

WE PROVIDE THE FOUNDATION. YOU BUILD THE FUTURE.

ANNUAL REPORT

2016



Palabora Foundation



With Thanks

ACKNOWLEDGEMENTS

The Palabora Foundation (the Foundation) is a not-for-profit organisation (NPO) registered with the South African Department of Social Development and is recognised by the South African Revenue Service as a public benefit organisation (PBO). Our work is implemented by our dedicated team in collaboration with partners.

ACCOUNTING OFFICERS

Corporate governance at the Foundation is ensured by a Board of Trustees audit committee, external auditors A2A Kopano Inc. and internal auditors Business Innovations Group (BIG).

WE ARE FORMALLY REGISTERED AS FOLLOWS

- ▶ Palabora Foundation General Trust
- ▶ Palabora Foundation Educational Trust
- ▶ Palabora Foundation Educational Association

CELEBRATING

30
YEARS



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STRUCTURE OF THE **REPORT**

This report has been published as an accessible source of information on the Palabora Foundation. As well as reviewing 2016, it is also a celebration of 30 years of making a difference in the lives of the people of Ba-Phalaborwa. We hope you enjoy the stories we have to tell.

1

ORGANISATIONAL OVERVIEW

This section gives a quick overview of the Palabora Foundation's work over the last year. It contains a note from the Director, summarizing key moments from 2016/2017, an explanation of the Foundation's approach to empowering people, a summary of progress and achievements, as well as other organisational information that will introduce you to the Foundation.

2

STORIES OF IMPACT

This section of the report celebrates the people of Ba-Phalaborwa through their interaction with our various Operations Units. They are the Palabora Foundation's main stakeholders and the reason we exist. We share information on our work, case studies and stories of impact.

3

FINANCIAL REPORTING

This section contains the financial report and highlights how the financial assistance of donors has contributed to the various key activities for the year. The full report is available on request.



CHANGING LIVES

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Our work is about supporting people's potential and developing their dreams by providing them with skills and opportunities to succeed.

FROM THE **DIRECTOR**



When Director Malesela Letsoalo reflects on the work of his team over the last year, he has much to be proud of. What really excites him though, is the impact their work is making on the people of Ba-Phalaborwa. Looking at the four core programmes that the Palabora Foundation runs within the context of local, provincial, national and global needs will give you an idea of what their day-to-day work entails. But when you begin to meet the people who have benefited from this work, you will understand how it is changing lives. A copy of this report is available on our website at www.pafound.org.za

**IF YOUR LIFE HAS BEEN TOUCHED
BY THE WORK WE DO, PLEASE
CONTACT US WITH FEEDBACK AND
STORIES TO FEATURE, PROFILE AND
SHARE.**

INFO@PAFOUND.CO.ZA

The Palabora Foundation has a passion for people. We have been working in the Ba-Phalaborwa area for 30 years now and we care about its residents! Reaching 30 years is a significant milestone. It means that we have grown up together. And when you grow up with people, you know each other well. You feel each other's pain, you respond to each other's needs, you take pride in things you achieve together and you advocate on each other's behalf. We are very proud of what we have achieved working with the Ba-Phalaborwa community to equip people with the skills, resources and opportunities to better their lives and the lives of others through this domino effect.

Each of our programmes is designed to support the needs of our people in practical ways. This means equipping them with skills, resources and opportunities. But our work is about more than this. It's about Lehlogonolo Msuma, who won the Eskom Expo for Young Scientists and was selected to represent South Africa in the United States! Or Reply Maluleke, a young man from Maseke Village who is a Mining Engineer! These are true stories, and you will meet Lehlogonolo, Reply and others later in this report on pages 27 and 30.

Helping the young men and women in our communities see their futures differently – and then achieve their dreams – doesn't just benefit them, it benefits everyone they come in contact with. In fact, studies show that our work has a domino effect. This means that of the thousands of people who have benefited from our programmes in 30 years, even more are living better lives today as a result. What a privilege as Director, to have been part of this story and to see the effects spread from Ba-Phalaborwa to other places in South Africa as jobs and opportunities arise.

Of course, much more needs to be done. The legacy of apartheid's inequalities lives on in social and economic structures in our country. Life in Ba-Phalaborwa is still hard for many people. Instead of focussing on the challenges though, we're excited about the opportunities we have to tackle them by working together with our partners in government and the private sector.

Our funders and partners are integral to our success. As a foundation born out of the recognition that industry has an ethical and legal obligation to invest in the communities it draws on for labour, skills, land and more, we know first-hand that corporate South Africa has a huge contribution to make in improving the lives of our people.

Collaboration is key when it comes to building a common and prosperous Ba-Phalaborwa. As such, we're committed to working with our corporate citizens to ensure that when they prosper, we all do. We salute them for recognising their responsibility to address imbalances, grow people and plough profits back into Ba-Phalaborwa, because business is not just about shareholder value creation.



At the heart of our work remains a commitment to care, aligned to South Africa's National Development Plan. This is a normal and natural effect of growing up together. Our future as a foundation and as a town, is invested in the progress and prosperity of the individuals. We are proud of every single person who has gone through or benefited from our programmes. People need to be economically active, so more than just developing skills, our strategy going into the future involves ensuring there is off-take in the form of jobs for the people that we train.

This means enabling people to get into industry locally and in the province, and in the nation. Their lives will be uplifted, but so will the lives of their friends and family, because we know that people don't move ahead alone, they move ahead together.

Going into the future, we believe we are well-equipped to align our interventions as an organisation to facilitate a relationship of mutual benefit for the people of Ba-Phalaborwa and its corporate stakeholders. By focusing on telling our stories, we hope that the people of Ba-Phalaborwa can see the difference our work makes. We're not talking about statistics here, but about people.

Thank-you to our board, our trustees, our staff and our donors for what has been achieved over the last year and the years before that.

But thank-you most of all to the men and women who have bettered their lives through the opportunities we as the Palabora Foundation have been able to provide. That, after all, is what we're about.





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There are two ways of exerting ones strength: one is pushing down, the other is pulling up.

- Booker T. Washington

FROM THE CHAIRPERSON

The Foundation's revised strategy gives it an innovative new mandate. It positions the Foundation in the current context of needs, while tackling the future challenge of indefinite sustainability by looking at potential new sources of revenue generation, both from operations and from donors. It does this without compromising commitments to address community expectations for relevant skills development, or the demand by business for the Foundation to meet their need for appropriately skilled people from the community, to be absorbed into their companies to help meet production goals.

This approach is encapsulated in the Foundation's mission, vision, values and objectives. It marks a transition from classically perceived business and community needs to a commitment to delivering relevant demand-based programmes that are better aligned to the social and business environment the Foundation operates in.

If you would like to work with the Foundation as a partner or donor, please email: info@pafound.co.za

Q&A WITH MR. ISAAC MASEKWAMENG, CHAIRPERSON OF THE PALABORA FOUNDATION BOARD

Q: HOW IS THE PALABORA FOUNDATION RESPONDING TO A CHANGING WORLD?

A: Our society is dynamic across the divide, be it socially, culturally and technologically. This dynamism affects social development needs. The Foundation's social mandate was penned 30 years ago, but as a learning and dynamic organisation, the Foundation regularly reviews its strategy to adapt and stay relevant.

Q: WHAT ARE THE BIGGEST DRIVERS OF CHANGE OR INFLUENCES ON THE FOUNDATION?

A: The social needs of a generation that is different from when the Foundation was first established drive change. Different economic conditions now exist and the current landscape of skills development requires relevance and context, and a high level of rigour in programme delivery. Across industry and in government the demand for appropriate skills and the possession of skills sets that enable individual employability and absorption into relevant sectors of the economy are very important influences.

Q: HOW IS THE FOUNDATION CONTINUING TO PROFESSIONALISE?

A: It's adopted the attitude of a learning organisation, constantly keeping its eye on the radar of economic and social change, and reading the barometer of change as accurately as possible to stay relevant. The Foundation conducts its operations with a high level of professionalism. They can be proud of the fact that they have remained resilient financially in the midst of daunting financial circumstances by adapting rapidly to changing circumstances. Excellent corporate governance and good fiscal management through tight control is quite a great hallmark of this organisation, more so in the last year.

Q: WHAT ARE THE FOUNDATION'S MAJOR CHALLENGES AND HOW IS IT APPROACHING THESE?

A: The Foundation's major challenge is financial sustainability and staying relevant to its mandate in order to balance development while helping to redress the economic imbalances of the past. The community of Ba-Phalaborwa view the Foundation as an institution to turn to in case of any socio-economic needs, inclusive of education.

Q: HOW DO THE FOUNDATION'S HISTORIC LINKS TO THE MINES IMPACT OPERATIONS?

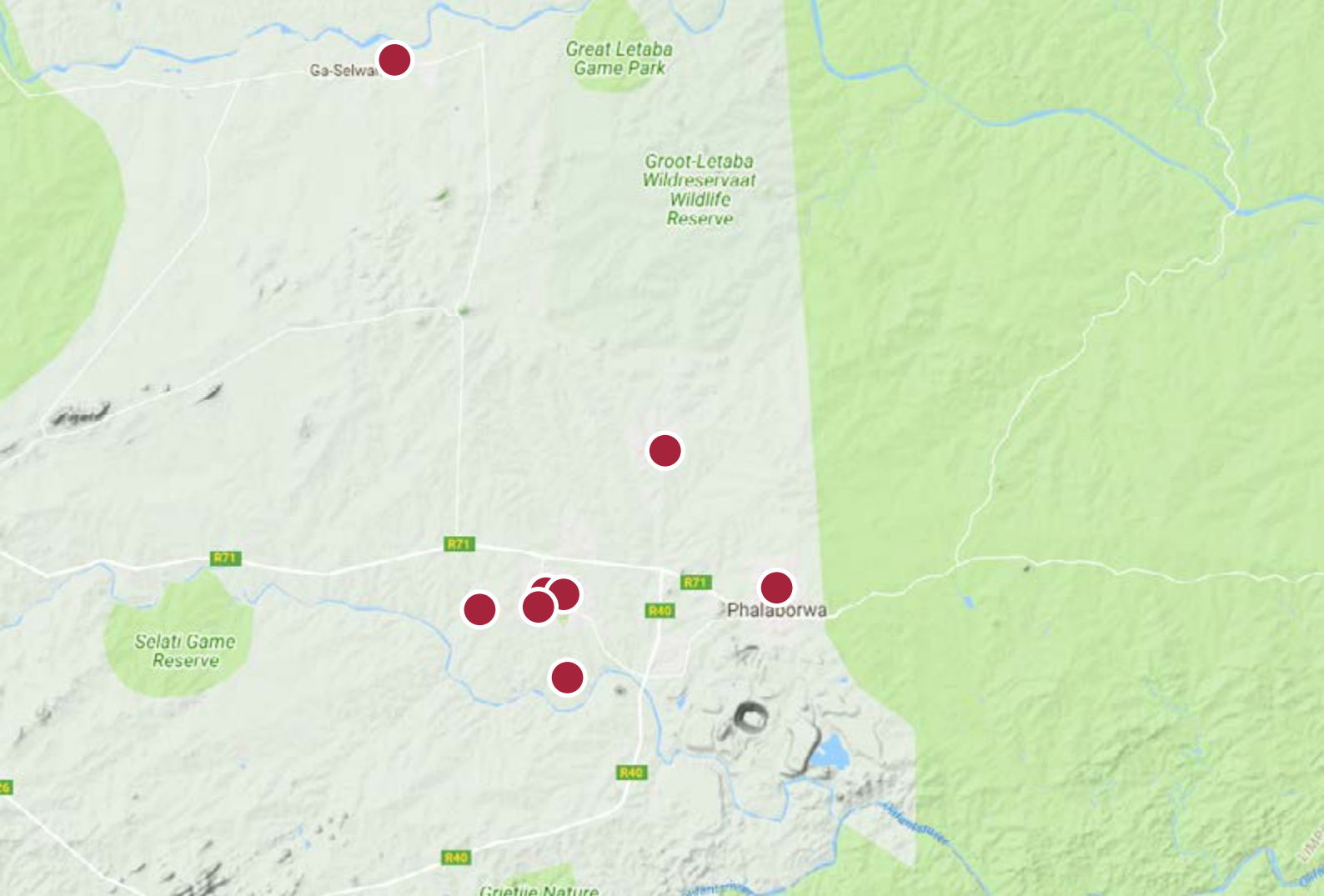
A: The impacts are negative and positive. There are assumptions that the Foundation's historic links to the mines mean that the Foundation will never be subject to a dearth of capital for operations and socio-development programmes. Some people still think Palabora Mining Company is directly accountable for the Foundation, which is not the case. That said, the mines are still seen as bastions of economic activity in the area and drivers of economic growth, and thus social and development and employment. The Foundation is a very good vehicle to assist these major players in Ba-Phalaborwa to be good corporate citizens.

Q: WHAT DOES IT MEAN TO BE A GOOD CORPORATE CITIZEN IN 2016?

A: A good corporate citizen is one that is able to strike a good balance between the need to create shareholder value, while ensuring meaningful social development, alleviation of economic burdens through relevant community skills development programmes. Being sensitive to the history of the country in which they operate is also vital, as is understanding topical and competing imperatives in South Africa.

Q: HOW IS THE 30 YEAR CELEBRATION A CATALYST FOR CHANGE?

