceased delivering our programmes through beneficiary trusts, we have not had an opportunity to directly engage with this community. We therefore used the community representative trustee elections as an opportunity to connect with the community and, in the process, outline SIOC-CDT's community development strategy; provide feedback and updates on current projects and programmes we are undertaking in that community; and share information on future programmes to be rolled out.

We also rolled out successful community roadshows in the Joe Morolong; Ga-Segonyana and Gamagara local municipalities. These were preceded by sectoral stakeholder engagement sessions, targeting the youth and business sector. We were pleased to see that relations with our beneficiary communities remain positive – our beneficiary communities generally consider our community development strategy to be an effective tool in ushering in positive and developmental change in their lives.

## Thabazimbi community representative trustee elections

SIOC-CDT's governance structure makes provision for all its beneficiary communities to be represented by a community representative trustee in its board of trustees. A vacancy opened up on the Board of Trustees for a Thabazimbi representative during the year, which required an election process to re-establish 100% community representation in SIOC-CDT Board.

The community representative trustee elections for Thabazimbi were successfully conducted in a hybrid format to allow for online voter registration, nomination and voting by Thabazimbi community members, in parallel to an in-person process. Mr Tumisang Pilane was elected as the trustee to represent Thabazimbi on the SIOC-CDT Board. Mr Pilane brings years of experience in community development activism, which will add to the diverse body of experience currently existing in SIOC-CDT's board.



## STAKEHOLDER ENGAGEMENT CONTINUED

## Stakeholders engaged

Stakeholder	Method of engagement	Summary of key interests, concerns and expectations
<b>Joe Morolong local municipality</b>	Meetings with municipal leadership and presentations to council	<ul style="list-style-type: none"> <li>• Impact of SIOC-CDT community development projects.</li> <li>• Alignment of CDS with local government service delivery priorities.</li> <li>• SIOC-CDT's contribution to the reduction of public infrastructure (clinics, ECDs, etc.) backlogs.</li> <li>• Equitable distribution of SIOC-CDT resources across all beneficiary communities.</li> <li>• Job creation for community members, particularly the youth.</li> <li>• Interventions to boost the local economic of the municipality.</li> <li>• Assistance to subsistence and small-scale farmers.</li> </ul>
<b>Ga-Segonyana local municipality</b>	Meetings with municipal leadership and presentations to council	<ul style="list-style-type: none"> <li>• Impact of SIOC-CDT community development projects.</li> <li>• Alignment of CDS with local government service delivery priorities.</li> <li>• SIOC-CDT's contribution to the reduction of bulk infrastructure (water, roads and sewer) infrastructure backlogs.</li> <li>• Equitable distribution of SIOC-CDT resources across all beneficiary communities.</li> <li>• Job creation for community members, particularly the youth.</li> <li>• Interventions to boost the local economic of the municipality.</li> <li>• Assistance to subsistence and small-scale farmers.</li> <li>• SIOC-CDT's intervention on localised disaster by providing relief assistance.</li> </ul>
<b>Gamagara local municipality</b>	Meetings with municipal leadership and presentations to council	<ul style="list-style-type: none"> <li>• Impact of SIOC-CDT community development projects.</li> <li>• Alignment of CDS with local government service delivery priorities.</li> <li>• SIOC-CDT's contribution to the reduction of bulk infrastructure (water, roads and sewer) infrastructure backlogs.</li> <li>• Equitable distribution of SIOC-CDT resources across all beneficiary communities.</li> <li>• Job creation for community members, particularly the youth.</li> <li>• Interventions to boost the local economic of the municipality.</li> <li>• Handing over of the Babatas water infrastructure to the municipality upon project completion.</li> <li>• Completion of the 90 Infill Housing project.</li> <li>• Revisiting of former local beneficiary trust projects. (i.e. sports facilities; bakery and other projects)</li> </ul>
<b>Tsantsabane local municipality</b>	Meetings with municipal leadership, presentations to council and disaster relief stakeholders forum	<ul style="list-style-type: none"> <li>• Impact of SIOC-CDT community development projects.</li> <li>• Alignment of CDS with local government service delivery priorities.</li> <li>• SIOC-CDT's contribution to the reduction of infrastructure backlogs.</li> <li>• Equitable distribution of SIOC-CDT resources across all beneficiary communities.</li> <li>• Job creation for community members, particularly the youth.</li> <li>• Interventions to boost the local economic of the municipality.</li> <li>• Revisiting of former local beneficiary trust projects.</li> <li>• Increased board representation for Tsantsabane.</li> <li>• Increased number of projects and beneficiaries across all SIOC-CDT programmes.</li> </ul>

## STAKEHOLDER ENGAGEMENT CONTINUED

Stakeholder	Method of engagement	Summary of key Interests, concerns and expectations
<b>Thabazimbi local municipality</b>	Meetings with municipal leadership and presentations to council	<ul style="list-style-type: none"> <li>• Impact of SIOC-CDT community development projects.</li> <li>• Alignment of CDS with local government service delivery priorities.</li> <li>• Enterprise development and localised preferential procurement.</li> <li>• SIOC-CDT's contribution to the reduction of public infrastructure (clinics, ECDs, etc.) backlogs.</li> <li>• Equitable distribution of SIOC-CDT resources across all beneficiary communities.</li> <li>• Job creation for community members, particularly the youth.</li> <li>• Interventions to boost the local economic of the municipality.</li> </ul>
<b>Northern Cape department of education</b>	Meetings and engagements with Regional Offices	<ul style="list-style-type: none"> <li>• Capacity building interventions for educators.</li> <li>• Interventions to improve teaching and learning outcomes.</li> <li>• Building and renovation of school infrastructure to create conducive teaching and learning environment.</li> <li>• Learner support interventions for high school learners.</li> <li>• Access to higher education for Grade 12 learners (Bursary Scheme).</li> <li>• Matric second chance opportunities and access to success.</li> </ul>
<b>Northern Cape department of health</b>	Meetings and engagements with Regional Offices	<ul style="list-style-type: none"> <li>• Augmenting government health services to reduce backlogs.</li> <li>• Provision of health care services to rural communities (Re A Fola mobile health care services.)</li> <li>• Health screening, check-ups and referral services.</li> <li>• Funding of cataracts operations, optometrists and dental services.</li> <li>• Specialised equipment donations for public hospitals.</li> </ul>
<b>Northern Cape department of social development</b>	Meetings and engagements with Regional Offices	<ul style="list-style-type: none"> <li>• Support and assistance to people leaving with disability.</li> <li>• Support to local NGOs such as soup kitchens, old age homes, care centres, etc.</li> <li>• Financial injection to the LoveLife Youth Centres programme.</li> <li>• Humanitarian support to the destitute, orphaned children and child headed households.</li> </ul>
<b>90 Infill Housing Project beneficiaries (Debeng and Oliphantshoek)</b>	Workshops, site and other meetings	<ul style="list-style-type: none"> <li>• Eradication of asbestos exposure risk.</li> <li>• Completion of the 90 Infill Housing project in Debeng and Oliphantshoek.</li> <li>• Decent family houses (of acceptable standard).</li> <li>• Installation of hybrid geysers (i.e., Solar and electric compatible).</li> </ul>
<b>Babatas CPA</b>	Workshops, site and other meetings	<ul style="list-style-type: none"> <li>• Completion of the Bulk Water Supply and Reticulation project.</li> <li>• Localised procurement opportunities for the CPA members from within the project.</li> <li>• Ownership of the water reticulation infrastructure on project completion.</li> <li>• Water use licence for the distribution of water households in the CPA area.</li> </ul>
<b>Limpopo department of education</b>	Meetings and engagements with Regional Offices	<ul style="list-style-type: none"> <li>• Capacity building interventions for educators.</li> <li>• Interventions to improve teaching and learning outcomes.</li> <li>• Building and renovation of school infrastructure to create conducive teaching and learning environment.</li> <li>• Learner support interventions for high school learners.</li> <li>• Access to higher education for Grade 12 learners (Bursary Scheme).</li> <li>• Matric second chance opportunities and access to success.</li> </ul>

## STAKEHOLDER ENGAGEMENT CONTINUED

Stakeholder	Method of engagement	Summary of key Interests, concerns and expectations
<b>Limpopo department of health</b>	Meetings and engagements with Regional Offices	<ul style="list-style-type: none"> <li>• Augmenting government health services to reduce backlogs.</li> <li>• Provision of health care services to rural communities (Re A Fola mobile health care services.)</li> <li>• Health screening, check-ups and referral services.</li> <li>• Funding of cataracts operations, optometrists and dental services.</li> <li>• Specialised equipment donations for public hospitals.</li> </ul>
<b>Limpopo department of social development</b>	Meetings and engagements with Regional Offices	<ul style="list-style-type: none"> <li>• Support and assistance to people leaving with disability.</li> <li>• Support to local NGOs such as soup kitchens, old age homes, care centres, etc.</li> <li>• Financial injection to the LoveLife Youth Centres programme.</li> <li>• Humanitarian support to the destitute, orphaned children and child headed households.</li> </ul>
<b>Department of rural development and land reform</b>	Meetings and engagements with Regional Offices	<ul style="list-style-type: none"> <li>• Intervention on issues with CPA.</li> <li>• Development of CPA communities.</li> <li>• Access to services for CPA communities.</li> <li>• Food security for rural communities including CPAs.</li> </ul>
<b>Government agencies and entities (SEDA, NYDA, CIDB and NHBRC)</b>	Meetings and engagement with provincial offices	<ul style="list-style-type: none"> <li>• Compliance with regulations.</li> <li>• Capacity building of small local contractors.</li> <li>• Building compliance.</li> <li>• Partnerships for the development of small enterprises.</li> <li>• Job opportunities and job creation interventions for the youth.</li> <li>• Collaborations on enterprise development initiatives</li> </ul>
<b>Business forums</b>	Focused engagement sessions	<ul style="list-style-type: none"> <li>• Local procurement and ring fencing of opportunities for locals.</li> <li>• Business development support.</li> <li>• Access to business finance for start-up, growth and expansion.</li> <li>• Access to markets.</li> <li>• Support for rural enterprises (farming and others)</li> </ul>
<b>Youth forums</b>	Focused engagement sessions	<ul style="list-style-type: none"> <li>• Job opportunities for locals.</li> <li>• Job readiness training and skills development opportunities.</li> <li>• Further education opportunities (bursaries and scholarships)</li> <li>• Absence of sports and recreation facilities in the communities.</li> </ul>
<b>Beneficiary communities</b>	Community roadshows (Townhall meetings)	<ul style="list-style-type: none"> <li>• Regular engagement.</li> <li>• Investment in community development through infrastructure.</li> <li>• Enterprise Development and education interventions.</li> <li>• Support for local NGOs and ECD centres.</li> <li>• Support for local small-scale farmers.</li> </ul>