A: The 30 year celebration as an opportunity to further expose the Foundation, and our evolving outlook to a broader corporate and national audience, to publicise the great work and achievements we have logged, and to lobby for support across business and government institutions.



WHERE WE ARE WORKING

The people we serve, live in a 50 kilometre radius of Ba-Phalaborwa, in Namakgale and Lulekani townships including the rural areas of Makhushane, Maseke, Mashishimale, Selwana and Majeje. Ba-Phalaborwa is situated in the Mopani District Municipality, Limpopo Province, South Africa. This area is located near the confluence of the Ga-Selati River and the Olifants, halfway up along the western border of the Kruger National Park in the Lowveld.

Unemployment in the area is high, with mining and tourism providing the bulk of the jobs in the area. There is ongoing pressure to create jobs and regular flare ups of tension around employment issues. The juxtaposition of the poor and wealthy is extreme and leads to a sense of inequitable access and social segregation. Health issues such as HIV, malaria, TB, issues of care and lack of hospitals concern many residents. There are large disparities in income and high levels of unemployment, and attendant levels of poverty in the former homeland areas.

GLOBAL FORCES

International economics affect local communities in ways that leave them feeling disempowered and reliant on forces outside of their control. Informal and entrepreneurial economic activities have a stabilising role to play – it's not enough to rely on the mines for much needed jobs. People need to rely on themselves.

Despite the problems they face, the people of Ba-Phalaborwa are warm and enterprising. The majority of the residents of Namakgale speak Northern Sotho. The N'walungu variety of Xitsonga is the second most spoken language after Northern Sotho. The Residents of the neighbouring villages of Ga-Makhushane, Ga-Mashishimale, Ga-Maseke and Ga-Selwane are proudly called Ba-Phalaborwa ba ga Malatji, a North Sotho tribe of Kalanga extraction. The Royal Councils still play an important role in decision making in the area.



Organisational Overview

OUR CORE FOCUS



We are particularly proud of our record of good governance, accountability and transparency. The team has been working hard to ensure that we start the next 30 years on a firm business and ethical setting, with stronger branding, better programmes and even more of a commitment to excellence.

In 2013 The Palabora Foundation assumed its status as an independent non-profit organisation, independent educational trust and a National Skills Fund accredited provider.

Prior to this, it was the corporate social investment arm of parent company Rio Tinto, whose shareholding in the Palabora Mining Company was sold to a consortium of South African and Chinese entities. The sale agreement was concluded in July 2013. Palabora Mining Company remained a public company registered on the JSE, while Palabora Copper (a private company in which local communities and employees are now shareholders through the B-BBEE legislation), operates the mine.

Firmly entrenched in the hearts and homes of the community, the Foundation continues to play an integral role in the health and prosperity of the community.

A BRIEF HISTORY

In the 30 years since it was established by the Palabora Mining Company, to assist communities within a 50 kilometre radius of Ba-Phalaborwa to be self-reliant, the Foundation achieved many successes. These are not flash-in-the-pan stories, but rather a process of steadily building belief and capacity in the community.

Its historical activities have included projects in the areas of education, skills development and training, business development and tourism promotion activities, community health, small-scale community projects and enterprise development.

CHANGING TIMES

Firmly entrenched in the hearts and homes of the community, the Foundation continues to play an integral role in the health and prosperity of the community. Its current focus is on what the Foundation calls 'the corridor of capacity building', providing educational opportunities, from the support of basic learning, through to demand-based skills provision and business development programmes.

"We see this as the most effective means of supporting economic growth," says Director Malesela Letsoalo. "As the Foundation has demonstrated over the last year, its initiatives form part of a logical flow that carries participants to a place where they can practically apply their skills and better their lives."

Currently funded through an endowment set up 30 years ago by Palabora Mining Company, the Foundation is working hard to ensure that its programmes remain the most responsible and effective way for businesses to pay their debts to the community by providing opportunities for empowerment.

ORGANISATIONAL STRUCTURE

The day-to-day management of the Palabora Foundation is carried out by the Foundation's director, assisted by the management team and their staff. Corporate governance at the foundation is ensured by a Board of Trustees, audit committee, external auditors A2A Kopano Inc. and internal auditors BIG.

As part of an ongoing process of strategic stakeholder engagement, the Foundation participates in local government Integrated Development Planning (IDP) forums, and interacts with and reports to community structures on its current development programmes to ensure continued relevance. The Ba-Phalaborwa community has five Traditional Royal Councils and the Foundation is a member of a community development forum where local Magoshi can receive and report feedback on community development programmes, and the sharing of any mutual developmental challenges in their respective communities. This interactive participation ensures that the Foundation is up to speed with the needs as articulated by people on the ground through their respective leaders.

BOARD OF TRUSTEES

Palabora Foundation's Board of Trustees meets quarterly to review the work of the Foundation.

- ▶ **MALESELA LETSOALO** Director, Palabora Foundation
- ▶ **BUSISIWE MASETE** Chief Community Liaison Officer, Primary Health Care
- ▶ **MATTHEW T MHLONGO** General Manager, Limpopo Department of Education
- ▶ **MABOKO MAHLAOLE** General Manager Human Resources, Palabora Mining Company
- ▶ **ISAAC MASEKWAMENG** Businessman
- ▶ **MARTHA SHOKANE** Traditional Royal Council representative
- ▶ **KEITH MATHOLE** General Manager : Marketing, Sales, Logistics & External Affairs, Palabora Mining Company

EMPLOYMENT EQUITY

In 2016 out of a total of 59, 58 employees or 98% were designated or historically disadvantaged South Africans. This means the Foundation actually exceeded the requirements of the Employment Equity Act.

KEY STAKEHOLDERS

- ▶ EMPLOYEES
- ▶ TRADITIONAL ROYAL COUNCILS (MAGOSHI)
- ▶ MINING COMPANIES (FOSKOR & PMC)
- ▶ GOVERNMENT:
 - DEPARTMENT OF HEALTH
 - DEPARTMENT OF SOCIAL DEVELOPMENT
 - LOCAL GOVERNMENT
 - DEPARTMENT OF EDUCATION
- ▶ ORGANISED LABOUR
- ▶ COMMUNITY FORMATIONS: BCF
- ▶ LEOLO COMMUNITY TRUST
- ▶ COMMUNITY
- ▶ PROGRAMME VOLUNTEERS
- ▶ PROGRAMME BENEFICIARIES
- ▶ ASSOCIATIONS AND COUNCILS IN TOWN





MANAGEMENT **TEAM**



MALESELA LETSOALO
Director of the Palabora Foundation



LERATO MPHADZHA
Superintendent Finance &
Administration



ZULA TLHOLOE
Superintendent Enterprise, Supplier
development and Socio Economic
Development



DINAH MKHABELA
Superintendent Community Health



SAM SHILUBANE
Superintendent Human Resources



JACK MASETLA
Superintendent Skills Development



PHILLIP MUTSHENA
Superintendent for Learner Support

**OUR VALUES ARE LIVED
VALUES, REFLECTED IN THE
SUCCESSES WE CELEBRATE
WITH THE PEOPLE OF
BA-PHALABORWA.**

UBUNTU
COURAGE
COMMITMENT
INTEGRITY
INNOVATION
TRANSPARENCY

THE FOUNDATION'S APPROACH

VISION

To be the preferred provider of innovative and dynamic solutions for economic development

MISSION

The Palabora Foundation is an enabler of economic and community development to facilitate prosperity within the areas it operates.

OUR GOALS

- ▶ UNLOCK AND SUSTAIN WINNING PARTNERSHIPS
- ▶ ENSURE THE FOUNDATION'S LONGEVITY
- ▶ DELIVER VIBRANT, VISIBLE AND EFFECTIVE PROGRAMMES
- ▶ NURTURE, GROW AND PROTECT OUR BRAND
- ▶ CREATE PASSIONATE, PERFORMANCE DRIVEN TEAMS



INTEGRITY

INNOVATION

TRANSPARENCY



A DUTY OF **CARE**

The Palabora Foundation has done pioneering work to ensure corporate citizens exercise their duty of care – and their legal and ethical obligations – rooted in the needs and potential of the people of Ba-Phalaborwa. We have taken the term ‘corporate social investment’ and given it shape and meaning through our practical interventions to improve people’s lives.

WE DO THIS THROUGH FOUR CORE PROGRAMMES

- ▶ BUSINESS DEVELOPMENT
- ▶ SKILLS DEVELOPMENT
- ▶ EDUCATION
- ▶ COMMUNITY HEALTH

We firmly believe that long-term investments in these core areas are the key to ensuring the prosperity of the Ba-Phalaborwa community.

A CATALYST FOR CHANGE

The Foundation sees the relationship between education, community and economic development as fundamental to its success.

With three decades of experience working in Ba-Phalaborwa, we know that to break the cycle of poverty, unemployment and economic disenfranchisement, we need to set a new cycle in motion. This is a cycle of the support, learning and development of our people.

We believe passionately in the potential of the people of Ba-Phalaborwa to uplift themselves and their communities if they are given opportunities and support. Through our support for formal education and skills development, our Foundation is a catalyst for change.



CELEBRATING

30
YEARS



1987 – 2017

THE BEGINNINGS

On 4 May 1986, Palabora Mining Company decided to establish the Palabora Foundation as a major expansion of its social responsibility commitment.

The first Board of Trustees came together on 19 November 1986 at Rio Tinto House in Sandton, Johannesburg.

The history of the Foundation can be divided into distinct periods.

1987 – 1996

THE ESTABLISHMENT PERIOD

During this period the mission and policy of the Foundation were defined, trust deeds registered, management and administrative systems put in place, and relationships established between the Foundation and the community. The Foundation began an intensive programme of research, involving discussions with people from all levels of community life within the intended service area. These years also witnessed the end of apartheid. Post 1994, the old provincial and homeland structures were finally united within the Northern Province (now Limpopo Province). The local Foundation project areas fell within the newly created Ba-Phalaborwa Municipality.



CELEBRATING

30
YEARS



THE FIRST PROJECTS

The Foundation's first projects involved upgrading rural schools, developing early learning centres, setting up school libraries, English literacy programmes and the Selwana clinic project.

RURAL SCHOOLS UPGRADING PROJECT

The project addressed the needs of 12 primary and secondary schools within the rural areas. This included the entire rebuilding of two schools. In all, a hundred classrooms and other essential accommodation, including toilet blocks, were constructed. All schools were fenced, and water and electrical reticulation systems were installed.

EARLY LEARNING CENTRES PROJECT

Designed in accordance with the highest standards, seven centres were built and operated by the Foundation in Namakgale, Lulekani, Makhushane and Mashishimale. Land was donated by the authorities concerned and 49 educators were seconded and paid for by the Lebowa and Gazankulu Departments of Education. The educators and other staff were trained and managed by the Foundation.

SCHOOL LIBRARIES AND ENGLISH LITERACY PROJECT

Only 4 out of 34 primary schools in Namakgale, Lulekani and adjacent rural areas had library rooms and even these had very few books.

With the help of the READ Education Trust, the Foundation provided all of the schools with box libraries and trained their librarians. A model secondary school library was established and the Foundation's library advisers organised special events such as drama and art festivals. Alongside this entry into the field of reading and English literacy went the development of a public library in Namakgale, named the Leboneng (Light) Library, which also became a centre for after school study.

RIXILE AND LEBONENG EDUCATION CENTRES

The Foundation took a substantial step forward in 1988, when planning commenced for the development of two centres of educational excellence: one in Namakgale, later to become known as the Leboneng Education Centre; and the other in Lulekani, the Rixile Education Centre. A Women's Craft Manufacturing Unit and Reef Training Centre were also established.

ADMINISTRATIVE RESERVE FUND

In December 1989 the Trustees made a policy decision to establish an Administrative Reserve Fund in order to secure the Foundation's financial future. This proved to be of far-reaching significance. An annual amount was transferred to this fund, commencing with R2 million in 1989. The fund later became known as the Investment Reserve Fund.

1996 – 2002

THE CONSOLIDATION PERIOD

During this period there were changes in office locations and leadership positions. During 1997 Rio Tinto SA and the functions of Rio Tinto Management Services were moved from Johannesburg to Phalaborwa. Consequently, the Foundation's head office also moved to Phalaborwa and later, during 1999, to Namakgale.

PROJECT DEVELOPMENTS

In addition to the ongoing work of the established projects, the Foundation launched the following:

- ▶ **SMALL BUSINESS ADVICE CENTRE** This was established during 1997 with funding from Palabora Mining Company, Foskor Ltd and Sasol Nitro. The programmes offered by the centre were accredited by the Ntsika Enterprises Promotion Development Agency (NEPDA) and included a comprehensive range of training related to the needs of Black Economic Empowerment (B-BBEE) businesses and Small, Medium and Micro Enterprises (SMMEs).
- ▶ **EXPANSION OF LEARNER SUPPORT PROGRAMME** The Master Maths programme introduced at the Rixile and Leboneng Education Centres had been so successful that, in 1998, it was decided to offer the Programme for Technological Careers (PROTEC). The Phalaborwa PROTEC branch, which is managed by the Foundation, was established in 1998.
- ▶ **ESKOM EXPO FOR YOUNG SCIENTISTS** The Foundation took on the role of main sponsor and organiser of a local and regional science expo. The Foundation was also involved in the Association for Mathematics Education of South Africa – Mathematics Olympiad. In addition, the Foundation and its education centres were used by the University of the Witwatersrand as a training centre for local educators studying for the Further Diploma in Education (FDE) in Mathematics, Science and English.
- ▶ **COMMUNITY HEALTH PROGRAMME** This was initiated in the area at the beginning of 2001, with a focus on HIV/Aids and its impact on the community.
- ▶ **COMMUNITY CONSULTATION** In 1997 a Community Development Committee (CDC) forum was established. This became a valuable forum for the sharing of needs, information, co-operation and potential project partnerships. A similar move was made when the Foundation became part of the District Education Development Committee in that same year. Programmes continued to develop and evolve.

2003 – 2012

NEW PURPOSE

The third period of the Foundation's history saw a new purpose for the Foundation, namely: 'To assist local communities to be self reliant' By far the most dominant factor overshadowing the Foundation's activities and planning was the future closure of Palabora's underground mining operations. The Foundation entered this period with a five year plan. The plan reflected the continuation and expansion of proven programmes in education, skills training, community health, environmental education, small business and local economic development, and tourism. The Foundation's projects in the fields of education and small business development grew in scope and maturity.

INDEPENDENCE

In December 2012 it was announced that a consortium of South African and Chinese parastatals would buy a 74.5% stake in Palabora Mining Company from Rio Tinto and Anglo. The sale agreement was concluded in July 2013. Palabora Mining Company remained a public company registered on the JSE, while Palabora Copper (a private company in which local communities and employees are now shareholders through the B-BBEE legislation), operates the mine.

The Palabora Foundation assumed its status as an independent non-profit organisation, independent educational trust and a National Skills Fund accredited provider.

2015 ONWARDS

A NEW STRATEGY

In 2015, the Foundation entered into an intensive phase of strategic planning to assure its long-term sustainability and continued positive impact on the lives of people from Ba-Phalaborwa. Due to economic fluctuations and uncertainty in the mining industry, the Palabora Foundation can never rest on its laurels.

By locating its mandate in the current context of needs, the Foundation has been planning how to tackle the issue of indefinite sustainability in a complex environment. Its new direction has been designed to meet communities expectations of relevant skills development and the demand by business for appropriately skilled community people to be absorbed into their companies to help meet production goals.

This report shows progress with this regard over 2016/17 as the Foundation continues to implement the changes identified as being important to its future, and to the future of Ba-Phalaborwa.



A NEW STRATEGY



SUSTAINABILITY

The biggest driver at the Foundation over 2016/2017 has been sustainability.

We have to ensure that the Foundation does not compromise the opportunities of future generations while meeting the needs of the current one. In a nutshell, we are looking at ways to increase the organisation's revenue generating base by raising funds while initiating income generating projects.

This involves work to restructure or close operations in sections that do not add value or may negatively impact our sustainability as a Foundation. Change is never easy but over 2016/2017, good work has been done to ensure that the organisation's internal roadmap is in good shape as we transition to the Foundation of the future.

MALESELA LETSOALO DIRECTOR



POSITIONING OURSELVES FOR THE FUTURE

The Palabora Foundation has taken the occasion of its 30th anniversary to usher in a new era of communication. As a people-centred organisation, our successes live in the stories of the people of Ba-Phalaborwa. We are excited about sharing some of these inspirational stories online, with a new website, a stronger social media presence and a renewed commitment to sharing. We also want to make it as easy as possible for people to learn about what we do and how we can help them better their lives. In addition, we want to develop more partnerships, new projects and reach more people than ever before!



WWW.PAFOUND.ORG

WWW.FACEBOOK.COM/THEPALABORAFoundation

WWW.INSTAGRAM.COM/PALABORAFoundation

WWW.TWITTER.COM/PALABORAFoundation

[PALABORAFoundation](#)

OUR DEDICATED TEAM

We are very proud of the Palabora Foundation team. We recruit locally for semi-skilled or unskilled positions, with senior positions open to anyone. We have a work environment and culture which makes staff members want to stay.

In 2016, we made some changes to the existing policies in the governance manual. For example the housing policy was changed to allow the housing subsidy to be extended to employees who have bonded houses outside of Ba-Phalaborwa. Initially the subsidy was only given to employees who bought houses in Ba-Phalaborwa. New policies were also introduced, which included amongst others, a confidentiality policy and employment equity constitution.

For the first time an agreement with the union on wage negotiations was reached in March, without any referral to the CCMA as has been the case in the previous years. This ensured that people received their salary increases on time.

A climate survey was conducted to check if employees were still happy to be working for the Palabora Foundation. The response was very positive. A large number of employees indicated their happiness with the organisation, and its management.

CAPACITY BUILDING

The Foundation's revised strategy has meant that staff have needed to be equipped with fundraising skills. The management team attended a workshop on fundraising skills which was facilitated by the South African Institute of Fundraising (SAIF). Some employees have had to undergo training to acquire new skills to do new tasks. For example, the Hospitality Training officers in the food preparation section of the Foundation had to be trained on a City & Guilds course to enable them to train chefs going forward.



WALKING THE TALK

The various courses that the Palabora Foundation employees were doing in 2016 range from university degrees to tax seminars, assertiveness training, first aid and more!

As an organisation committed to developing people, The Palabora Foundation encourages staff to study so as to develop themselves. It also assists them financially to further their studies. There are some employees who are busy studying through distance-learning institutions. In total, more than 75 training opportunities were presented during the course of the last year.



**ONE OF THE SUCCESSES
OF THE FOUNDATION IS
OUR ABILITY TO RETAIN
STAFF. MOST OF THE
EMPLOYEES IN THE
FOUNDATION WORK HERE
UNTIL RETIREMENT.**



RENKY SILAUELE SHARES HER STORY OF PERSONAL DEVELOPMENT SUPPORTED BY THE PALABORA FOUNDATION'S ADULT EDUCATION AND TRAINING

CLEANING UP

Every morning Renky Siluaelee, cleaner at the Palabora Foundation, proudly locks her Etios in her own car space at the Leboneng Education Centre in Namakgale where she works. She lives in Lulekani, roughly 15 km from work. When she started working at the Foundation 11 years ago, driving her own car was not even a dream.

In 2006, Renky (45) could hardly read and write, even though she finished Standard 7 at school. She started the Adult (Basic) Education and Training Programme offered by the Foundation in 2006 and her life changed.

"I could do my learner's and driver's licence on my own and then my husband bought me the car. I can go into the bank and do money transfers, and I can buy airtime. I can read anything before I have to sign my name. But best of all, I can sit down with my children and help them with their homework."

Renky passed Level 4 Life Orientation in April this year and will write Level 3 Mathematics and Natural Sciences in July 2017.

The graduation ceremony, which was attended by her son, left a huge impact on her. "I realised I do not want to stop. I want to learn more, more and more – until the day I die. God is good."

Renky would like to study so that one day she may work in an office. If she had the opportunity she would tell young people, "Times are better now, there are more bursaries and opportunities, so do not waste time."



“

I like listening to other people and to help solve their problems. It takes my eyes off my own, and I get a lot of job satisfaction when I can do something for someone that they needed done to make their job or their life easier or better.



**HUMAN RESOURCES OFFICER
VICKY JOUBERT SHARES HER STORY
OF PROFESSIONAL DEVELOPMENT
SUPPORTED BY THE PALABORA
FOUNDATION**

THE PROBLEM **SOLVER**

This defines Vicky Joubert, Human Resources Officer at the Palabora Foundation, and her outlook on life.

Vicky has been with the Foundation for 10 years and is doing a post graduate degree in human resources at the University of South Africa. She was born and raised in Ba-Phalaborwa, where many of her immediate family members still reside.

She believes the Foundation has an extremely important role in the community, especially by facilitating skills transfer for people who do not have the opportunity to complete their tertiary education.

“Over the years, the community has really looked up to us and thought we did good work. Our challenge is to stay in touch with their needs and then adapt our strategies.”

Last year, the Foundation significantly streamlined its strategy and Vicky believes they are on the right track. This revision and re-alignment is also driven by a focused approach to sustainability and fundraising.

The Foundation has a work culture and ethic that supports a stable work force. It pays market related salaries and allows staff to develop their skills.

“Many of the organisations that work with us, like our auditors, comment on the friendliness and openness of our staff. I believe we have many employees who want to do their part to secure the future of the Foundation and if given the opportunity, they will.”





OPERATIONS UNITS

By focusing our efforts on four core areas of work, implemented by four Operations Units, the Foundation is able to assist the community to build a solid foundation for their future. Together, interventions across these areas ensure people are well-educated, have employable skills, are empowered to start their own businesses and are well enough to work!

- ▶ EDUCATION
- ▶ SKILLS DEVELOPMENT
- ▶ BUSINESS DEVELOPMENT
- ▶ COMMUNITY HEALTH

PEOPLE NEED TO BE ECONOMICALLY ACTIVE, SO MORE THAN JUST DEVELOPING SKILLS, OUR STRATEGY GOING INTO THE FUTURE INVOLVES ENSURING THERE IS OFF-TAKE IN THE FORM OF JOBS FOR THE PEOPLE THAT WE TRAIN.



Education

THE DOOR TO THE FUTURE



OUR LEARNER SUPPORT PROGRAMME AT A GLANCE

South Africa has a dire shortage of school leavers with appropriate educational achievements in mathematics and science. Without these competencies, it is impossible to pursue the careers our country needs most, such as in science, engineering, technology, mathematics and accountancy.

We support about 700 learners per annum in the Ba-Phalaborwa municipality from Grade 8 to Grade 12 to achieve excellent grades in Matric.

We do this through the following programmes:

- ▶ **GENERAL LEARNER SUPPORT PROGRAMMES**
- ▶ **MASTER MATHS PROGRAMMES**
- ▶ **MASTER SCIENCE PROGRAMMES**

TOP ACHIEVEMENTS 2016/2017

- ▶ Overall Matric pass rate above 95%
- ▶ Impact assessment report confirming the programme's worth.
- ▶ Received bursary funds from PMC from 2011-2014 to fund students tertiary studies.
- ▶ Collaboration with The South African Agency for Science and Technology Advancement (SAASTA).
- ▶ A young learner we support from the rural village of Maseke was selected to represent South Africa in the United States of America through her participation in the Eskom Expo for Young Scientists, which we support.



ABOUT THE ESKOM EXPO FOR YOUNG SCIENTISTS

Eskom Expo for Young Scientists is an exposition, or science fair, where students have a chance to show others their projects about their own scientific investigations. By participating at the Expo students increase their awareness of the wonders of science, add to their knowledge and broaden their scientific horizons. The Palabora Foundation is the sponsor for Mopani region of Eskom Expo.



DID YOU KNOW?

AN ANALYSIS OF MATRIC RESULTS FROM 2008 TO 2016 SHOWS THAT PARTICIPANTS OF OUR PROGRAMMES OVERALL PERCENTAGE PASS IS ABOVE 95%.

TOP CHALLENGES

- ▶ Funding for students and bursaries for tertiary students in particular.
- ▶ Adequate experiential training for students.
- ▶ Not having enough classrooms to accommodate the students who want to be part of our programmes.
- ▶ Encouraging donors to fund activities in our programmes.
- ▶ Generating income through other activities.

TOP RISKS

- ▶ Lack of funds to support programme activities.
- ▶ Learners unable to pay university fees.
- ▶ Graduates unable to get on the job training.
- ▶ Poor performance of the Foundation's endowment.
- ▶ Losing key competent staff.

TOP MITIGATING MEASURES

- ▶ Fundraising.
- ▶ Assist learners to apply for bursaries and pay their registration fees.
- ▶ MOU with The South African Agency for Science and Technology Advancement (SAASTA) to deploy graduates to us.
- ▶ Partnerships.
- ▶ Succession planning.

WHO WE WORKED WITH

- ▶ FOSKOR (Pty) LTD
- ▶ Department of Education
- ▶ The South African Agency for Science and Technology Advancement (SAASTA)/ Department of Science and Technology
- ▶ Eskom Expo For Young Scientists
- ▶ Palabora Mining Company

GET INVOLVED

If you would like to work with the Foundation as a partner or donor, please get in touch!

T: +27 (0)15 769 5056

Email phillip.mutshena@pafound.co.za

A CASE FOR EDUCATION

The impact of supporting school-going learners is recognised by the National Department of Basic Education as a way to fight inequality, poverty and unemployment in the country. As such, the Palabora Foundation supports about 700 learners per annum in the Ba-Phalaborwa municipality from Grade 8 to Grade 12 to achieve excellent grades in Matric.

There are many reasons for this poor performance. Some are to do with a lack of resources like science laboratories. Other challenges are large numbers of learners in classes and educators struggling to give learners individual attention. What's more, some schools don't have qualified educators to teach maths and science subjects. In addition, learners face social issues; child-headed families, teenage pregnancy and HIV prevalence.

Since 2004 however, there has been a gradual improvement at national level in the overall pass rate in mathematics and science thanks to various initiatives by the provincial and national education departments as well as the private sector.

“

We are so proud of our role in successfully cultivating a pool of capable learners who can go on to further their studies in scientific and technological careers at tertiary institutions.

Phillip Mutshena



PRIOR TO THE PALABORA FOUNDATION LAUNCHING ITS LEARNER SUPPORT PROGRAMMES, ONLY A HANDFUL OF LEARNERS FROM THE PHALABORWA DISTRICT IN SOUTH AFRICA'S LIMPOPO PROVINCE USED TO OBTAIN THE NECESSARY SYMBOLS ANNUALLY TO PROCEED TO TERTIARY EDUCATION TO PURSUE SCIENTIFIC AND ENGINEERING CAREERS.