# Our impact *during the year*

## In this section

Education, training and skills development → 24

Enterprise and supplier development → 35

Health and social welfare → 41

Kanako social responsibility → 51

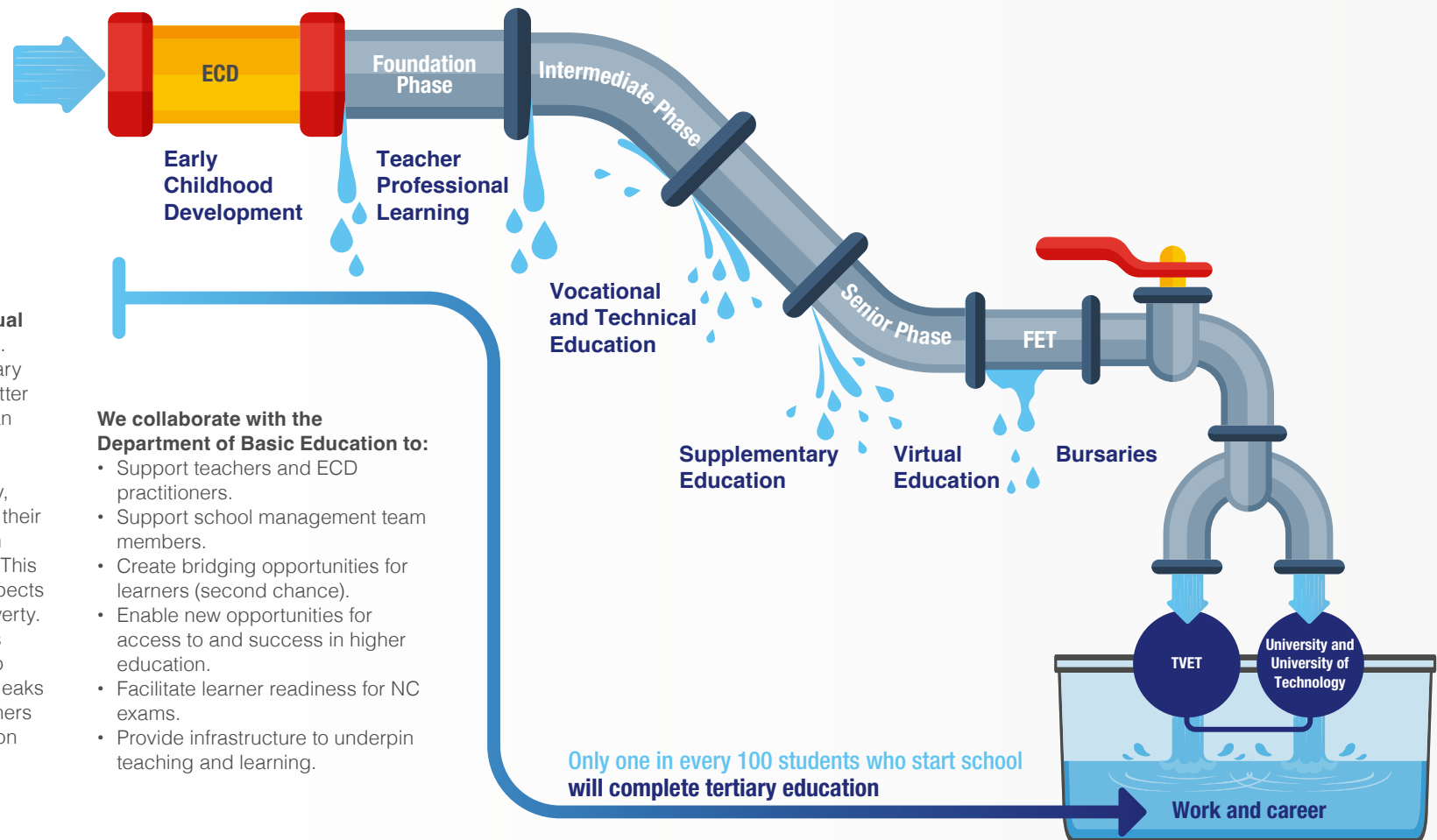
# Education

## *training and skills development*



### Education pipeline

-----A leaking pipeline-----



# Objectives



## 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 qualifications.
- Improve teacher 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 fulltime 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.



## PROJECT HIGHLIGHTS

# Grade 12

*learner support*



## Problem

It is widely accepted that the South African education system is not performing as well as it should, thereby constraining its output 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 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 pandemic.

### Project objectives

SIOC-CDT funds 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 Science, 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 communities.

2 786 learners supported during 2022 in Mathematics and Physical Science.

Tsantsabane 189  
Joe Morolong 688  
Ga-Segonyana 1 168  
Gamagara 114 and  
Thabazimbi 627.



## PROJECT HIGHLIGHTS CONTINUED

# Bridging Programme

## Problem

The number of high school students electing to take subjects which are vital to the economy, including Accounting, Mathematics and Physical Science, has seen a steady decline over the past few 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

SIOC-CDT assists learners looking to improve their matric marks through two initiatives: SciMathUS and Access for Success.

SciMathUS programme creates 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, providing academic literacy and psycho-social support to bridge the gap between school and university and preparing them for study success.

The Access to Success programme is similar to SciMathUS, in that it provides year-long tutoring to young people looking to improve their marks to apply for tuition at a university of technology. It provides Mathematics and Physical Science training, along with personal development, computer literacy and English language proficiency skills development.



Community/area	2020 students	2021 students	2022 students
Ga-Segonyana	12	16	50
Joe Morolong	4	—	19
Tsantsabane	1	2	05
Gamagara	—	3	04
Thabazimbi	4	4	22
<b>Total</b>	<b>21</b>	<b>25</b>	<b>100</b>

### Outcomes achieved

All 25 students who participated in 2021 improved their Mathematics and Physical Science results.

Access for Success started in 2022 with 50 candidates.

5 SciMathUS students were awarded 2022 SIOC-CDT bursaries.

50 students are currently participating in the 2022 SciMathUs programme.

## PROJECT HIGHLIGHTS CONTINUED

Bursary  
Scheme

## 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.

## 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 qualifications.
- 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 expanding 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.



## Outcomes achieved

We are proud that we could provide more bursaries this year, and that most of our graduates are either employed in their field of study or enrolled for postgraduate studies.

Community/area	2021	2022			
	Graduates	Graduates	Employed	Enrolled for postgrad studies	Unemployed
Ga-Segonyana	2	14	6	1	7
Joe Morolong	1	4	1	2	1
Tsantsabane	5	3	3	0	0
Gamagara	2	5	2	3	0
Thabazimbi	5	5	4	0	1
<b>Total</b>	<b>15</b>	<b>31</b>	<b>16</b>	<b>6</b>	<b>9</b>

31 students graduated in 2022, 6 of these are enrolled for postgraduate qualifications sponsored by SIOC-CDT.

80 new bursaries were extended to students registered at various higher learning institutions in 2022.

176 total bursary students (2018, 2019, 2020, 2021, 2022 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.

## PROJECT HIGHLIGHTS CONTINUED

# Teacher

*and practitioner training*



## 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 Science by enhancing both subject and pedagogical knowledge.
- Develop an understanding of the critical outcomes in teaching and learning of Mathematics and Physical Science, as outlined in the Curriculum Assessment Policy Statement (CAPS).
- Incorporate e-learning technologies in the classroom.
- Support teachers to become qualified.

### Outcomes achieved

Of the 205 practitioners being supported with SIOC-CDT grants

65 graduated on 15 July 2022.

All the graduated practitioners are working in various ECD centres across our beneficiary areas.

Community/area	2021 graduates	2022 graduates
Ga-Segonyana	22	18
Joe Morolong	3	7
Tsantsabane	0	4
Gamagara	0	11
<b>Total</b>	25	40

## PROJECT HIGHLIGHTS CONTINUED

# Upgrading *school infrastructure*



## Problem

Good school infrastructure supports good educational outcomes. In many of our beneficiary communities, schools are either old and dilapidated, posing a risk to educators and learners alike, or are insufficient to meet the Department of Education's requirements and the growing needs of the school itself.



## Project objectives

SIOC-CDT identified schools that could benefit from additional infrastructure, including:

Chrome Mine Primary School	Groenvlei Secondary School	Mabogopedi Secondary School
<p>Chrome Mine Primary was established in the early 1940s and the number of learners has outgrown the classrooms. The existing infrastructure is old and in disrepair.</p> <p>SIOC-CDT provided:</p> <ul style="list-style-type: none"> <li>• Renovations to the existing administrative offices</li> <li>• Renovations to the existing 12 classrooms</li> <li>• A new five-classroom block</li> <li>• A new ablution block with 18 sanitary fixtures</li> <li>• New septic tanks and soak-aways</li> <li>• A new, paved assembly area</li> <li>• A new fence for the Grade R play area</li> </ul>	<p>Groenvlei Secondary was founded in 1928. However, its last renovation was in 1978 and the buildings are dilapidated to the point of endangering learners.</p> <p>SIOC-CDT assisted with:</p> <ul style="list-style-type: none"> <li>• Renovations to the existing infrastructure, including offices, classrooms and the ablution block</li> <li>• A new four-classroom block with a staff room</li> <li>• A new ablution block with 19 sanitary fixtures</li> <li>• New septic tanks and soak-aways</li> <li>• A new fire tank</li> <li>• A new water treatment plant for the drinking water</li> <li>• New bulk sewer reticulation for the whole site</li> </ul>	<p>Magobopedi Secondary exists in its current location since 1995, but the lack of a proper hall limits school assembly activities, with the school relying on the community hall's availability or meeting outside.</p> <p>SIOC-CDT started building a school hall in 2012 in collaboration with the Thabazimbi Community Development Forum. When the Forum was liquidated in 2013, the project came to a standstill.</p> <p>SIOC-CDT recently assisted with:</p> <ul style="list-style-type: none"> <li>• Completing construction of the 1200-seat school hall</li> <li>• Constructing 39 parking bays</li> <li>• Procuring basic furniture for the hall</li> <li>• Erecting a 10kl water tank</li> <li>• Installing new fencing</li> </ul>
Delivery date: 29 June 2021	Delivery date: 29 June 2022	Delivery date: February 2023

## PROJECT TESTIMONIALS

Bursary  
scheme

*"Thank you for all your support and caring. You guys are a big part of my success story."*

*I don't owe tertiary fees and that is such a blessing. When I start working, I don't need to worry about paying debt. Thank you for taking care of me the past four years. I am truly grateful.*

*More organisations like this are needed in South Africa to strengthen our economy.*

*May the Lord continue to bless you guys."*

**Palesa Tsotetsi**



Postmasburg,  
Tsantsabane



University of the  
Witwatersrand

I am 22 years old. I completed my Honours degree in Clinical Microbiology and Infectious Diseases in 2021. I am currently doing my internship in Virology at Wits University, Faculty of Health Sciences. I am passionate about academics and achieving great things.