OUR PROGRAMMES



TECHNOKIDZ

This supports learners from Grade 8-9. They attend lessons in maths, the natural sciences and learn how to use the internet.



PROTEC

This caters for learners from Grade 10-12. They get lessons in maths, science, biology, English and more. They attend a vacation camp, vacation school, gain work experience and career guidance and have access to library and internet facilities.



MASTER MATHS

This is a computer assisted maths learning programme. Those enrolled in it also have internet and library access.



MASTER SCIENCE

This is a computer assisted science learning programme. Those enrolled in it also have internet and library access as well as access to a well-equipped laboratory.

OUR LEARNERS

Our work runs over a five year period, with children from local primary feeder schools starting a journey with us in Grade 8, continuing through until Grade 12 and then enrolling in tertiary institutions.

MICE AND MARULAS

Lehlogonolo Msuma won an award in the Eskom Expo for Young Scientists and was selected to represent South Africa in the United States. Her project looked at the impact of rodents on marula seedlings.

"My problem was that trees are declining all around the world. The marula tree is important to my community and is a source of income for people during the fruit season. I wanted to know if rodents eat marula seedlings and if they affect tree recruitment through seedling and fruit predation," said the budding scientist, who spent a week of "fun and engaging hands-on science and engineering activities" in Los Angeles!



**IN THE LAST FIVE YEARS, WE
HAVE SUPPORTED**

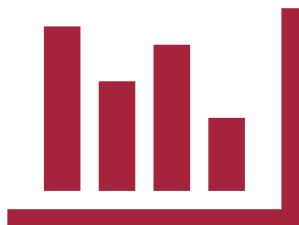
- ▶ **644** GRADE 08 LEARNERS
- ▶ **693** GRADE 09 LEARNERS
- ▶ **667** GRADE 10 LEARNERS
- ▶ **607** GRADE 11 LEARNERS
- ▶ **387** GRADE 12 LEARNERS

OUR RECIPE FOR **SUCCESS**

In order to start their journey with the Foundation, Grade 7 learners write a selection test in November every year. The test helps identify learners who show potential in maths and science. Their average pass starts off poorly, but as they progress with the Foundation, they improve. When they reach Matric, they do very well.

The Foundation offers them compulsory extra enrichment lessons in maths, science, life sciences and English. Learners also have access to career guidance and internet facilities. Lessons take place Monday to Thursday in the afternoons, with the option of Friday lessons for those who want or need them. Learners write tests, do classwork, and complete assignments. The Foundation also runs full-day lessons over the holidays, offers a one week residential leadership course and pays registration fees for needy tertiary students.

An average of 60% of enrolled learners reach Grade 12, despite some having to move away from Ba-Phalaborwa with parents or family before completing the course.



MATRIC RESULTS 2008-2016

An analysis of matric results from 2008 to 2016 shows that more than an average of 95% of the participants in our programmes passed matric.

The Bachelor pass rate is the percentage of matriculants who achieved a university entrance certificate. Statistics on the overall Bachelor pass rate against provincial and national averages shows that in the 2016 academic year, the national Bachelor pass rate was just 24.9% whilst that of Limpopo Province was only 18.4%

In the same academic year, our matric pass rate was 100%, of which the Bachelor pass rate was 85%!



IN THE 2016 ACADEMIC YEAR, OUR LEARNERS SCORED 100% MATRIC PASS RATE, WHILE THE NATIONAL FIGURE WAS 72.5% AND FIGURE FOR LIMPOPO PROVINCE WAS JUST 62.5%.



THE FOLLOWING IS A LETTER FROM MINING ENGINEER REPLY MALULEKE, WHO GRADUATED IN DECEMBER 2016, TO HIS TEACHERS AT THE PALABORA FOUNDATION.

I would like to thank you, Protec and the Palabora Foundation for selecting me to be part of this outstanding educational support programme. I was selected as a young man originating from Maseke Village to be one of the Grade 8 Protec students in 2008. At that time, we did not even own a single computer at home, but Protec gave me an opportunity to learn and use their computers at the specified hours at Leboneng Centre. Furthermore, I got an opportunity to be taught by best teachers in Ba-Phalaborwa and South Africa. Their work is proven to be of National to International standards due to high Matric results they achieve and how competitive Protec students are in internationally ranked universities like Wits, UP, UCT etc.

After completing my Matric in 2012, I was accepted to study at the University of the Witwatersrand in January 2013. My family could not afford to pay a single cent at this institution but Protec and Foskor managed to settle my fees for four years. My biggest appreciation is to Protec because they were not obliged to do anything for me but, you could not let my future and dreams to be limited due to my financial status. It was not and never about money but you spent thousands of Rands on my academics and that for me was enough motivation not to disappoint you. There is a lot I can say, but with a lack of better terms "You Are the Best".

Today as a final year student, I am about to become a mining engineer due to your unbelievable trust, confidence and hope you had and still have in me. I would like to thank everyone from the cleaners to management at Phalaborwa Foundation for all the things I achieved at and through Protec. I will remain loyal to you and I am available to give back to this programme at possible encounters.

"An Investment in Knowledge Pays the Best Interest" Benjamin Franklin

Yours Faithfully,

REPLY MALULEKE



A MESSAGE OF APPRECIATION FROM B.SC ACTUARIAL AND FINANCIAL MATHEMATICS GRADUATE, CHEYEZA MABUZA.



I have completed my degree in B.Sc Actuarial and Financial Mathematics (i.e. Actuarial Sciences) at the University of Pretoria. I am currently enrolled for Bachelor of Honours in Mathematical Statistics, all this wouldn't have been possible had it not been for Palabora Foundation so from the bottom of my heart. Thank you.



SCHOOLS WE WORK WITH

SCHOOL	TYPE	LOCATION
All Saints college	Combined	Makhushane camp
Meridian college	Combined	Phalaborwa
King Fisher	Combined	Phalaborwa
Majeje	High	Lulekani
Nkateko	High	Lulekani
Ntshuxeko	High	Majeje
Lepato	High	Makhushane
Matome-Malatji	High	Makhushane
Lebeko	High	Mashishimale
Maphokwane	High	Mashishimale
Baranuka	High	Matiko-Xikaya
Relebogile	High	Namakgale
Sebalamakgolo	High	Namakgale
Vuxeni	High	Namakgale
Frans Du Toit	High	Phalaborwa
Makikele	High	Selwana

MASTERING MATHS

The Foundation's Master Maths programme encourages learners with potential, to take pure mathematics. Master Maths is the e-learning software used to deliver maths lessons.

Approximately 600 high school learners attend extra mathematics lessons in the afternoons and during school holidays at three interactive computerized Master Maths centres. The Master Maths programmes are designed to follow the South African core mathematics curriculum, and the lessons are competency based, allowing learners to study at their own pace.

Three qualified tutors work in each of the centres in the afternoons to assist learners with homework and tutorials. The performance of many of the learners has increased dramatically over the years and many have gone to study technical subjects at tertiary institutions.

During the past eight years the Grade 12 pass rate has been well above the national average.

A PASSION FOR MATHS

Collins Komane is a proud alumnus of the Palabora Foundation's Learner Support Programme. He joined the programme as a Rebolele High School Grade 8 learner and stayed until he passed Matric in 2010.

He obtained a BSc at the University of Limpopo and was elated when the South African Agency for Science and Technology Advancement (SAASTA) placed him as an intern at the Palabora Foundation in September 2016. His contract will run out in September 2017.

Collins always knew he would do "something in maths." His father is a mathematics teacher and Collins excelled from a young age at school.

Collins plans to enrol for a teaching qualification at the University of South Africa so that he may follow in the footsteps of one of his idols, Jacob Thobejane, the Master Maths Co-ordinator at the Palabora Foundation and his immediate supervisor.

"I like being back at the Foundation where I can tutor the learners under the guidance of Mr Thobejane."

Jacob was also Collins' teacher when he was at the Foundation. Collins believes young people are inspired and motivated by idols like Jacob, Nelson Mandela and Thabo Mbeki.

"Especially Mr Mbeki is very educated and that inspires me to further my education."

What makes Collins happy? "To see other people do well in life. If you have the opportunity to change someone's life you better do that – don't wait for them to fail if you can give them light and direction."





THEMBA MNISI INTERNET AND LAB TECHNICIAN

CHANGING LIVES

Themba Mnisi manages the internet centre and laboratory at the Leboneng Education Centre in Namakgale. Themba is particularly proud of the well-equipped laboratory that the learners use mostly over weekends to experiment with the weird and wonderful in the world of science. He makes sure the equipment stays in good shape and they have what they need to make their magic.

His day is not only devoted to the immediate needs of the learners, but also focusses on their future and how he can help them.

"We assist learners so that they can write the National Benchmarking Test (NBT) at the Leboneng Centre, instead of travelling to Giyani and Polokwane. This saves their parents a lot of money in transport." The tests are important to those learners who need to measure their academic readiness for university.

"Helping the kids makes me feel good. Especially if it is someone who comes to me and says it is 'because of you that I can graduate.' And even more so when it is someone who was so poor she went to school without anything."

Audrey Malatje comes to mind. "The Palabora Foundation paid her registration fee at the Tshwane University of Technology (TUT)." She went there even though she did not know how she was going to pay for her tuition. Themba, without her knowledge, applied for financial assistance through the government funded National Financial Aid Scheme (Nesfas). Most tertiary institutions have a Nesfas office on site.

"She was surprised when Nesfas called her to their office to sign the contract. She did not know how it happened and then phoned me. I told her all I want from her was that she passes all her subjects. She did that, completed a B.Tech and will graduate in May this year."

Themba believes he has learnt as much over the years from the learners as they have learnt from him. "It is like your child at home. You think you are playing with him, and then all of a sudden, you see it is you who are learning a new thing."

With the Foundation's new drive on fundraising and self-sustainability, Themba hopes a donor will share his vision to introduce accounting to the Learner Support Programme.

"I believe there are many children who want to and need to do work in the commercial stream and I have seen what this programme has done over the years for our maths and science learners. It can do the same for our commercial learners."

Themba has been with the Palabora Foundation since the introduction of the Master Maths and Science programmes in 1998.

Apart from guiding learners online as and where needed to do their research for assignments, he also helps them on how to layout and present their findings for good results.

"We also help learners to gather information when they develop their projects for the Science Expo."



“

Through the Master Maths Programme we are educating the future.

Jacob Thobejane

Programme co-ordinator of the Master Maths programme



INSPIRING **LIFE- LONG** LEARNING

There's a light that comes on inside Jacob Thobejane when he talks about mathematics, science and children. His face brightens, his eyes sparkle and the more he says, the faster he speaks. It is not surprising therefore, to hear that since the introduction of the Master Maths programme in 1998, more than 70 learners achieved distinctions in Grade 12. On average every year, 8-10 of the programme's Grade 12 learners pass mathematics with distinction.

"Last year, we had a learner, Ngobeni Jairos, from Ntshuxeko High School, who achieved 97% in Maths and 95% in Physical Science. He passed all seven subjects with distinctions!"

The Master Maths Programme is an e-learning franchise that supplements and supports the school curriculum. "Learners control their own pace and space," says Jacob. Learning takes place in a class room where each learner has access to a computer and 10 learners share a tutor. Each learner follows his or her own worksheet until they have been assessed competent to move onto the next worksheet. The Foundation though, has 50 learners to three tutors, but Jacob is confident they can cope as they have "been doing this for a long time now."

Learning takes place after school and during school holidays, Monday to Friday. The learners are selected at the end of Grade 7 and stay with the programme until the end of Grade 12. If a learner leaves before Grade 12, his or her place is taken by another learner up to Grade 11.

Jacob holds an honours degree in mathematics and honed his skills at the Mapulaneng College of Education as a lecturer before he joined the Palabora Foundation 12 years ago.

His love for mathematics was apparent from an early age and his teachers often referred classmates to him for help.

"God gave me a gift, so that when I speak to the learners I can go into the finest detail and I can reveal the subject well, in a simple manner, so that they can understand."

"My desire is for learners to get good symbols in maths and then go on to university, get a degree and then come back where they can help break the cycle of poverty in the communities. I strongly believe in the saying: "if you plan for a year, you plant maize; if you plan for 10 years, you plant a tree; but if you plan for the future, you educate a child."



Skills Development



**GIVING PEOPLE PRACTICAL
SKILLS ALIGNED TO JOB NEEDS
IS AN EFFECTIVE WAY TO HELP
CHANGE LIVES.**

SKILLS DEVELOPMENT TRAINING AT A GLANCE

South Africa is full of opportunities for skilled people, so long as the skills developed match industry needs. That's why the Palabora Foundation has chosen skills development training as a focus area. We offer accessible, affordable and relevant skills training and match practical training with placements in industry to help people succeed.

Working with out of school youth and other community members, we are training people in:

- ▶ **MASONRY AND CARPENTRY**
- ▶ **FOOD PREPARATION AND COOKING**
- ▶ **ADULT LITERACY**

TOP ACHIEVEMENTS

- ▶ Successfully managed the training programmes below the allocated budget.
- ▶ Finalised the partnership agreement with Palabora Mining Company and Bokoneng Training to help financially sustain the skills programmes.
- ▶ Organized a successful graduation ceremony for learners having completed our programmes in 2015 and 2016, respectively.
- ▶ Achieved 100% payment of fees by students.
- ▶ Engaged City & Guilds to evaluate the readiness of the centre in order for Palabora Foundation to train in City & Guilds syllabus.