SIOC-CDT paid for my tertiary studies, both undergraduate and postgraduate. They covered every cost with regards to varsity life, from tuition fees to accommodation and a stipend. They went even further and ensured that I have a brand-new laptop.

I felt truly blessed and supported. The stipend carried me and my family throughout my varsity career.



*"I am very grateful to SIOC-CDT for granting me such a great opportunity to proceed with my studies. I have managed to acquire my qualification with their help and support. A mention of my qualification will always be a memory of how the Trust was of great support."*

**Mohau Modise**



Kuruman,  
Ga-Segonyana



Bitcube

I am Mohau Modise, a 22-year-old male from Kuruman in the Northern Cape, currently residing in Bloemfontein. I am a Quality Assurance (QA) Engineer at Bitcube.

SIOC-CDT helped me by funding my studies towards an Advanced Diploma in Information Technology at the Central University of Technology. Before I got the funding, I was wondering how I would be able to further my studies, as my initial

bursar did not fund postgrad. After I got funding from SIOC-CDT, I felt grateful and privileged for the opportunity that was granted to me, as I was now able to further my studies.

I received an allowance from the Trust, and they also took care of my accommodation. On the 29<sup>th</sup> of June 2021, I received a laptop from SIOC-CDT.

## PROJECT TESTIMONIALS

## NQF level 5:

teacher and practitioner training –  
2022 graduate

Victoria Moduugwa

"We are very proud and happy to see SIOC-CDT taking part in developing less advantaged people."

Sedibeng Village,  
Ga-SegonyanaBadira-Mmogo  
Preschool

I am a supervisor in Badirammogo with 12 years' experience. I have been working here since 2010. Sedibeng is a rural village, with 90% of the population depending on social grants and a high rate of unemployment and poverty.

We have five staff members – three practitioners, one cook and a gardener. Two practitioners completed NQF Level 5 and one is busy studying Level 5 with Custoda Trust. SIOC-CDT trained two of our practitioners for NQF Level 5.

## NQF level 4:

teacher and practitioner training –  
2022 graduate

Morwaledi Mucwane

"It makes a big difference because I know how to develop the children holistically. I am very grateful to SIOC-CDT"

Heuningvlei,  
Joe MorolongMaiteko Early  
Learning Centre

My name is Morwaledi Mucwane. I have one son and am a practitioner at Maiteko ELC in Heuningvlei. Our organisation is not funded yet and we don't have any income.

SIOC-CDT are paying for my NQF Level 4 studies and they also helped with the transport.

## PROJECT TESTIMONIALS

## NQF level 5: teacher and practitioner training



Yolanda  
Claudia Mienies

*"My message to SIOC-CDT is keep on doing good to others even if it is little. You really touched me and not just made a difference, but you are the difference. You may have thought it was just a little, but it was more than enough and I know that you can do more in the future. Thank you very much."*



Kathu  
Gamagara



Bana Early Childhood  
Development

I am a very sophisticated, God-fearing woman, who always tries my best to help others. I am hardworking and help with the developmental areas of young children. I enjoy working at Bana Early Childhood Development.

SIOC-CDT helped me a lot by paying for my studies, transport and accommodation and I really appreciate it. They showed me Ubuntu. I really felt so chosen, appreciated and important. It helped me to see that education can make a huge difference in life if you take it and yourself seriously.

## NQF level 4: teacher and practitioner training – 2022 graduate



Kealeboga Dince

*"I am feeling so proud and grateful because when I started NQF level 4, I knew nothing about how to develop a child. Now I know. I hope to keep studying so that I can be independent and take care of my children and educate them until they grow up and get a better life."*



Magobing West,  
Kuruman



Badirammogo  
Magobing West  
Pre-School

I am Kealeboga Amathoria Dince, staying at Magobing Village (West) at Kuruman. I am 43 years of age; I have two children: one son, one daughter. Our organisation is new - we started it last year, in 2021. It is not funded yet and is still struggling.

SIOC-CDT helped me with transport, and they are also paying for my studies.

## PROJECT TESTIMONIALS

## NQF level 4:

teacher and practitioner training –  
2022 graduate

*"I feel very grateful for SIOC-CDT because they paid for everything, and I am very grateful for this opportunity."*

Talia Loetitia Witbooi



Posdene,  
Tsantsabane



Postdene Primary  
School

I am volunteering at the school without getting a stipend. SIOC-CDT paid for my accommodation/transport for my studies.

I have learned a lot and am still learning a lot.

## NQF level 4:

teacher and practitioner training –  
2022 graduate

*"I feel so grateful for what SIOC did for me by sponsoring me. The difference it made to me is that I can work knowledgeably with children"*

Keaoleboga Oliphant



Dithakong,  
Joe Morolong



Lokaleng Early  
Learning Centre

I am Keaoleboga Oliphant, age 36. I live in a big village called Dithakong. I am a volunteer/practitioner at Lokaleng Early Learning Centre. I am not earning a stipend and it makes it difficult, but the love for children encourages me to wake up every day and be at the ECD centre.

I am currently studying NQF level 4 at Custoda. SIOC-CDT helped me by sponsoring my studies to the fullest. I am doing NQF level 4 so that I'll be able to develop children better.



# Enterprise *and supplier development*

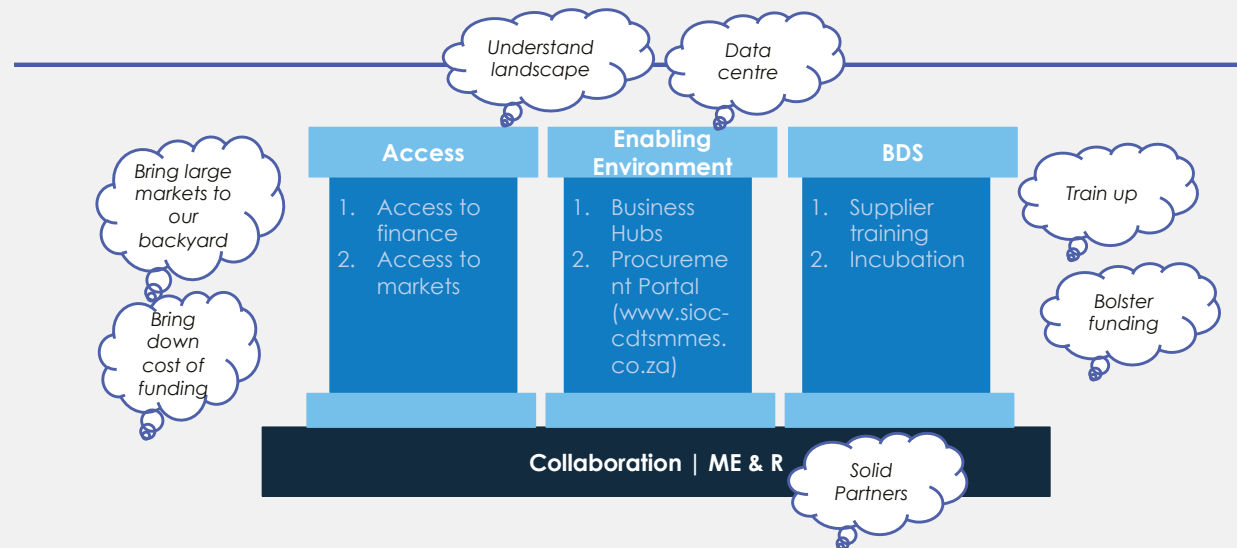
## Overview

In an environment in which traditional employment opportunities are scarce and experiencing a growing unemployment rate following the Covid-19 pandemic, 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 (SMMEs) establish, expand and improve their businesses. These include modest and informal income-generating enterprises that contribute to the local economy.

### STRATEGY

#### Enterprise Development – 3 pillars



### Our ultimate objectives are:

- Bring large markets to our backyard
- Bring down cost of funding
- Understand the landscape
- Create a data centre
- Maintain solid partnerships
- Train up entrepreneurs
- Bolster funding

## PROJECT HIGHLIGHTS

# Contractor

## development programme (CDP)



### Problem

SIOC-CDT prioritises the procurement of local SMMEs for its infrastructure projects. We have however seen that many SMMEs are not sufficiently skilled or capacitated to handle large contracts.

### Project objectives

SIOC-CDT partnered with the Construction Industry Development Board (CIDB) and the National Home Builders Registration Council (NHBRC) to provide assessments and interventions for the local subcontractors working on two of our Northern Cape infrastructure projects: the Infill Housing Project in Olifantshoek and the Babatas Bulk Water Supply project.

Through the CDP, we aim to:

1. Increase black-owned and managed entities in higher CIDB grades. Preference to be given to youth and black female-owned managed entities in projects for SIOC-CDT's Procurement, Enterprise Development department.
2. Increase the technical and business management capabilities available to SIOC-CDT's Procurement and Enterprise Development department.
3. Ensure that SMMEs are accredited with either NHBRC or CIDB within the CDP programme to ensure compliance for future projects.