TOP CHALLENGES

- ▶ Having to continue training learners in Food Preparation and Cooking while at the same time training the facilitators.
- ▶ Dealing with financially struggling learners to get them to settle their outstanding fees.
- ▶ Ensuring that the team members understand and embrace the new strategy.
- ▶ Understanding the training needs of the mines in order to map up the training that the Palabora Foundation can choose from to train prospective learners.
- ▶ Having to place learners in jobs after training.

TOP RISKS

- ▶ Subsidizing training with less resources.
- ▶ Some sections continue to under deliver and this is a risk to the reputation of the organization.
- ▶ Lack of the required level of skills in the areas we want to venture into.
- ▶ Potential loss of high achieving employees.
- ▶ Sections attracting few participants and generating little income face the risk of closure.
- ▶ Being unable to attract well-qualified and high-performing employees due to vacant positions converted into short or medium term.



DID YOU KNOW?

ADULT EDUCATION AND TRAINING WAS ROLLED OUT TO THE COMMUNITY AS A RESULT OF THE REQUIREMENTS OF THE MINING QUALIFICATIONS AUTHORITY. A TOTAL OF 40 LEARNERS FROM THE COMMUNITY WAS REGISTERED AND PASSED THEIR AET LEVELS IN 2016.

TOP RISK MITIGATING MEASURES

- ▶ Partnering with other service providers to share costs and benefit from the income generated.
- ▶ Providing refresher courses to the under achieving sections to motivate them.
- ▶ Re-skilling employees.
- ▶ Reward the high achievers.
- ▶ Improve on the marketing strategy for the sections attracting few learners.

WHO WE WORK WITH

- ▶ Palabora Mining Company is a strategic partner. Through their support, we offer Adult Education and Training to the local communities. This is in line with the Palabora Foundation's mandate to provide basic educational literacy to its employees, while allowing the mine to meet its compliance requirements with the Mining Qualifications Authority. Under this, they are obligated to provide basic educational literacy to the local labour sending communities. The learners are registered with the Independent Examination Board for their examinations.
- ▶ Other external stakeholders include the suppliers of services and goods, government departments such as Sector Education Training Authorities (SETA's), parents, Traditional Offices and partners, and other training partners.

GET INVOLVED

If you would like to work with the Foundation as a partner or donor, please get in touch!

Telephone: 015 769 5061

E-mail jack.maseta@pafound.co.za

SKILLS FOR THE FUTURE

Skills development training provides short job-related skills training courses to out of school youth and other community members in Community House Building (Construction Masonry, Construction Carpentry), Food Preparation and Cooking and Adult Education and Training (AET). This allows trainees to seek employment in the formal and informal sector or to start their own businesses or further their studies with Further Education and Training institutions (FET's).

This is in line with the provincial and national imperative of improving the skills competencies of people in municipalities and communities across the country.

Trainees registering for the courses pay a nominal fee for six months of training and the Foundation subsidizes the rest. This means that similar skills development courses at other institutions in the area can cost more than three times what the Foundation charges. As a result, these programmes are the most accessible and affordable option in the area. Short courses are also offered in Food Preparation and Cooking, Construction Masonry and Construction Carpentry.

Learners receive both theory and practical training. They learn at their own pace and they are only assessed when they feel ready. Once they have completed all the modules in their syllabus, they are subjected to a summative assessment which determines if a learner is competent, or not yet competent in all the unit standards or a specific module or unit standard.

CHALLENGES FOR ADULT LEARNERS

- ▶ Have to learn as per the syllabus prescription.
- ▶ Find the money to contribute fees towards their training.

CHANGING WITH THE TIMES

The Palabora Foundation skills programmes were historically guided by national skills imperatives. In 2016, we revised our skills offerings based on their relevance to job creation. We are now driven by the desire to provide skills that are in demand in the local economy, and throughout the province and the nation. This shift to Demand Based Skills Development has meant programme and operational changes that had some of the following effects and impacts:

- ▶ Closure of Clothing Production (Sewing) Section starting from 2017. The closure of this section was, among other things, due to lack of job placement after training and the depressed textile industry in the economy locally and internationally, due to cheap imports from countries such as China.
- ▶ Introduction of City & Guilds Syllabus in Food Preparation and Cooking. This was necessitated by the high success rate in terms of employment after the completion of the chef course. It is important to note that job placement is almost guaranteed because of the high demand for qualified chefs. The training officers are being re-skilled in training the new syllabus. We believe this will further set our learners apart when it comes to finding a job.



“

Nothing excites me more than to see the people who would under normal circumstances be nothing, being able to sustain themselves by having sustainable jobs.

Training is a huge factor in enabling people to earn a living.

SEWING



62

HOSPITALITY



50

CARPENTRY



53

MASONRY



25



ANNUAL SKILLS DEVELOPMENT BY NUMBERS 2016



IMPACT OF PROGRAMMES ON LOCAL COMMUNITIES

At a national level, the Skills Development Act of 1998 aims to develop the skills level of all the South African workforce and also improve the quality of life of workers and prospective workers. The Act spells clearly how training should be conducted, making sure that there is synergy between government departments and the private sector in that training is offered in accordance with the prescripts of the Act.

According to recent statistics, Ba-Phalaborwa's unemployment rate is 37.4%. "The skills we provide to our youth and unemployed adults do not only make them marketable to the industries, they also provide an opportunity for the unemployed people to become self-employed while at the same time they can potentially employ others," says Jack Maseta.

The Foundation accepts people into its courses, which are run on site, without looking at education level as a gate keeper. "We are especially proud of the fact that our trainees are people who would otherwise not have been able to study as they would not have met the entrance requirements for local Technical Vocational Education and Training (TVET)," notes Maseta. By having this opportunity to learn as adults, learners not only gain valuable skills, they develop a sense of belonging to society. Some learn how to read and write, empowering themselves and boosting their confidence. Some are even able to further their studies with higher learning institutions.

"Although our focus is on communities within a 50 kilometre radius of Ba-Phalaborwa, our work benefits people all over South Africa as people develop and grow their businesses and seek opportunities where they can find them," concludes Maseta.

WE ARE PROUD TO REPORT THAT OVER THE LAST YEAR

- ▶ In Food Preparation and Cooking, 34 out of 80 learners found jobs within 6 months
- ▶ In Construction Carpentry, 23 out of 60 learners found employment, with many in this field in particular preferring to be self-employed.
- ▶ In Construction Masonry, 18 of the 30 learners found employment within 6 months.

COMMUNITY HOUSE BUILDING

Community House Building is a programme accredited by the Construction Education and Training Authority (CETA). It is made of unit standards (modules) from Construction Masonry and Construction Carpentry. It is a programme offered at NQF Level 2 and 3 (this means that some unit standards are offered at NQF Level 2 while others are offered at NQF Level 3).



THIS PROGRAMME IS ABLE TO ACCOMMODATE 90 LEARNERS PER ANNUM.

Learners are registered as per their ability to read and write. The main criteria that plays an important role are the interest, passion and positive attitude of the learner. These traits are evaluated during an interview with the learner.

Learners registered for the course receive full personal protective equipment starting from overalls and protective shoes. They also receive refreshments in the form of tea daily and formal training in the form of theory and practical. Their training is currently subsidized by the Foundation.

THE KEY SKILLS ACQUIRED INCLUDE

- ▶ BRICKLAYING
- ▶ PLASTERING
- ▶ PAINTING
- ▶ TILING
- ▶ ROOFING
- ▶ CEILING
- ▶ READING AND INTERPRETING HOUSE PLANS

Learners receive both formative assessment as they train, and summative assessment at the end of the course, assessing the knowledge and skill for all the unit standards trained on.

Learners receive a National certificate in Community House Building.



BUILDING OF MULTI-PURPOSE WORKSHOP

THE NEW WORKSHOP IS COMPLETELY BUILT TO CATER FOR MOST OF THE TRADES THAT MAY BE IN DEMAND IN FUTURE, IN LINE WITH THE DRIVE TO OFFER DEMAND BASED SKILLS DEVELOPMENT.



TINYIKO MBOWENI **TRAINEE MASON**

Tinyiko Mboweni (21) is a bright and enthusiastic trainee mason at the Palabora Foundation, grinding her hands (and mind) towards the tricks of the trade that will frame and form her future. Some of her friends may think she's risking a man's world, but not her. "Nowadays, there is nothing like a man's job anymore, and I wanted to do something where I work with my hands."

"I am grateful for this opportunity at the Palabora Foundation and love learning to work with my hands here."

Tinyiko passed Grade 12 in 2014 in Julesburg, near Tzaneen. She is the oldest of three children and hopes to start a business once she has finished the training. She has family in Johannesburg, where she plans to lay her life's foundations.

BENJAMIN MAWASHA **TRAINEE MASON**

"When you see me again I will be driving a big car and have my own business." Benjamin Mawasha, trainee mason at the Palabora Foundation, may be dreaming big, but he is adamant that he will not be working for the government, or indeed any other boss one day. He will have his own company and he will be helping others make a living; probably in his home village of Motupa, that is in the Bolobedu area near Tzaneen.

Benjamin also knows the certificate he will receive on completion of his current training course at the Palabora Foundation is just another step in this journey, that already includes a Grade 12 pass and a driver's licence that will take him to the top.

"After I finish here, I want to do a business plan and register a CK (small business)." Benjamin is committed to his own future and to help others become a part of his story.

"I want to have beautiful things, and I know it is only when I have my own company that I will be truly successful"





FOOD PREPARATION AND COOKING

This programme's initial intention was just to offer basic cooking skills to interested community members, but it's grown and developed, especially over the last year. In line with the Skills Development Act of 1998, the programme has followed the prescribed syllabus and is currently operating as a satellite centre of Selati Hospitality Training Academy offering City & Guilds' accredited training.



THE PROGRAMME SUPPORTS 80 STUDENTS PER ANNUM

Learners with a minimum of Grade 10 are selected on a first-come-first-served basis until the required number of learners is reached.

Registered learners receive formal training in the form of theory and practical. Their fees are subsidized by the Palabora Foundation.

Learners receive key skills in cooking and waitressing. Like in the other programmes, learners receive both summative assessment, which happens during training, and summative assessment which takes place at the end of training, assessing all the unit standards.

Like in the other programmes, all the prescribed modules have to be completed before the learner can be assessed.

Upon successful completion of the course learners receive an International Chef certificate endorsed by City & Guilds.

Normally when learners are about to complete the course, we receive requests from the accommodation establishments and hotels indicating the number and types of jobs open to be filled, and available learners are sent to those places for interviews and placement in positions.

ADULT EDUCATION AND TRAINING

Palabora Foundation has partnered with Palabora Mining Company to offer Adult Education and Training to the local communities. This is in line with the Palabora Foundation's commitment to provide basic educational literacy to its employees, while allowing the mine to fulfil its compliance requirements with the Mining Qualifications Authority, by providing basic educational literacy to the local labour sending communities. The learners are registered with the Independent Examination Board (IEB) for their examinations.

It is specifically geared towards adult learners who cannot be accepted by normal schools because of their age. It gives these prospective learners the opportunity to acquire proficiency in fundamental subjects such as mathematics and English, and ultimately obtain a Grade 12 pass. Registered learners are allowed to learn at their own pace. Unlike at a normal school, learners are only assessed when they are ready.



THE PROGRAMME SUPPORTS 120 LEARNERS PER ANNUM

Learners register free of charge. This programme is in high demand by the community. They receive free learning materials in the form of books. The training is computer-based and learners have the opportunity to practice basic computer skills while learning their subjects.

Learners receive internal assessment in the form of tests to determine their readiness for the external examination. Learners write national examinations for each subject registered, conducted by the Independent Examination Board.

For the learner to be allowed to sit for the external examination, the learner must have completed all the tasks in the subject registered, and must have obtained at least 60% in the tests conducted internally by the facilitator.

Learners receive IEB certificates for each subject passed. Upon completion of a minimum of five subjects, learners have the opportunity to combine all the subjects as per IEB requirements and obtain a qualification (Grade 12 certificate).

INITIALLY, ADULT EDUCATION AND TRAINING WAS OFFERED TO THE PALABORA FOUNDATION EMPLOYEES ONLY. THE HIGH DEMAND BY THE COMMUNITY TO BE REGISTERED FOR AET CREATED AN OPPORTUNITY FOR THE PALABORA FOUNDATION TO CONSIDER PARTNERING WITH PALABORA MINING COMPANY THUS EXTENDING THE BENEFIT TO THE BROADER COMMUNITY.



WALTER MALATJI BIG DREAMS

Walter Malatji dreams in red. To be more specific, wearing red. "One day I will wear a red gown when I graduate, and I will be a master."

What inspired him most, was being one of 304 graduates at a graduation ceremony for Palabora Copper and Palabora Foundation employees and beneficiaries in April 2017.

"There were people from all levels – like me, who graduated from the Adult Education and Training (AET) Programme, to engineers and managers. I was so proud and I told myself, one day, I too will be like those engineers or managers."

Walter completed and passed Communication and English Level 3 and 4 of AET and plans to do the same in Natural Science, Mathematics and Life Orientation next year.

Then he wants to do the two year Foundational Learner Competency programme that will give him access to opportunities like learnerships at the Palabora Copper mine.