### Outcomes achieved

We are pleased to have helped develop a quality pool of SMMEs that can participate in local construction projects and articulate and fulfil construction industry contractual processes.

#### Infill Housing Project:

**9 subcontractors**

will receive NHBRC accreditation  
to upgrade their CIDB levels.

#### Babatas Bulk Water Supply Project:

**6 subcontractors**

are undergoing a contractor  
development programme to capacitate  
them for future projects.

### CDP Incubation Process

The ED unit obtains the current grading of subcontractors.

CIDB consultants will be contracted to SIOC-CDT and ensure that there is capacity to fulfil support for infrastructure projects.

These consultants will implement incubation on any infrastructure projects and conduct business assessment needs for all subcontractors.

Upon submitting the plan, the ED unit together with PSC will discuss the needs assessment plan by the CDP Consultants.

Once discussed, the Consultants will provide an intervention plan based on the needs analysis to the ED Unit.

The plan is expected to cover accredited training needs, hands-on business management coaching/ mentoring and assessment of building projects upon completion.

CDP Consultants will liaise with the ED unit and CIDB to discuss the upgrading of the subcontracted SMMEs to a higher level from the current grading upon the completion of the project. Only a CIDB graded level (1 to 4) will be supported on this CDP.

This type of programme is only for awarded sub-contractors on the SIOC-CDT Construction Projects.

## PROJECT HIGHLIGHTS

# Relief fund

*monitoring and evaluation*



## Problem

Small business operations were severely curtailed by the outbreak of Covid-19 and the subsequent national lockdown implemented by the South African government. SIOC-CDT, as a responsible corporate citizen, set up a Covid-19 Relief Fund to assist SMMEs that were severely affected by the lockdown.

### 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 consisted of 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 was 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 was businesses that are commercially viable with a sustainable business plan.

### Outcomes achieved

#### Grant fund

The grant fund element of the relief fund has been disbursed in full, as follows:

Community/area	Number of approved SMMEs	Informal SMMEs	Formal SMMEs	Percentage (%)
Ga-Segonyana	31	3	28	6
Joe Morolong	379	288	91	77
Tsantsabane	52	32	20	11
Gamagara	1	0	1	2
Thabazimbi	18	2	16	4
<b>Total</b>	<b>481</b>	<b>325</b>	<b>156</b>	<b>100</b>

#### Hybrid fund

6 Hybrid Fund applications are currently being assessed by the National Empowerment Fund. The transaction is currently at legal and credit for review. The total funding need is R16 million.

**R921 000**  
in funding approved already

As part of “following the money”, assessing what the impact has been on the disbursed relief funds and establishing whether the disbursed funds were indeed used for their intended purposes, SIOC-CDT embarked on an impact study on the relief funds in all the beneficiary communities of SIOC-CDT. This will also assist SIOC-CDT in the planning of future support programmes.

## PROJECT HIGHLIGHTS

# 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. This 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

60 local SMMEs  
were trained in 2020.

146 local SMMEs  
were trained in 2021.



## PROJECT HIGHLIGHTS

# Bizniz in a box

## Problem

Given the current economic landscape, prospects for growth and development are limited. Through the Bizniz in a Box Programme, young adults are given an opportunity to sustain themselves through self-employment, thereby securing their livelihoods and the wellbeing of their families.

Exposure to the programme offers an opportunity for growth and development, as well as a chance to own a micro-business. Youths are encouraged to start thinking differently about other opportunities outside their spaza shop, such as opening up a franchised business.

### Project objectives

#### To establish 30 youth owned SMMEs in the retail sector.

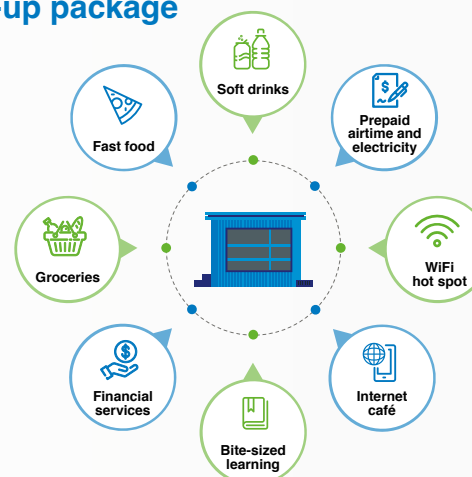
The Bizniz in a Box Programme was approved in SIOC-CDT at the end of 2017 and is currently being implemented in Thabazimbi. The aim is to promote the development of self-driven young people, creating access to the mainstream economy – not as job seekers, but as job creators.

By running these spaza shops, young entrepreneurs can contribute directly to the development of their communities through the growth of their respective businesses. Their success will ultimately determine the success of the programme and will enable the prosperity of others following in their footsteps.

There are various components needed to make the programme and enterprises sustainable i.e. distribution, credit facility for restocking, banking solution, connectivity, and business development support. We are currently working closely with Coca-Cola Beverages South Africa as a funding partner, though there is scope for bringing more partners on board.



### Start-up package



### Outcomes achieved

In 2022, **18** outlets were operating, with each trader supported through various business development services. After SIOC-CDT conducted site visits to the outlets in February 2022 to check on progress of businesses, it was clear that businesses required further support. Some 18 of the 27 outlets found to be operational are to be further supported with additional funding in FY2022. These businesses will be further supplied with equipment, stock and support services to continue operating despite the challenges faced by the majority.

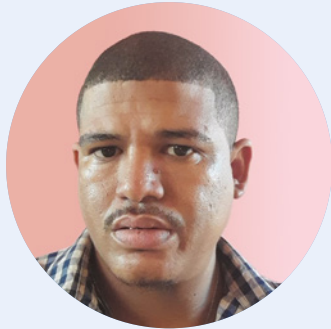
### Project performance: Candidates per area

	Male	Female	Total
Regorogile	4	4	8
Skierlik	0	4	4
Northam	3	4	7
Smash Block	0	4	4
Rooiberg	0	1	1
Raphuthi	1	2	3
<b>Total</b>	<b>8</b>	<b>19</b>	<b>27</b>
<b>Average age</b>	<b>37</b>	<b>39</b>	<b>36</b>

## PROJECT TESTIMONIALS

# Ricks

## Electrical (PTY) Ltd



*"At the awarding of the second project in Olifantshoek by SIOC-CDT, I knew this was my shot to prove my company. I knew that when Ricks Electrical proved itself, our company's name will be in a good space. I have learned a lot from trainings I attended that was given by SIOC-CDT, advice I was given by SIOC-CDT representatives and by parties that formed part of the projects."*

**Enrico Cloete**



Olifantshoek  
(Northern Cape)



Ricks Electrical  
(PTY) Ltd

My name is Enrico Cloete. I am 31 years of age and the director of Ricks Electrical, registered in 2013. Our company specialises in construction, supplying of goods, renovations, fencing, etc. Although I am trying to keep head above water, we are still facing challenges like a lack of decent transportation for tools and personnel to and from site, proper tools, equipment and plant for a high-quality job completion and more job opportunities.

SIOC-CDT appointed Ricks Electrical on an Infill Housing Project in Olifantshoek where we worked and faced different dynamics and challenges, but we managed

to finish in time and make the best of the situation. The client was more than happy with the quality Ricks Electrical provided and Ricks Electrical was appointed again by SIOC-CDT for the additions, repairs and renovations at the Olifantshoek Youth Centre. We are currently busy on the project, and we already put smiles on faces during the project.

My message to SIOC-CDT is to never stop encouraging, motivating, and leading SMMEs into the best direction needed by our companies and to continue lifting the name of SIOC-CDT amongst our communities. Keep up the good work.



# Health *and social welfare*



## Overview

**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 disabilities, and the unemployed. Our revitalised strategy recognises that unhealthy and fragmented communities can never become stronger or earn consistently higher levels of income.**

The strategy prioritises those households that are struggling to survive and achieve their human rights, as well as those who cannot access services generally available in urban and metropolitan areas. It seeks to have as broad an impact as possible, considering how prevalent these health and social problems are within our beneficiary communities.

The following community needs and problems fall under the SIOC-CDT Health and Social Welfare strategy. While SIOC-CDT cannot solve all these problems all at once, we can initiate or contribute to interventions that help to achieve the related United Nations Sustainable Development Goals (UNSDGs).

## Community challenges

### **Food insecurity:**

Poor households are struggling to buy sufficient food given their meagre income. There is also a risk of malnutrition and stunting among children who cannot access school-feeding programmes.

### **Psychological and social stress:**

Frontline workers such as doctors, nurses, community health workers, policemen and teachers are burned out and some are struggling with their mental health which hinders their psychological wellbeing and job performance. Additionally, community members are dealing with increased daily stresses owing to job losses and the cessation of social grants. This stress can exacerbate other social ills such as substance abuse and domestic violence.

### **Domestic violence:**

There are high levels of violence within families and between intimate partners.

### **People with disabilities:**

Many children and adults are struggling to access disability services and equipment while trying to overcome the stigma of their disabilities. They are excluded from participating in the economy and social and cultural activities.

### **Primary health care:**

People in remote areas are struggling to access primary healthcare through local government clinics and outreach programmes. This includes home-based care, antenatal care, vaccinations, hospice care etc.

### **Youth at risk:**

Vulnerable young people are grappling with problems such as teenage pregnancy, dropping out of school, living on the streets, crime, 'blessers' etc. These problems are interrelated.

### **Alcohol and drug abuse:**

The abuse of alcohol and drugs such as dagga, heroin and cocaine are prevalent in poorer communities and appropriate services are not always accessible. Alcohol abuse by pregnant mothers is also associated with Foetal Alcohol Syndrome.

### **Homelessness:**

Support those children and adults who are living on the streets and help them find suitable housing and develop a means to access grants and earn an income.

### **Survivalist entrepreneurship:**

A significant proportion of households run informal and subsistence enterprises to supplement their meagre income and remain above the breadline.