Walter is also doing this for, and because of his son, who is 12 years old and lives with his mother in Tzaneen. "I am panicking. I only have 12 years to do something for my son so that he can go to university."

Walter dropped out of school in Grade 10 in 2008. He worked as a security guard at the Palabora Mining Company and although he could read and write, "I always had a problem with spelling and my English was not good" he explains.

His English has improved greatly and so has his confidence.



He is unemployed at the moment and lives in his sister's house in Namakgale, while he is doing AET at the Foundation. A family friend assists him financially "and I can say without his help, it will be very difficult."

"People often ask me why I am doing this, and I say to them, one day you will follow me because you will see I am right. I realised if you want a better job, you need education."

Walter's determination is fuelled by his AET facilitator Gloria Khoza, whom he says encourages them with enthusiasm and understanding: "Nothing comes from not working. You have to work, so that God can see my child is working and He can give you what you need."



EMILY MHLARI FROM CLEANER TO CLERK

From cleaner to administrative clerk in nine years is how Emily Mhlari (35) defines her career path at the Palabora Foundation. And she has no intention of slowing down. With one subject left to finalise - Level 6 of the National Qualification Framework- Emily hopes to enrol with UNISA's Diploma in Office Management Programme within the next year.

Emily's confidence has grown during her journey. Leaving school after Grade 10, she started as a cleaner at the Leboneng Library in Namakgale in 2008. "I had no hope and no self-belief."

Her first break came when she was asked to stand in for an absent clerk at the library, and although Emily had no experience, expertise or confidence, her determination and willingness to learn pulled her through.

At around the same time, she started the Adult Education and Training (AET) course at the Palabora Foundation and completed Level 4 in 2010. The next year, she achieved a certificate in Office Management from the University of South Africa (UNISA) and was appointed as an admin clerk at the Library.

The Palabora Foundation recruited her to its Skills Development and Training Section as an admin clerk in 2013.

"I am so grateful. When I came here, no one judged me. The people at the Palabora Foundation encouraged me to try new things. They are the ones that helped me unlock my potential."

EULANDAH MATHEBULA SECOND CHANCES

"I want my future to be bright and the Palabora Foundation is helping me to make it so."

Eulandah Mathebula (23) left school in Grade 11, but found her way back into the class room through the Adult Education Training programme at the Palabora Foundation.

She has already completed English Level 4 and will do Level 4 in Life Orientation, Mathematics and Nature Science this year. "I like the way we learn, the way the teacher encourages us and the practicals we do."

But what inspired and motivated her most was the graduation ceremony in April where she and her mom both received certificates.

"I could see myself where I wanted to go, that there is a new life around the corner for me. I was really proud of myself"

Eulandah lives with her parents. She has a son, Blessing (4) and two younger siblings, both still at school.

MEISIE MATHEBULA IT'S NEVER TOO LATE TO LEARN

"Hey wena, don't be like me, when you are my age, you must be a businessman or woman."

This is Meisie Mathebula (43) motivating her children when they mock her doing homework with them in the afternoons. Meisie is not flustered. "When they tell me they did this at Grade 3, I tell them just make sure you study now, and learn as much as you can."

Meisie is married and a stay-at-home mom to three children. While she accepts and manages her household chores and routine, Meisie relishes her Adult Education and Training (AET) classes at the Palabora Foundation.

"Our facilitator, Gloria, is a great motivator. She tells you not to think you are too old, or to undermine others, or that you are not good enough, or that you do not have this or that, but that AET is free and can open your future."

Meisie started with AET at the Foundation in 2016. She hopes to complete Level 4 in Mathematics, Natural Science and English Communication by the end of 2017. She passed Life Orientation Level 4 in April, "I felt so happy. If they wanted me to make a speech, I would have been speechless!"

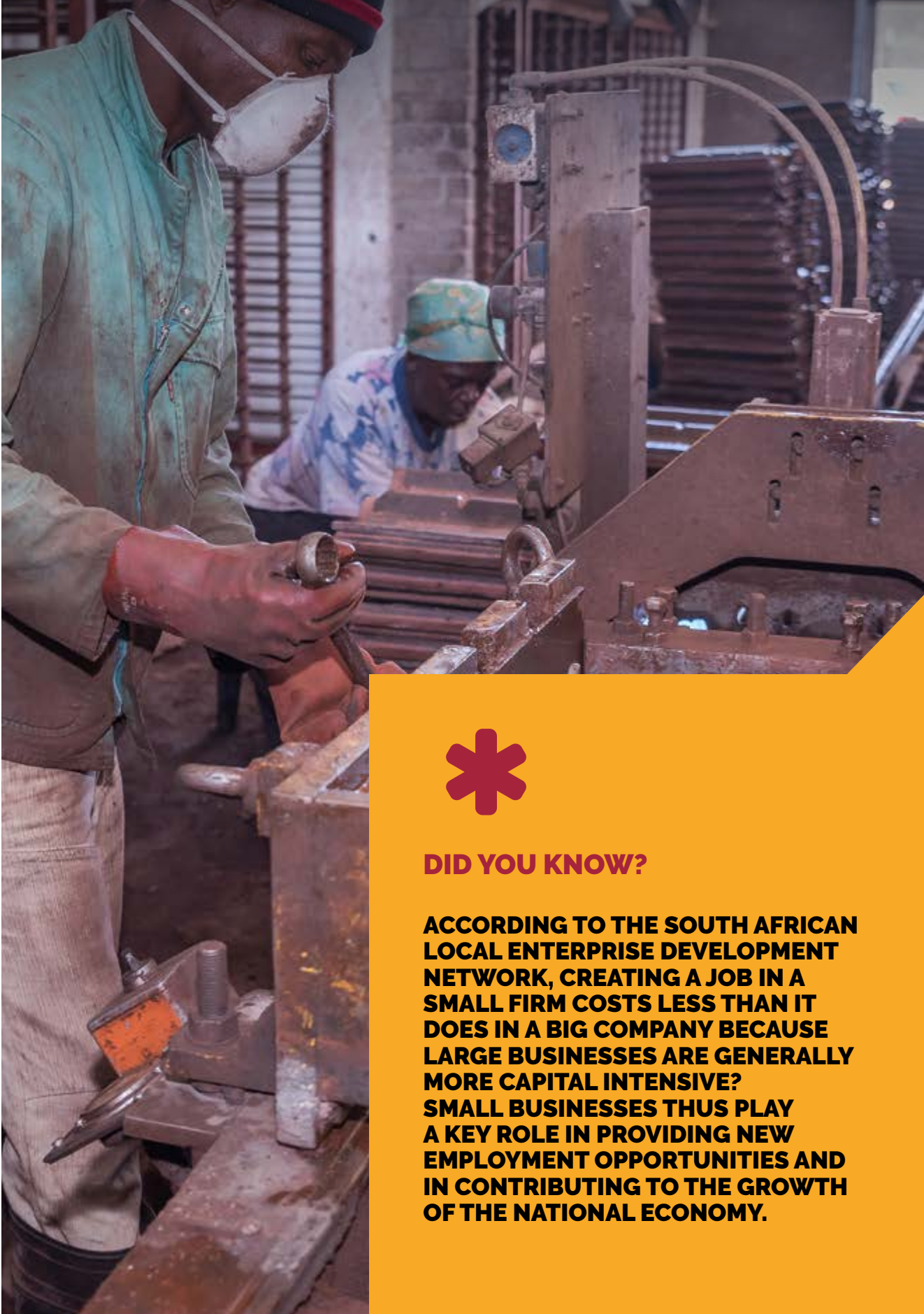
The occasion was all the more remarkable as both Meisie and her eldest daughter, Eulandah (23), received certificates. "It motivates us." Both Meisie and Eulandah want to do the Further Learning Certificate programme after completing AET, that will open doors to "any learnerships at the Palabora Copper Mine."





Business Development

**WHEN PEOPLE ARE EMPOWERED
AND SMALL BUSINESSES
CAPACITATED, THEY THRIVE, LIVES
CHANGE!**



DID YOU KNOW?

**ACCORDING TO THE SOUTH AFRICAN
LOCAL ENTERPRISE DEVELOPMENT
NETWORK, CREATING A JOB IN A
SMALL FIRM COSTS LESS THAN IT
DOES IN A BIG COMPANY BECAUSE
LARGE BUSINESSES ARE GENERALLY
MORE CAPITAL INTENSIVE?
SMALL BUSINESSES THUS PLAY
A KEY ROLE IN PROVIDING NEW
EMPLOYMENT OPPORTUNITIES AND
IN CONTRIBUTING TO THE GROWTH
OF THE NATIONAL ECONOMY.**

BUSINESS DEVELOPMENT AT A GLANCE

We all know that small businesses are the life-blood of any community. Small businesses often fail though. The reasons for this are many and complex, but often centre round lack of knowledge of business planning and processes. That's why the Palabora Foundation has chosen supplier and enterprise development as a focus area.

Working with local businesses, contractors and corporates, we are creating successful entrepreneurs. We run:

- ▶ **BUSINESS DEVELOPMENT CENTRE**
- ▶ **SUPPLIER AND ENTERPRISE DEVELOPMENT PROGRAMMES**
- ▶ **SOCIO-ECONOMIC DEVELOPMENT PROGRAMME**

Our Business Development Centre is making entrepreneurs more competitive. Our Socio-Economic Development Programme is helping corporates and contractors to address community needs as part of their social responsibility. Our support for an early childhood development centre is a fantastic example of a social entrepreneurship project that fills a community need, while creating jobs. The Namakgale roads rehabilitation project is another successful project in this Operations Unit that is benefiting 1000 households!

Q&A

Q. How are these projects identified and by whom?

A. Normally selection is done by the donor/sponsor through the guidance of the Palabora Foundation.

Supplier and enterprise development projects are selected from the integrated development plan (IDP) of the municipality, Royal Council and community needs.

Q. How does funding work?

A. The projects are selected by sponsors or donors and The Foundation's role is an implementer/development partner on behalf of a sponsor.

TOP ACHIEVEMENTS 2016/ 2017

- ▶ Successfully implemented the Maphutha Malatji Road infrastructure development project with a value of R6,7 million. This also created 12 jobs.
- ▶ Mangena Welding and MJJ Radiators and Brakes nominated finalists for the 2016 Productivity SA awards in Limpopo Province.
- ▶ Bornwise received a recognition award in the business category at the Bushbuckridge community Hidden Heroes Awards.
- ▶ Completing the plumbing centre infrastructure project.

TOP RISKS

- ▶ High youth unemployment rate in the area of Ba-Phalaborwa.
- ▶ Community stoppages/disturbances of projects.

- ▶ Legal claims lodged against the projects may be associated with the Foundation and sponsors.
- ▶ Misalignment of various business development agencies and priorities.
- ▶ Limitation of funding for programme delivery.
- ▶ Historic failures may negatively affect perceptions of our work.

TOP RISK MITIGATING MEASURES

- ▶ Support of vulnerable groups namely youth, women and disabled oriented businesses and initiatives.
- ▶ Engage with stakeholders.
- ▶ Review legal or contractual obligations.
- ▶ Engage with Department Trade and Industry (DTI) affiliated and other business development agencies.
- ▶ Explore funding to leverage the current funding model and exploit the successful legacy of the organization through funding initiatives.
- ▶ Prioritize stakeholder management and agile responses to business development related issues.

WHO WE WORKED WITH

- ▶ Small Enterprise Development Agency (SEDA)
- ▶ National Youth Development Agency (NYDA)
- ▶ Palabora Mining Company (PMC)
- ▶ Foskor
- ▶ Ba-Phalaborwa Municipality, Local Economic Development Funding institutions, Industrial Development Corporation (IDC), Small Enterprise Funding Agency (SEFA), Limpopo Economic Development Agency (LEDA)
- ▶ Contractors

IMPORTANT STAKEHOLDERS

- ▶ Ba-Phalaborwa Municipality
- ▶ Royal Councils
- ▶ Local business formations
- ▶ LEDET
- ▶ Department of Small Business
- ▶ Small Enterprise Development Agency (SEDA)
- ▶ National Youth Development Agency
- ▶ South Africa Receiver of Revenue (SARS)
- ▶ Foskor
- ▶ Palabora Mining Company

GET INVOLVED

If you would like to work with the Foundation as a partner or donor, please get in touch!

Email: Info@pafound.co.za Telephone: 015 769 5050

DEVELOPING SUPPLIERS AND ENTERPRISES

The impact of developing small businesses is recognized in South Africa's National Development plan as a way to fight inequality, poverty and unemployment in the country.

In Ba-Phalaborwa specifically, while the mines are the main employers, there is a shortfall of individuals that cannot be absorbed by the industry. Currently unemployment in Ba-Phalaborwa based on statistics South Africa's 2011 figures is sitting at 37.4% of the total population. 50.2% of those unemployed are youth, which creates a serious problem for the area.

To address this, we support entrepreneurs to profitably run small-scale businesses and economic development projects in the Ba-Phalaborwa Municipality. Projects in this programme are part of the Ba-Municipality Independent Development Plan and also Palabora Mining Company social labour plan projects with the Palabora Foundation as implementing partner.