## PROJECT HIGHLIGHTS

# Re A Fola

*outreach and comprehensive eyecare 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 noncommunicable 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 2022

7

jobs created

Indicator	Number of patients
<b>Number of patients treated (Headcount)</b>	
Optometrist	2 438
Audiologist	1 391
Dentist	1 065
Oral Hygienist	1 788
Medical Doctor	171
Professional Nurse	1 911
<b>Sub-total</b>	<b>8 764</b>
<b>Referrals</b>	
Optometrist	147
Audiologist	218
Oral Health	121
Primary Health	43
<b>Sub-total</b>	<b>529</b>
<b>Optometry</b>	
Spectacles issued	648
Spectacles issued to child (7-18 years)	74
Spectacles issued to adults (19 years and older)	573
Cataracts screened	43
<b>Sub-total</b>	<b>691</b>
<b>Oral Health /Dental</b>	
Tooth extraction	683
Tooth restoration	33
Tooth fissure sealant	276
Other ailments	431
<b>Sub-total</b>	<b>1 423</b>
<b>Audiology</b>	
Hearing aids required (0-18 years)	5
Hearing aids required (19 years and older)	19



## PROJECT HIGHLIGHTS CONTINUED

# Upgrading *Northam Clinic*

## Problem

The Limpopo Department of Health is the custodian of health service delivery across the whole province. This includes health care promotion, immunisations, nursing services, nutrition and nursing services among other services. These services are delivered through a number of hospitals and clinics.

The Northam Clinic in the Waterberg District is one of the 57 clinics in the district servicing communities in and around Northam, including the informal settlement of Smashblock, farming communities of Koedoeskop and the various mining communities of Amandelbelt, Tumela and Thabazimbi. It also serves the surrounding villages in both Limpopo and North West provinces and acts as a feeder clinic to the Thabazimbi Hospital for a variety of services, including maternity services. The population of the Thabazimbi Local Municipality (and Northam in particular) has been on the rise, with ripple effects on service delivery.

Most of the local community members rely on public health services, given their inability to afford private healthcare. Northam Clinic consisted of a single, deteriorating building that didn't adequately accommodate 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. 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 in 2022

Renovations to the existing building	Refurbishment of the ER and dental rooms	
<b>2</b> new baby delivery rooms	<b>1</b> first stage labour room	<b>1</b> post-natal room with three beds
<b>4</b> new consulting rooms	<b>1</b> new pharmacy	<b>1</b> counselling room
<b>1</b> staff room and kitchen	<b>2</b> manager offices	<b>1</b> new ablution facility
	<b>1</b> backup generator set	



## PROJECT HIGHLIGHTS CONTINUED

# Youth

centre programmes



## 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

SIOC-CDT helped to set up and run fully operational youth centres in Deben, Olifantshoek, Thabazimbi and Tsantsabane that helps to alleviate the many social ills in these regions. These are hubs where our youth can be informed, educated, developed and connected with opportunities to improve their quality of life and livelihood. Through the youth centres 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 New loveLife Trust, a South African non-profit youth organisation, to drive programmes and activities for young people. This is largely done by a youth corps of peer-to-peer educators called groundBREAKERs (gBs). 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. GBs 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 2022

Indicator	Totals	Deben	Olifants	Tsantsa	Thabazimbi
<b>gBs and Mpintshis</b>					
Number of youth appointed /recruited (gBs)	42	10	10	10	12
Number of trainings conducted for gBs	23	1	1	1	120
Number of youth who attended the trainings	42	10	10	10	12
Number of Mpintshis appointed /Recruited	80	20	20	20	20
<b>Y centre progs</b>					
Number of youth accessing the centres and Covid-19 screened	17 139	617	133	85	16 304
<b>Recreation and Sport</b>					
Number of Role Models used		3	3	3	1
No of Events through Games: Love4Life Challenges Tournaments and prizes		184	184	184	16 853
Number of Sports leagues			2		19
Number sports tournament			2	1	4
Annual Sports Program Exchange		1	1	1	1
Number of people reached		184	184	184	181
<b>Other programmes indicators – high performance impact and excellence</b>					
Number of Condoms distributed	442 141	16 914	39 523	29 825	355 879
Number of Health Talks, a sexual health and reproductive service - Face2Face Campaigns	2 483	235	891	1248	109
Number of Health Talks Participants	51 881	5 400	15 674	14 699	16 108
Number GBV Campaigns	131	16	45	70	
Number of participants for GBV Campaigns	1 771	441	631	699	
No of youths referred for B.wise	13 155				13 155
No. Reached through digital -social media;	4 505				4 505
No of youth who accessed job opportunities	21		12	6	3

## PROJECT HIGHLIGHTS CONTINUED

# Donation of theatre equipment

*at Postmasburg Hospital*



## Problem

Postmasburg Hospital is the only Level 1 District Hospital that services both Tsantsabane Local Municipality and Kgatelopele Local Municipality communities in the ZF Mcgawu District. The hospital does not currently provide comprehensive district hospital services due to lacking medical equipment, with the operating theatre at Postmasburg Hospital being non-functional for the past five years. This hampers service delivery in the public health system and puts strain on the other regional public hospitals.



## Project objectives

Reduce the number of referrals to Robert Mangaliso Sobukwe and Uptington by restoring the operating theatre to functionality and equipping it for performing Caesarean deliveries.

## Outcomes achieved

SIOC-CDT donated the following items to the Hospital during the year, with the final delivery made on 16 September 2022:

Item Description	Quantity	Unit cost (R)	Total cost (R)
1 Anaesthetic machine with patient monitor	1	1 102 041.45	1 102 041.45
2 Cautery/Diathermy machines	2	88 664.23	177 328.47
3 Fluid warmer	1	42 393.00	42 393.00
4 Autoclave/sterilizer	1	468 527.25	468 527.25
5 ECG machine (Mac 200)	1	70 655.21	70 655.21
6 CARESCAPE V100 Vital Signs Monitor	3	35 393.18	106 179.55
7 Patient Monitor High Care (Patient Monitors)	1	171 175.68	171 175.68
8 Surgical Instruments	As listed	218 724.22	218 724.22
9 Lullaby baby warmer	1	248 130.50	248 130.50
10 S/S Drip stands	3	2 002.67	6 008.01
11 Foot stool aluminium	3	2 334.50	7 003.50
12 Theatre Trolley 5 /3 shelves	1	8 056.16	8 056.16
13 Trolley 1 drawer	1	7 509.17	7 509.17
14 Mayo tables	2	7 509.17	15 018.34
15 Defibrillator	1	47 439.00	47 439.00
16 Anaesthetic trolley 6 drawers	1	18 595.50	18 595.50
<b>Total</b>			<b>2 714 785.01</b>

## PROJECT HIGHLIGHTS CONTINUED

# Donation of ophthalmology equipment

## *to Robert Mangaliso Sobukwe Hospital*



### Problem

There are three district hospitals in SIOC-CDT beneficiary communities in the Northern Cape, two district hospitals in the JTG and one in Tsantsabane. None of these three hospitals qualify to have an Ophthalmology Centre. Patients requiring Ophthalmology services are referred to Robert Mangaliso Sobukwe Hospital (RMSH) in Kimberly, where a team of qualified professionals are responsible for the patients from the entire province. The hospital, even with a full complement of ophthalmology specialists, is faced with an overwhelming workload, risking the loss of professionals to other provinces and resulting in a backlog of patients requiring eyecare services.

### Project objectives

Between 1 January 2022 and 31 December 2024, SIOC-CDT is working with RMSH and the South African Council for the Blind (SANCB) to support eyecare health in our communities. Project outcomes include:

- Expanding the range of services at RMSH to include corneal disease intervention, strabismus (squint) correction, ocular trauma intervention, optometry intervention, primary eyecare intervention, onsite complications intervention, etc.
- Strengthening day to day eyecare services which deals with broader aspect of ophthalmology at the hospital.
- Reducing the backlog in broad-spectrum of ophthalmology.
- Improving ocular diseases profiling.
- Enhancing eyecare service.
- Improving RMSH's diseases outbreak response to diseases affecting the eyes.

SANCB implements a comprehensive eyecare project that includes screening, treatment of minor eye ailments, cataracts operations and referrals to RMSH where necessary, on behalf of SIOC-CDT.

### Outcomes achieved

- Reduced cataracts backlog, especially among children.
- Strengthened referral system (through the Re A Fola and comprehensive eyecare projects).
- Access to eyecare with fully equipped ophthalmology equipment.
- Prevention/reduced blindness.

SIOC-CDT donated the following equipment to the hospital, with the final deliveries taking place in September 2022:

• CSO Slit lamp	R 218 730,00
• Oculus Pentacam Models	R 895 505,00
• Heidelberg Base OCT	R 1 794 000,00
• Heidelberg OCT Upgrades	R 433 090,00
• Nidek Handheld Autorefractor	R 163 760,00
• Surgical Instruments	R 155 186,00
• <b>Total</b>	<b>R 3 660 271,00</b>



## PROJECT HIGHLIGHTS CONTINUED

# Housing projects

*Olifantshoek and Dibeng*



## Problem

In recent years, Gamagara Local Municipality has seen an influx of new residents looking to make a better life for themselves. The fast-growing population overwhelmed the local infrastructure and service delivery, with overcrowding and congestion causing or amplifying many of the challenges faced by the community. At the same time, many of the senior citizens in Olifantshoek and Dibeng occupy old, increasingly unsound and unsafe houses erected by the mining companies many years ago.

## Project objectives

SIOC-CDT undertook this project to assist the Gamagara local municipality with the removal of Asbestos roofing from the identified houses. During the planning and design phase, the houses were assessed and found to be structurally unsafe. A decision was subsequently taken to demolish the old structures and build new houses. The beneficiaries of this project were identified by the municipality as the responsible local authority.

Each house includes electricity, running water, a complete bathroom with flushing toilet, hand basin and bathtub, as well as high-pressure solar geyser and kitchenette. All houses have a ceiling put in all the rooms and floors tiled.

Nine local contractors were selected through an open procurement process to be subcontracted on the project. Each contractor was allocated five houses under the supervision and capacitation by the main contractor.

A further twelve local SMMEs were subcontracted by the main contractor on the project, resulting in a total of Twenty-one SMMEs benefiting from the project.

Over eighty job opportunities were created for local labour.