BUSINESSES THAT HAVE BENEFITED FROM OUR ENTERPRISE AND SUPPLIER DEVELOPMENT PROJECT INCLUDE

ENTERPRISE DEVELOPMENT

- ▶ HLULVUKANI TILES
- ▶ MANGENA MRP WELDING AND DESIGN CC
- ▶ SEETSA CAR WASH
- ▶ KAPELA BUSINESS ENTERPRISE (PTY)LTD

SUPPLIER DEVELOPMENT

- ▶ MAKASELAAIR CC
- ▶ MODUPI MINING SUPPLIERS (PTY) LTD
- ▶ NOYONGO DEVELOPERS CC
- ▶ BOWA TNJ
- ▶ DIKELOTRADING ENTERPRISE CC
- ▶ KOSHLINE MULTI TRADING CC
- ▶ LAELO CONSTRUCTION AND PROJECTS CC
- ▶ MJJ RADIATORS AND BRAKES
- ▶ MPULE SEKEDI
- ▶ VEXOVAR
- ▶ SICOM

SOME OF THE REASONS WHY SMALL BUSINESSES FAIL

- ▶ Poor decision making and risk management
- ▶ Inadequate leadership.
- ▶ Competition
- ▶ Lack of access to finance and financial literacy
- ▶ Lack of access to markets/ opportunities
- ▶ Regulatory and legislative changes



“

We exist to empower, support and capacitate local small businesses in order to grow and sustain themselves as active participants in the local economy.



WALK-IN CENTRE FOR SMALL BUSINESSES

CORNER CALVIN NGOBENI AND TAMBO
STREETS, NAMAKGALE



BUSINESS DEVELOPMENT CENTRE (BDC)

The Palabora Foundation Business Development Centre is a one-stop-shop for local businesses to access business-related information and business development support. It was launched in 2014. It supports small business development of start-ups and existing businesses that lack business knowledge, skills, information, access to internet facilities and which struggle with compliance issues.

The business hub creates a centralised access point for sharing available business opportunities within the Ba-Phalaborwa area. It works with government on initiatives to support and develop small businesses.

In partnership with the Centre for Supplier Development (CFSD), the centre assists businesses in our supplier development programme. As a result, some of these are now established as vendors and some of them are contracted at the Palabora Mining Company.

What's more, businesses use the centre's internet facilities to access opportunities from the mines. Relevant businesses on the database are sent requests for quotations from the Foundation. Businesses also use the centre to send quotations, facilitate electronic communication, conduct research etc. There is a great uptake of the centre's services especially since the government's introduction of a central supplier database.

Some of the businesses secure orders and contracts through the use of the business hub – an achievement we're very proud of!

HIGHLIGHTS OF THE BDC'S PERFORMANCE FOR THE PERIOD 2016

- ▶ A total of 2 800 visits to the centre; average 250 monthly.
- ▶ 49 Small, Medium & Micro Enterprise Businesses (SMMEs) were trained on a programmes offered by University of Venda.
- ▶ Five information sessions were held attended by 114 SMMEs.
- ▶ 1700 SMMEs used the internet facility; 150 month.

SOCIO-ECONOMIC DEVELOPMENT (SED) PROGRAMME

THE NAMAKGALE ROADS REHABILITATION PROJECT

The Socio Economic Development Programme focuses on projects/initiatives in collaboration with corporates and contractors to address community needs as part of their social responsibility obligations. In this way it addresses the social challenges and limitations of the community in participating in the economy of Ba-Phalaborwa.

Specifically, the programmes helping to facilitate or deliver projects are aimed at creating inclusiveness and active participation in local economic life. The programme's biggest achievement is its contribution to economic development through its roads rehabilitation project, centres for early development and clinic.

These projects benefit people through access to a facility and equipment to care for their children, provide revenue streams for contractors and sub-contractors, project managers and people employed on the projects.

Other people who benefit are people and businesses who use the roads.

The Namakgale roads rehabilitation project is a catalytic project we are implementing on behalf of Palabora Mining Company to improve the roads. This infrastructure project improves access to the township. It also contributes to the National Infrastructure Plan to transform the economic landscape and support the Integrated Development Plan (IDP) of the municipality.

HIGHLIGHTS FOR 2016

Road infrastructure - Maphutha Malatji road in the Namakgale township

- ▶ 1.615 kilometres of asphalt layer road laid.
- ▶ Employment during the project delivery 12 direct jobs at an estimated investment in the region R6.7 million.
- ▶ Households benefiting from the infrastructure: 1 000



OUR SUPPORT FOR AN EARLY CHILDHOOD DEVELOPMENT CENTRE IS A FANTASTIC EXAMPLE OF A SOCIAL ENTREPRENEURSHIP PROJECT THAT FILLS A COMMUNITY NEED, WHILE CREATING JOBS.



MJJ Radiators and Brakes is situated on the main road between Ba-Phalaborwa and Gravelotte. A paved parking area, edged with a beautifully maintained garden, leads the way into the workshop and office building that houses 16 people at work.

It's hard to believe that 17 years ago, this was a tin shack, like many others lining the road then and now.

In 1999, after learning his trade as a torchman in Ermelo, Sam Ndlovu moved to Ba-Phalaborwa for work, but the company where he worked was liquidated. With a wife and two sons to support he decided to "do his own thing".

"Everyday I packed my compressor, my son, and my tools in my 1984 Corolla and we went to the shack where we worked until night time, when we went home with all the stuff in the boot again to make sure everything was safe."

The shack and the business kept going until 2014 when Sam responded to an advert from the Palabora Foundation calling for potential entrepreneurs to participate in the supply chain.

The programme was sponsored by the Palabora Mining Company and implemented by the Foundation in partnership with CFSD. The programme offered the opportunity to evaluate businesses by focusing on the skills and capacity of the business management areas namely business, compliance and technical excellence.

"There was a long line and I never thought they would take me. But God made me stay." Sam was chosen from more than 400 applicants and then the "Palabora Foundation took us to business school."

This was challenging for Sam. "I had only standard 10, but now I had to learn with these young ones and it was hard. For this old man to go back to a desk for eight hours was not easy, but I said to myself I will beat these young people." He had to learn about procurement requirements, business compliance, business funding and insurance, business plan development and received formal training on entrepreneurship and business finance.

"Sam had the know-how to repair radiators and we helped him with business skills and to merge the two sets into a workable unit," says Zula Tlholoe, Head of Enterprise and Supplier Development at the Palabora Foundation.

From 2014 to date, MJJ Radiators and Brakes have repaired over 150 radiators for the mines. These are heavy duty radiators for earth moving equipment that run at very high temperatures and for long hours, and require cooling systems to maintain temperatures underground at the mine.

In 2015, the mine assessed and approved MJJ's quality of work and secured their relationship based on ongoing quality output.

"What the Palabora Foundation did for me, they also did for the community."

Sam shares his gains through donations to needy causes namely disabled people, churches, lending tractors to farmers and trucks for funerals when buses are not available. He stays involved and committed to the well-being of his family, his staff and his community.

"My wife is a diesel mechanic, one of my sons is a torchman like me, and my other son is a qualified tradesman."

Sam is comfortable in the overalls that he wears every day. "I am not a businessman yet, watching my figures. I like to work with and push my staff."

He also knows he is an expert in his trade who ensures quality control, problem solving and skills transfer that will ensure the sustainability of his company. Future plans include a manufacturing facility for radiators "from scratch, instead of repairing an old one. So that big companies can buy those new radiators from me."

"And God says I must impart my skill." So Sam wants to start a school.

As for the secrets to his success: "Respect your customers, deliver a quality job, know God and think of the people that make you grow."

BUSINESS

NO BRAKES ON THIS





POST SUPPLIER DEVELOPMENT PROGRAMME, THE FOLLOWING WAS ACHIEVED

- ▶ The business turnover increased by 50% with at least 150 radiators supplied to various mines and other businesses.
- ▶ MJJ also increased its diverse client base to include Palabora Mining, LA crushers, JCI mining, Stibium etc.
- ▶ Their services offering now include aluminium welding, alternator repairs and brake drum and wheel skimming which are additional.
- ▶ MJJ increased its number of employees from 4 to 17 and 100% of them are from Ba-Phalaborwa. It also increased its fleet with a bakkie and two delivery vehicles.
- ▶ The business has improved its infrastructure and in line with the Retail Motor Industry Organisation (RMI) requirements. MJJ is now a registered with RMI as an approved automotive engineering business.
- ▶ The business nominated as a finalist in the Productivity SA Awards 2016 in the emerging business category and it is a Level 1 contributor according to the B-BBEE scorecard.

**THESE SUCCESSES
SHOW THAT WITH THE
RIGHT KIND OF SUPPORT,
LOCAL BUSINESSES CAN
THRIVE.**

MJJ RADIATORS AND BRAKES IS SITUATED ON THE MAIN ROAD BETWEEN PHALABORWA AND GRAVELOTTE. A PAVED PARKING AREA, EDGED WITH A BEAUTIFULLY MAINTAINED GARDEN, LEADS THE WAY INTO THE WORKSHOP AND OFFICE BUILDING THAT HOUSES 16 PEOPLE AT WORK.

“

In 2001 we made 300 tiles a shift, today we make 4000.” The indomitable Rayna Mazibuko (73), co-owner of Hluvukani Roof Tiling, readily credits the Palabora Foundation for stepping-in during the last six years especially, to make this happen.



THROUGH **THE ROOF**



FOUNDATION SUPPORT A GAME-CHANGER FOR HLUVUKANI ROOF TILE PROJECT COOPERATIVE

The Hluvukani roof tile project cooperative was established in 2000 as part of the Department of Labour's poverty alleviation projects for Ba-Phalaborwa Municipality. It has been receiving structured support from the Palabora Foundation's Enterprise Development project.

The cooperative specialises in the cement products manufacturing, namely roof tiles, paving bricks, V ridges, window sills, air bricks, double and single outside wishing basins and lintels.

Rayna started the cooperative in 1999 after leaving the Palabora Mining Company where she worked as a professional nurse. She was motivated by the unemployment crisis, specifically amongst the young people in her community, to "do something to keep them from crime". She soon realized shared ownership of a business – in profit, mind and spirit – is key to keep on going, however small, and despite all the challenges a collective small business in a rural village has to overcome.

Having decided on a cooperative structure, "half of what we made went back to the bank for materials and what we needed to buy for the business, and the other 50% we shared for our salaries," she explains. Rayna and her team acquired as many skills as they could – like finance, productivity and marketing, with the support of the Foundation.

In 2001 she acquired a manual tile cutter with the help of the Foundation, and Hluvukani Roof Tiling increased its output to 300 tiles a shift. Then demand increased and the company managed 500 tiles a shift. This is when Rayna realized they needed to expand their production capacity.

Again the Palabora Foundation stepped in to assist Hluvukani to upgrade its production equipment, including the machinery and a conveyor belt. The funding was from Palabora Mining Company. Since then, Rayna and her team, have been striving to produce 4 000 tiles a shift based on the new machine capacity to meet local demand.

"We supply our local community. We cannot supply the wholesalers as they want big volumes, like 40 000 tiles per order. But, I am happy with the support we get from the community," she notes.

In 2014, Rayna, once again got the Foundation's help upgrading a manual cutter to a pneumatic one "to make the job easier and to improve the quality of the cutting."

Rayna's deep affection for young people, and especially unemployed people who are struggling to make a living, peppers her conversations. It makes her happy when she can see people develop and grow. She likes to teach people to "live with other people."

It is her wish to have someone, preferably someone young, take over the business from her and take it to another level. Hluvukani roof tile project cooperative based in Majeje received an award from Productivity SA award in the cooperative category.

"We believe that without the support of the Palabora Foundation, we wouldn't have been recognised for any awards, or been as successful as we are. It marks a milestone in our growth and development as a project. I am humbled and pleased that a project from the village is being recognised. Thank you to Palabora Mining Company and the Palabora Foundation's interventions which resulted in us doing our business differently."





Community Health Services



**EVERYONE IN BA-PHALABORWA
HAS THE RIGHT TO GOOD
HEALTH.**



COMMUNITY HEALTH SERVICES AT A GLANCE

Given the burden of HIV in South Africa and the fact that Ba-Phalaborwa is a mining area with many migrant labourers, the number of clients on ARVs is too small. Nobody can prosper economically unless their primary health care needs are taken care of, which is why the Palabora Foundation is invested in the health of people living in and around Ba-Phalaborwa. In fact, the Palabora Foundation supports an average of 1300 people per month from all communities in the Ba-Phalaborwa Municipality to access health services.

OUR FLAGSHIP PROGRAMMES ARE

- ▶ Outreach services at schools and TVET colleges: conducted at 21 schools, reaching 4304 pupils and 790 students at TVET colleges.
- ▶ Household visits: an average of 50 households are visited per month.
- ▶ Condom distribution : 4 049 900 male condoms and 59 300 femidoms were distributed in 2016.
- ▶ Youth dialogue: Conducted at High schools reaching 345 pupils.

TOP ACHIEVEMENTS

- ▶ Increased HIV counselling and testing uptake.
- ▶ 2009 clients were counselled and tested. The target was 1500. The outreach conducted to workplaces and churches helped to achieve this increase.
- ▶ Increased number of adolescents and young adults accessing reproductive health services.
- ▶ 1427 accessed contraceptives. The target was 800. Outreach services to schools and institutions of higher learning helped to achieve this increase.
- ▶ Decreased number of lost-to follow up of clients on ARVs and TB treatment.
- ▶ Only 6 clients out of 842 were lost-to-follow-up. The monitoring team did extensive work of tracking and tracing clients who miss their appointments.
- ▶ Increased number of clients retained in care.
- ▶ As above and the fact that clients spend less than 30 minutes in the facility when they come for consultation.
- ▶ The number of identified granny and child headed households has declined due to the ARV programme which has increased the life span of people living with HIV.