## Outcomes achieved

89 new 49.4m <sup>2</sup> houses built		
69 houses in Olifantshoek (Welgelee)	10 houses in Olifantshoek (Diepkloof)	10 houses in Dibeng
Project completion date: December 2022		



## PROJECT HIGHLIGHTS CONTINUED

# Water supply

*project in Babatas*

## Problem

Babatas Community Property Association (CPA) is a settlement in the Gamagara local municipal area. Situated relatively far from the nearest town of Kuruman. Community members eke out a living mainly by rearing and selling livestock. Water is in scarce supply - those families who are too poor to contribute to purchasing the fuel needed for the local boreholes to function face a long walk to the nearest stream to fetch water for themselves and their animals.

## Project objectives

After several unsuccessful attempts to gain funding from either private funders or local government, Babatas CPA implored SIOC-CDT to lead a collaborative effort with other funders to ease the community's water troubles, at least in the short term. SIOC-CDT appointed professional consultants and contractors to install new water systems that will provide Babatas with water now and in the future. Water is a basic human right. Due to lack of municipal infrastructure readily available to supply the community, a collaboration of efforts between SIOC-CDT and Gamagara local municipality, resulted in a plan to provide improved system to supply this community with clean drinkable water. SIOC-CDT in collaboration with Development partner, Kathu Solar Park, made available funds for the implementation of the project. The project will provide bulk infrastructure and reticulation to the current 300 households already residing in Babatas. Six (6) local SMMEs have been subcontracted on the project with 23 job opportunities created for local labour.



## Outcomes achieved

300 households benefited from the project		
8 500 m bulk water supply line laid	4 boreholes with enough water supply for the demand and are equipped with solar-powered pumps	1 elevated tank and 1 buffer tank installed and a water treatment plant
7 500 m internal water reticulation network laid	300 standpipes installed to bring water into household yards	

Project completion date: December 2022



## PROJECT HIGHLIGHTS CONTINUED

# Tsantsabane

## disaster response plan



### Problem

Tsantsabane Local Municipality was hit by unexpected flash floods in April 2022, characterised by gusty winds and excessive rainfall. Several houses suffered damage. Many households were left homeless and some lost their belongings.

A significant amount of municipal infrastructure was also damaged, making many parts of the rural areas of the municipality inaccessible while disrupting service delivery in urban parts such as Postmasburg. This prompted convening of meetings by stakeholders led by Provincial and local government i.e. Tsantsabane Local Municipality and relevant government sector departments. Urgent relief mobilised through the private sector was required for the affected households and damaged infrastructure.

### Project objectives

- Reduce, or avoid, losses from hazards.
- Assure prompt assistance to victims.
- Achieve rapid and effective recovery.

### Outcomes achieved

Grocery vouchers for <b>76</b> affected households.	<b>152</b> blankets for <b>76</b> households.	Refilled <b>six</b> gas cylinders and donated groceries for three soup kitchens.
Renovated <b>Wouter Kabouter ECD Centre.</b>	Renovated <b>9</b> houses.	Provided Yellow-fleet to Tsantsabane local municipality to regravell their identified internal roads that were damaged by the floods.



*Wouter Kabouter ECD Centre damaged during April 2022 disaster*



*Wouter Kabouter ECD Centre fixed*

## TESTIMONIALS

# Beauranne

Marilyn Luvuuo



Beauranne  
Marilyn Luvuuo

*"The Postmasburg Hospital management and staff value the impact that the SIOC-CDT does to positively improve and strengthen the quality of services rendered by the hospital to the communities of the Tsantsabane and Kgatelopele Local Municipalities"*



Postmasburg,  
Tsantsabane



Postmasburg  
District Hospital

Postmasburg Hospital is a level one hospital within the Z. F. Mgcawu District, serving the Tsantsabane and Kgatelopele Local Municipalities. It is the only District hospital in a 150km radius. The Hospital renders 24-hour emergency care, obstetric and gynaecological services, ambulatory-, in-service patient services as well as rehabilitative, palliative and support service.

However, the hospital's operating theatre is currently not functioning. Consequently, no general surgery and obstetric surgeries (such as Caesarean sections) are done.

SIOC-CDT procured essential theatre equipment, machinery and surgical instruments to the value of R4.7 million. This will enable the hospital to perform obstetric and gynaecological surgeries, as well as general surgery, non-complicated orthopaedics and dental surgery.

The management of Postmasburg Hospital, as well as the district management, are very grateful and appreciative. The communities of Tsantsabane and Kgatelopele Local Municipality will benefit significantly from this project as it will reduce the number of referrals made to referral hospitals in Kimberley and Upington.



# Kanako

## *social responsibility*



### Overview

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. The Kanako Social Responsibility and Sponsorship (Kanako SR&S) programmes help address these needs.

Kanako SR&S's strategy avoids duplicating efforts made by existing programmes and aims instead to augment these and close gaps that can be addressed by smaller investments. 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:**

- The beneficiaries of the project/request should be **residents of SIOC-CDT beneficiary communities.**
- Projects must have a developmental approach that cushions our beneficiaries on a **short-term** basis while long-term solutions are underway.
- Projects should take an affirmative approach bias to **women, the disabled, youth** and the socially destitute.
- 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.



## PROJECT HIGHLIGHTS

# 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 absenteeism by providing school uniforms and shoes to learners from disadvantaged backgrounds. To identify schools that 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

Area	Number of schools	Number of beneficiaries
Joe Morolong	6	145
Gamagara	2	48
Ga-Segonyana	4	118
Tsantsabane	3	68
Thabazimbi	3	95
Total	18	474

## PROJECT HIGHLIGHTS

Sanitary towel  
*drive*

## Problem

A recent report – ‘Period Poverty: Stigmas add to young girls’ woes’ estimates that “at least 7 million South African girls don’t have access to basic sanitary products each month”. This results in “an estimated 30% of young girls not attending school during their menstrual cycle”.

## Project objectives

SIOC-CDT established the Sanitary Towel Drive in 2018 to provide sanitary pads to female learners in our beneficiary communities. The focus will extend beyond sanitary product delivery only and include education aimed at providing our young women with a greater understanding and knowledge on menstrual health in its entirety. Said education will include normalising monthly menstrual cycles as a natural and necessary part of the female body, busting myths around menstrual cycles being shameful or dirty, as well as tips on how to best self-care practices during menstrual cycles and the management of period-related pain:

- Minimise the number of school days 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.

Reduced school absenteeism

Opportunity for the girls to talk about menstruation openly without embarrassment

Increased confidence to participate in extramural activities



SIOC-CDT partners with Blossom Care Solutions, a mission-centric social enterprise, to deliver the sanitary towels to the schools. Blossom Care Solutions is structured in such a way as to ensure each of its factories employs locals, especially women, in order to benefit locals through job creation and youth development in addition to combatting ‘period poverty’.

## Outcomes achieved

Since the launch of this programme in 2018, over 25,000 sanitary products have been distributed to almost 5,000 learners across 40+ schools in SIOC-CDT’s beneficiary communities.

Area	Number of schools	Number of beneficiaries	Total quantities delivered
Joe Morolong	4	713	8 556
Ga-Segonyana	3	520	6 240
Gamagara	3	212	2 544
Tsantsabane	2	573	6 876
Thabazimbi	3	460	5 520



# Nelson Mandela Day 2022

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

- Nelson Mandela

Nelson Mandela Day is celebrated every year on 18 July – a time to commemorate Madiba's impactful life by helping others.

At SIOC-CDT, we initiated projects across all five of our beneficiary communities during the months of July and August in honour of the occasion. We engaged with local municipalities to ensure the greatest impact, with the Department of Social Development (DSD) helping to identify organisations in need of assistance.

Our Thabazimbi and Tsantsabane initiatives focused on education, the theme for the 2022 Nelson Mandela Day, while we distributed blankets and grocery hampers in our other communities.



## Project outcomes

### Thabazimbi Local Municipality

The Spitskop Special Needs School, opened on 11 February 2013 as the first of its kind in Waterberg District, has been unable to garner financial assistance or government funding despite being registered both as a Section 18A NPO and with the Department of Education.

The school serves 50 children, aged 3 to 16 years, with pervasive development disorders.

SIOC-CDT assisted with:

Two new trampolines	A meal and educational toys
---------------------	-----------------------------

### Joe Morolong Local Municipality

Thusa Bagodi Community Project, based in Tsineng village, is a community-based organisation caring for 18 elders.

SIOC-CDT assisted with:

Blankets	Sewing materials	Sports items	Grocery hampers
----------	------------------	--------------	-----------------

### Gamagara Local Municipality

The Kopanang Golden Games project consists of 40 members.

SIOC-CDT assisted with:

Blankets	Sports items	Grocery hampers
----------	--------------	-----------------

### Tsantsabane Local Municipality

Wouter Kabouter ECD was water-damaged by recent floods.

SIOC-CDT spend the day at the ECD and assisted with:

Repainting the play area	Cooking a meal for the children	Providing educational toys
--------------------------	---------------------------------	----------------------------

Kopanang Bagodi Service Centre in Boichoko, Postmasburg caters for 30 elders by providing healthy meals and social activities.

SIOC-CDT spent the day at the Centre and assisted with:

Blankets	Sewing materials	Grocery hampers
----------	------------------	-----------------

### Ga-Segonyana Local Municipality

Morethusi Care of the Aged in Gasehubane village cares for 39 elders.

SIOC-CDT provided:

Gardening materials and seeds	Blankets	Grocery hampers
-------------------------------	----------	-----------------

## PROJECT HIGHLIGHTS

# Road Construction Project

## *Laxey-Padstow (MR947)*

### Problem

Critical infrastructure like roads is one amongst the challenges experienced by communities in the Northern Cape. The John Taolo Gaetsewe District is a very vast area with ailing road infrastructure affecting especially the far-flung communities under Joe Morolong local municipality. The communities required access to a functional safe road infrastructure, as the Laxey-Padstow (MR947) has long been a dirt road, which hampered facilitation of local economic activities and easy access to Kuruman town, which is the main economic hub of the JTG District.

### Project objectives

Construction of the 12km part of the Laxey-Padstow (MR947) Road into a safe tarred road, linking various areas of the Joe Morolong to the economic hub of Kuruman and other areas.

### Outcomes achieved in 2022

- Road surfacing (black top) has been completed for an approximate 5.8km stretch of road from Laxey in the Padstow direction.
- An 8km stretch of stabilized base layer has been completed.
- A 11.2km stretch of sub-base has been completed.
- All stormwater culverts have been installed.

Project Completion date: December 2022



## TESTIMONIALS

## Small business support



Keokopile Modise

*"Wabodise, an SMME, didn't receive many business opportunities in Gamagara, but SIOC-CDT helped us to survive all the pressures. They came in at the right time to offer my company the opportunity to provide a community soup kitchen with monthly groceries for 12 months. This opportunity raised my company's profile, taking us to greater heights."*

Kathu, Gamagara

Wabodise Pty Ltd

**KSR programme**  
Soup kitchen groceries

**How long has SIOC-CDT assisted you?**  
Continuously on an annual basis

My name is Keokopile Modise. I am the owner of Wabodise Company, a supply and catering company operating in Kathu where I stay. I am very passionate about my work. What I like about our company is that it is a start-up and very small, but it is at the top of the list in Kathu.

I am confident that my company provided services to SIOC-CDT with all diligence and excellence.

I feel honoured and believe that this project made a huge difference, because this opportunity assisted the company financially, which will always be appreciated. I am grateful for the community of Mapoteng 95, which experienced so much hunger, especially during the difficult time of Covid-19.

The donation is still helping us, because I bought a small mixing machine to mix dough, which I am using to make biscuits, and other catering equipment.

## School uniform and sanitary towel donations



Bonolo Mosimanegape

*"I was overwhelmed with joy to see how happy our learners were when they receive the goods. Their confidence and self-esteem is boosted and this helps to improve individual learner academic performance."*

Kathu, Gamagara

Sishen Intermediate School

My name is Bonolo Mosimanegape, the deputy principal at Sishen Intermediate School. I am an Economic and Management Sciences teacher for Grade 8 and 9. Social welfare is one of my responsibilities. Our school is a quintile 2, no fee school with 1 252 learners enrolled, 38 teachers and 25 classrooms. The school teaches GR R to 9. Most of our learners come from Mapoteng and Sesheng. The challenge that we face is that our learners come from very humble beginnings and parents are unable to cater for their educational needs.

SIOC-CDT donated school uniforms, as well as writing material and scientific calculators, to 18 needy learners. They also donated sanitary towels from Blossom Care Solutions to more than 100 girls.

I was overwhelmed with joy to see how happy our learners were when they receive

the goods. Their confidence and self-esteem is boosted and this helps to improve individual learner academic performance. Their perception about themselves changes and they feel encouraged. This also has an influence on the holistic development of the learners, encompassing the physical, mental and psychological. Learners walk with pride to school to learn like other privileged kids. SIOC-CDT also made a donation of 143 school bags for grade 7 learners and grocery hampers for the needy.

The difference SIOC-CDT is making in the lives of our learners is much appreciated. The entire school community is really grateful and thankful. We hope that SIOC-CDT will continue to assist and make a difference to our learners so that they can reach their dreams of becoming responsible citizens who will contribute to the economic development and growth of our country.

## TESTIMONIALS

## School uniform donations



Gaelebale Jood

*"We sincerely appreciate the difference SIOC-CDT are making to these needy children, the restoration of hope where there is despair. We thank you so much – continue to do the good job."*



Ditshoswaneng  
Village, Ga-Segonyana



Relekile Primary  
School

My name is Gaelebale Jood. I am an educator at Relekile Primary School, a small remote school. We as educators encounter a lot of problems with some of the children we are teaching. The most disturbing problem is that some learners are orphans being cared for by grandparents using their very limited old age pension and social grants. Seeing children walking barefoot, wearing light clothes in winter, and sometimes coming to school without bathing – it is heartbreaking.

SIOC-CDT visited our school last year to present uniforms, shoes and sanitary towels to needy learners. This year again, SIOC-CDT donated uniforms, shoes, and stationery to 36 learners along with sanitary towels.

We sincerely appreciate the difference SIOC-CDT are making to these needy children, the restoration of hope where there is despair. We thank you so much – continue to do the good job.

## Hungry Lions sponsorship



Portia Mavuso

*"I feel SIOC-CDT played a huge role in taking care of our players well-being."*

*We saw our players competing in high spirit because they were physically well taken care of."*



Postmasburg,  
Tsantsabane



Hungry Lions  
Football Club

Hungry Lions FC is a professional soccer club, based in Postmasburg, professionally representing the entire Northern Cape Province in the National First Division of the National Soccer League (NSL). During this season when SIOC-CDT was assisting us, we had about 45 employees. Our players are aged between 21 to 32 years old and 80% of them are from the Northern Cape Province.

We travel all over SA to compete in league matches with the hope to get promoted (possibly within the next two seasons) to South African Premier Division, the highest division in South African Soccer League. Traveling is costly. Since we are located far from other provinces, it requires the team to travel two days prior to matches, which means we should find accommodation and meals for two days' camping, rather than only camping on the day before the match.

This game is physical. Therefore, it is important for players to eat well balanced diets and be able to sleep comfortably to enable the body to recover well, especially since we travel up to 12 hours prior the league match. SIOC-CDT assisted the team by paying for our league game accommodation and meals for eight months, which we truly appreciate. Without SIOC-CDT's assistance, we couldn't have managed the accommodation and meal costs. I feel SIOC-CDT played a huge role in taking care of our players well-being.

We saw our players competing in high spirit because they were physically well taken care of.



# Investments, *Financials and Expenditure*

## In this section

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## EXPENDITURE AND INVESTMENTS

# 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 positive inflation-adjusted returns over a rolling ten (10) year period. 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 2022

SIOC-CDT's 3% shareholding in Sishen Iron Ore Company (Pty) Ltd delivered a total dividend of R768 million for the in 2022 to date. In line with SIOC-CDT's mandate, 70% of these funds are to be invested in community projects (Education, Training and Skills Development; Enterprise Development; and Health and Social Welfare) and the remaining 30% into InvestCo-managed investments.

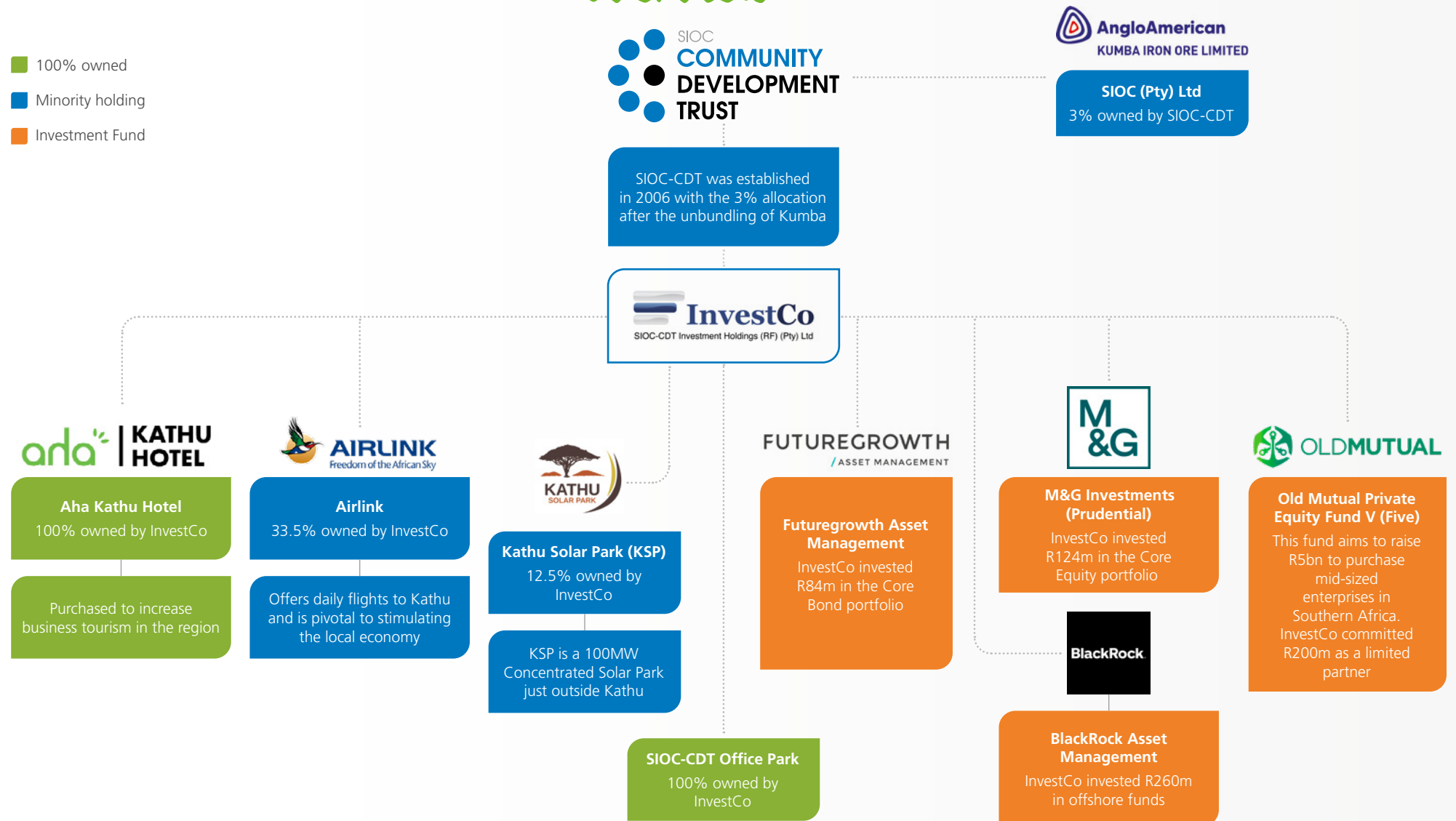
## What safeguards SIOC-CDT's funds from fraud or corruption?

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.

## EXPENDITURE AND INVESTMENTS

# Investment *overview*

- 100% owned
- Minority holding
- Investment Fund



# Financial *management*

The fair value of the investment in SIOC (Pty) Ltd decreased by 26% to R3.736 billion (2020: R5.058 billion) as at 31 December 2021.

Other investments increased by 19% to R1.147 billion (2020: R965 million), mainly due to the investment in offshore portfolios during the 2021 financial year.

## *Income and cash reserves*

As at 31 December 2021, dividends received from SIOC (Pty) Ltd increased by

### 221%

(2021: R1.499 billion; 2020: R467 million)

Dividends received during the 2022 financial year decreased with 48% to R772 million.

As at 31 December 2021, interest income increased year-on-year by

### 22%

(2021: R107 million; 2020: R88 million)

Interest income for the 2022 financial year is expected to increase by 54% to R165 million.

As at 31 December 2021, income from subsidiaries increased year-on-year by

### 6%

(2021: R53 million; 2020: R50 million)

Income from subsidiaries for the 2022 financial year, is expected to decrease by 4% to R51 million.

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

Increase in cash reserves from  
2020 to 2021

### 57%

(2021: R2.664 billion;  
2020: R1.701 billion).

Cash reserves are expected  
to increase with

### 17%

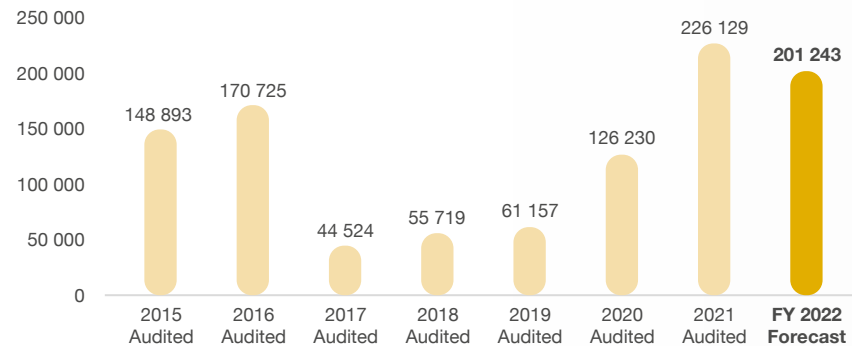
to R3.111 billion as  
at 31 December 2022.

# Breakdown

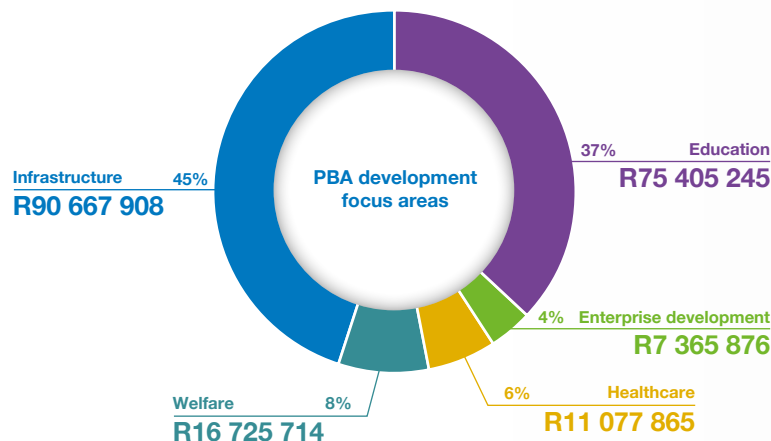
## *of project expenditure*

Project expenditure relating to 2021 public benefit activities in the Northern Cape and Limpopo provinces amounted to R230 million (2020: R129 million), consisting of project disbursements to the value of R226 million (2020: R126 million) and administration disbursements to the value of R3.5 million (2020: R3 million).

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



### Forecasted PBA spent for 2022



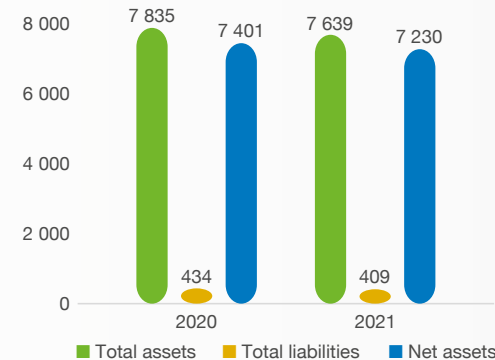
### Supply chain management transformation

SIOC-CDT realised significant savings during the 2021 financial year as a result of good procurement practices and the implementation of the revised Supply Chain Management Policy and Strategy.

The table below outlines procurement performance during the 2021 financial year:

Strategic Objective	Actual Performance: FY2021
Local procurement	82%
B-BBEE spend	81%

### Net Asset growth (Audited)



### Investment Portfolio Values (Audited)



# Acronyms *and Glossary*

## In this section

Acronyms

→ 64

Glossary of terms

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# Acronyms

<b>ADE</b>	Advanced Diploma in Education
<b>ANA</b>	Annual National Assessments
<b>BBBEE</b>	Broad-based black economic empowerment
<b>BDS</b>	Business Development Support
<b>CABDIC</b>	Capacity Building of People with Disability in the Community
<b>CAPS</b>	Curriculum Assessment Policy Statement
<b>CCBSA</b>	Coca-Cola Beverages South Africa
<b>CDS</b>	Community development strategy
<b>CEO</b>	Chief Executive Officer
<b>CIDB</b>	Construction Industry Development Board
<b>CIPC</b>	Companies and Intellectual Property Commission
<b>CO2</b>	Carbon dioxide
<b>CSP</b>	Concentrated Solar Power
<b>ECD</b>	Early Childhood Development
<b>ESD</b>	Enterprise and Supplier Development
<b>FET</b>	Further Education and Training
<b>HCT</b>	HIV and Counselling Tests
<b>HEI</b>	Higher Education Institution
<b>IMEDP</b>	Integrated Medium Enterprise Development Programme
<b>JTG</b>	John Taolo Gaetsewe District
<b>KSR</b>	Kanako Social Responsibility
<b>MEC</b>	Member of the Executive Council (provincial government)
<b>NEF</b>	National Empowerment Fund

<b>NGO</b>	Non-governmental Organisation
<b>NQF</b>	National Qualifications Framework
<b>NSC</b>	National Senior Certificate
<b>NSFAS</b>	National Student Financial Aid Scheme
<b>NYDA</b>	National Youth Development Agency
<b>PBA</b>	Public Benefit Activity
<b>PSC</b>	Project Steering Committee
<b>PWD</b>	People with Disabilities
<b>Q&amp;A</b>	Questions and answers
<b>SARS</b>	South African Revenue Service
<b>SCM</b>	Supply Chain Management
<b>SDG</b>	Sustainable Development Goals
<b>SEDA</b>	Small Enterprise Development Agency
<b>SEFA</b>	Small Enterprise Finance Agency
<b>SIOC</b>	Sishen Iron Ore Company (Pty) Ltd.
<b>SME</b>	Small and medium enterprise
<b>SMME</b>	Small, medium and micro enterprise
<b>SIOC-CDT</b>	Sishen Iron Ore Company Community Development Trust
<b>KSR&amp;S</b>	Kanako Social Responsibility and Sponsorship
<b>STEM</b>	Science, technology, engineering and mathematics
<b>SUNCEP</b>	Centre for Pedagogy at Stellenbosch University
<b>SYB</b>	Seminar for Youth in Business
<b>TVET</b>	Technical and Vocational Education and Training
<b>YEP</b>	Youth Employment Programme

# Glossary *of terms*

<b>Advocacy</b>	The act of pleading or arguing in favour of something, such as a cause, idea or policy; active support
<b>Assurance</b>	A statement or indication that inspires confidence; a guarantee or pledge
<b>Baseline outcomes</b>	Data that forms the basis for comparison of results in future
<b>Beneficiary</b>	A person who gains or benefits in some way from something
<b>Capacity</b>	The ability to do, make or accomplish something
<b>Catalyst</b>	A person or thing that causes a change
<b>Covid-19</b>	A contagious viral disease causing severe acute respiratory syndrome
<b>Custodian</b>	A guardian or keeper
<b>Diversified</b>	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
<b>E-learning</b>	Education – an internet-based teaching system
<b>Entrepreneur</b>	One who organises and manages an enterprise; one who owns and runs his own business
<b>Equities</b>	Ownership interest in a corporation, property or other holding
<b>Exhibition</b>	A large-scale public showing of objects
<b>Expenditure</b>	Something that is paid for – an expense
<b>Feasible</b>	Capable of being accomplished or brought about; possible
<b>Franchise</b>	The right or licence granted to an individual or group to market a company's goods or services in a particular territory
<b>Incubator programme</b>	A programme that helps start-ups to scale and grow their business by stimulating innovation
<b>Infrastructure</b>	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
<b>Intervention</b>	The systematic process of assessment and planning employed to remediate or prevent a problem
<b>InvestCo</b>	A private company founded by SIOC-CDT, with the purpose of finding and managing suitable investments for the Trust
<b>Impact</b>	To have a strong effect (on)
<b>King IV™</b>	The King Code™ contains both principles and recommended practices aimed at achieving good corporate governance outcomes

<b>Lifestyle diseases</b>	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
<b>loveLife</b>	A non-profit organisation promoting social activism for healthy living, active lifestyles and HIV consciousness among young people
<b>Net assets</b>	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
<b>Ophthalmology</b>	The branch of medicine that deals with the diagnosis and treatment of diseases and disorders of the eye
<b>Optometrist</b>	One who examines eyes and measures vision
<b>Pedagogy</b>	The art or profession of teaching/Preparatory training or instruction
<b>Procurement</b>	The act of buying
<b>Re A Fola</b>	Mobile bus clinics rendering primary healthcare services to communities in the JTG District and the Tsantsabane Local Municipality
<b>Revenue</b>	The gross income from a business enterprise, investment, property, etc
<b>Roadshow</b>	Any occasion when an organisation attracts publicity while touring or visiting
<b>Sanitary towel</b>	An absorbent pad worn externally by women during menstruation to absorb the menstrual flow
<b>SciMathUS programme</b>	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
<b>Spaza shop</b>	An informal convenience shop, or 'tuck shop' business in South Africa, usually run from home
<b>Testimonial</b>	A statement in support of a particular truth, fact or claim
<b>Theory of Change</b>	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
<b>Trust</b>	An institution or organisation directed by trustees
<b>Trustee</b>	A member of a board elected or appointed to direct the funds and policy of a Trust