TOP CHALLENGES

- ▶ Lack of funding of programmes.

WHO WE WORKED WITH

- ▶ Department of Health (DoH). We get all the pharmaceutical supplies, including medication from the local hospital. Difficult and unstable clients are referred for specialist consultation and management. Professional nurses, data capture and lay-counsellors are capacitated when new developments are introduced in the programme.
- ▶ Foskor gives continued yearly financial support.
- ▶ Department of Education (DoE) grants us access to school children during school hours to conduct health dialogues.
- ▶ ANOVA Health Institute helps ensure the knowledge of our health professionals is up to date. They also offer technical support, help develop our data capture capacity and our lay counsellors.
- ▶ Phalaborwa FM helps us to market our services and mobilise our community.
- ▶ Hlokomela helps us with condom logistics management and condom distribution in high transmission areas.

GET INVOLVED

If you would like to work with the Foundation as a partner or donor, please get in touch!

Telephone: 015 769 5037

Email: dinah.mkhabela@pafound.co.za



“

Our interventions throughout 2016 have been sensitive to a call for evidence based programmes, and we have rallied behind the drive to focus on the most vulnerable groups, children and young adolescents and the high risk group of young women.

TAKING CARE OF OUR COMMUNITY'S HEALTH

HIV remains a key global public health issue and in South Africa millions of people are living with the virus. Ba-Phalaborwa, with an estimated population of 150 000, has close to 9066 people that are on ARVs. This is only a fraction of people living with HIV since many are not yet on treatment. Our intended outcome is to reduce the local rate of infection by aligning ourselves with the newly diversified Five Year Government Strategy for HIV and AIDS commencing in 2017.

We do this through a number of programmes and initiatives.

1

OUTREACH SERVICES

Bana Pele outreach groups focus on the most vulnerable groups, children and young adolescents (0-19 years) and the high risk group of young women (24 -34 years).

2

YOUTH DIALOGUES

These are conducted at high schools, TVET colleges and drop in centres.

3

HOUSEHOLD VISITS

These aim to reduce the high rate of lost-to-follow-up of clients that are already on ARV and TB treatment.

4

CONDOM DISTRIBUTION

We distribute male condoms and femidoms to the surrounding clinics, mines and high transmission areas.

TESTIMONIAL

A male client tested positive for HIV and was encouraged to visit one of our outreach facilities for further counselling and tests. After a week, follow-up was made with the client because he did not visit the facility again. Further tests showed that he had a very high viral load even though he appeared physically healthy. Counselling was done and the client consented to commencing treatment immediately. Currently his CD4 cell count is 2010 and his viral load is suppressed.

THE LESSON FROM THIS STORY IS THAT BEING AND FEELING PHYSICALLY WELL AND FIT DOES NOT MEAN ONE IS FREE FROM DISEASE. THE ONLY WAY TO KNOW WHEN ONE IS HEALTHY IS THROUGH UNDERGOING REGULAR MEDICAL EXAMINATION. THIS IS THE IMPORTANT MESSAGE THAT HE NOW SHARES WITH HIS CO-WORKERS AND FRIENDS.



APPROACH

We empower the community through health education and information sharing so that they can better take care of their health. By being healthy the people will be in a position to go to school or work, thereby contributing to the economy of the municipality.

Our interventions throughout 2016 have been sensitive to a call for evidence based programmes, and we have rallied behind the drive to focus on the most vulnerable groups, children and young adolescents (0-19 years) and the high risk group of young women (24 -34 years). At TVET colleges, dialogues mainly focus on new students that in most cases

are experiencing a life of independence for the first time. They are at an increased risk of falling prey to the people who may use them for sexual favours in return for money or gifts.

Outreach services are also conducted at the workplace to provide information to clients, that in most cases are unable to visit health care facilities due to work and other commitments. This enables employees to access basic screening services without taking off from work. It also provides health care professionals with the opportunity to engage with employers on how to support employees that are on any chronic medications without discriminating against them.

UNDERSTANDING RISK

Adolescents and young women are at an increased risk of HIV infection because of risky sexual behaviour. As a result, we focus on prevention of new HIV infections as well as finding better ways to engage these vulnerable groups so they can access relevant health services.

INFORMATION IS POWER

Our monitoring and evaluation work has shown that there has been a decline in the number of identified granny headed and child headed households, mainly because people are now on ARVs. In addition, the new combination pill has fewer side effects which helps promote treatment compliance, which results in parents living longer and being able to provide for their families.

Additionally, as a result of giving people information about HIV, health care options and how to access help, the number of people registering to get legal documents (birth certificates and ID documents) has increased because clients are also informed about the importance and benefits of having these legal documents.





WE VISIT BOTH PRIMARY AND HIGH SCHOOLS AS LONG AS THEY GIVE US PERMISSION TO DO SO. THERE ARE 31 PRIMARY SCHOOLS AND 13 HIGH SCHOOLS THAT WE ENGAGE.

OUTREACH SERVICES

Those who test positive for HIV are provided with continuous counselling on how to live a positive and productive lifestyle. However, our outreach services extend well beyond this. One of the national strategic goals is to have an HIV free generation by 2030. As a result outreach services are conducted as a way of reaching out to people who, due to their employment, are unable to visit health facilities for basic screening purposes. Outreach services are also conducted at schools where there are vulnerable groups. This is aimed at preventing new infections amongst teenagers and young adults by engaging them through health dialogues.

We visit workplaces and conduct HIV counselling and testing, basic screening for TB, blood pressure, diabetes mellitus and cholesterol on site. Clients that are tested positive for any diseases are referred to health facilities of their choice for comprehensive treatment, care and management.

We also visit schools to give health information and education to learners in the environment where they already congregate and feel comfortable to interact with health workers and to ask questions.

We want to serve all community members that have limited or no access to health care facilities because of them being unable to get or negotiate time off from their employment without money being deducted from their salaries.

These efforts add to what the local Department of Health is providing, and we receive all medications and other pharmaceutical supplies from them.

Challenges include the limited time we have to interact with employees. We are usually allowed to utilise lunch times for both information giving and screening. At schools the challenge is also the time allocated, which is very limited to a maximum of two periods, with more than 100 pupils in attendance. Attending to a large number of youngsters at a time poses the challenge of a poor concentration span for some pupils.





HOUSEHOLD VISITS

This work also aligns with one of the national strategic goals, where 90% of clients that are on ARVs are to be kept in care or in the programme.

The surrounding clinics submit their lists of newly initiated clients and lost-to-follow-up clients to our monitoring team on a monthly basis. The team then track and trace clients, provide treatment adherence counselling, and bring them back into care - provided they are willing to continue with treatment.

Firstly we conduct household visits to clients who are newly initiated on treatment (ARV or TB Treatment) to monitor if they are experiencing any side effects that may contribute to clients discontinuing the treatment.

Secondly we make follow-up visits to clients who miss their appointment dates for treatment collection. Depending on the reason for missing the appointment date, the client's family is encouraged to come to the facility to collect the treatment on behalf of the client.

Since we are using people living with HIV as our monitoring team, it becomes easier for clients to relate and voice out their fears, concerns and challenges

Some clients give wrong residential addresses or relocate to other places without reporting to the health facilities, thereby making it difficult to locate them, but on the whole, this programme is very successful.



ATTRACTING ATTENTION

OUR WORK HAS ATTRACTED THE ATTENTION OF THE U.S. PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF (PEPFAR). AS A RESULT OF THESE INITIATIVES, PEPFAR HAS AWARDED US A GRANT TO CONDUCT YOUTH DIALOGUES AT HIGH SCHOOLS, TVET COLLEGES AND DROP IN CENTRES.



CONDOM DISTRIBUTION

Prevention is better than cure. Condoms are distributed to high transmission areas like taverns, where patrons are likely to engage in risky sexual behaviours which will predispose them to STIs. We also conduct demonstrations to ensure people know how to use the condoms.

We are a primary condom distributor because the facility has condoms storage rooms that meet national standards. We therefore receive up to 600 000 male condoms and 10 000 femidoms in one delivery from the national office, for distribution to the local hospital, clinics, surrounding mines, high transmission areas and workplaces.

We give out 130 000 male condoms and 2000 femidoms per month!

YOUTH DIALOGUE

Teenagers and young adults are currently the most vulnerable groups when it comes to HIV infection because of engaging in risky sexual behaviours like having multiple sexual partners without using protection, and having unprotected sexual intercourse with older persons for financial gain, or due to peer pressure. The youth dialogues are meant to conscientise these vulnerable groups about the benefits of remaining healthy. We use dialogues because young people tend to participate more actively and freely when they are amongst their peers.



SOME OF THE REASONS OUR SERVICES ARE EFFECTIVE IN OUR COMMUNITY

- ▶ We provide fast and efficient HIV and TB services. This means that clients that are working are able to come early in the morning for their monthly medication and still go to work on time. Time spent at the facility is less than 30 minutes as compared to government health facilities.
- ▶ We render consistent outreach services for clients who cannot visit health care facilities for basic screening services.
- ▶ We have an active support group that provides counselling to newly diagnosed clients who are struggling to accept their HIV status. The support group also openly advocates for the rights of people living with HIV at public events like the Candlelight Memorial and World AIDS Day.
- ▶ We engage with Traditional Health Practitioners (THPs) on quarterly basis by giving them health information without undermining their beliefs. This ensures that clients are not prevented from taking their chronic medications whilst in the care of THPs.
- ▶ Adherence Clubs are established, where stable clients are grouped together and receive two months' supply of treatment without having to queue. We have already established 13 clubs as a way of aligning ourselves with the national guidelines. The current HIV policy, Universal Test and Treat (UTT), stipulates that we must test and initiate treatment to those that test positive within three days." Or alternatively "The current HIV policy, Universal Test and Treat (UTT), stipulates that we must test and initiate treatment to those that test positive within three days and is adhered to.
- ▶ We make a difference in peoples' lives by encouraging them to embrace their HIV status without fear of stigma and discrimination.



MAN TO MAN

David* is HIV+ and has known his status since 2008. He took the test after his wife died from complications associated with Aids. They have two grown children who both tested negative for HIV.

"I had symptoms, but it was difficult for me to do the test. I was scared about what the people would say, not so much about being sick."

"The Palabora Foundation showed me the life. I do not know where I would be if not for them. They showed me how to take care of myself." In 2009 David joined an HIV support group at the clinic run by the Palabora Foundation in Namakgale. Here he received anti-retroviral (ARV) drugs and counselling.

Today David volunteers at the clinic as a peer counsellor who visits others with HIV at their homes. "I see that they comply with how and when they take their ARVs. It is also important they store their medicine correctly and I help them with that."

When necessary, David also counsels family members about HIV and Aids. "Some family members still discriminate against sufferers. But often when they understand the disease, they change their attitude and then they can support each other."

(* Name changed)



POSITIVE **LIVING**

Ella Mnisi* (41) has been living with HIV since 2008, but has only been taking anti-retroviral (ARV) medication for the last three years, since the time she contracted tuberculosis (TB).

This was also the time she first came to the Palabora Foundation. "In the past people with HIV were not eligible for ARVs, until specific test results, viral loads and other indicators reached specified levels. Or, if the person had been diagnosed with TB, regardless of HIV clinical stage. This is what happened to me, I got TB."

"Nowadays things are different," says Dinah, head of the Palabora Clinic Health Services in Namakgale. "Everyone who tests positive for HIV receive ARVs, without considering any CD4 cell counts or the HIV clinical stage."

Ella met the people of the Palabora Foundation when she was at a physical low point since contracting HIV. However, her spirit was strong. By then she had already chosen a path of spiritual and emotional healing, a path that's been holding her days on pillars of courage, hope and faith.

"I am a strong lady. I look in the mirror and I tell myself I am who I am. My life is very important and I have to love myself. I pray that God will make me strong. He has forgiven me and helped me to forgive myself."

Ella's ownership of her health and well-being is rooted in her faith, her mother's love and acceptance and herself taking responsibility of her past, present and future.

When asked, she speaks candidly about how her careless, often reckless and even arrogant youth gave her an illness that would alienate her from friends and family. But not from her mother, who, when Ella told her about her status, hugged her "little star child and never put a gap between me and her".

Ella has a family of her own with four children – three boys and, the youngest, a daughter, aged four. She depends on social grants for the two youngest children to provide for the household. She had Mariana, her youngest, fully aware of her HIV status, but "under the watchful eye of my caretakers who watched all CD counts and other indicators." Mariana is not HIV+.

Even though she is still young, Ella tells Mariana about her HIV and about life.

"I will say, Mariana you know Mama takes the pill? And show her the pill. You know this is what Mama lives with for the rest of her life. If you see Mama not taking this at 8 o'clock, at the time of Generations, call Mama. 'Mama, Mama it's time for your pill, your Generations pill.' And she does that. My Mariana."

Ella is honest to the bone, "because of God. At first I was not honest, but it was only when I was honest with God that I could get His forgiveness, and forgive myself."

She is deeply grateful to the Foundation staff for their ongoing support and warmth. "One day, when I came for my monthly medication, a staff member noticed I had lost a lot of weight. She said I must meet her at a shop in town. She gave me a trolley and 'swiped' what I needed. She paid from her own money for me. She then took me home. She said I have to eat right with my medication. That is the spirit at the Palabora Foundation."

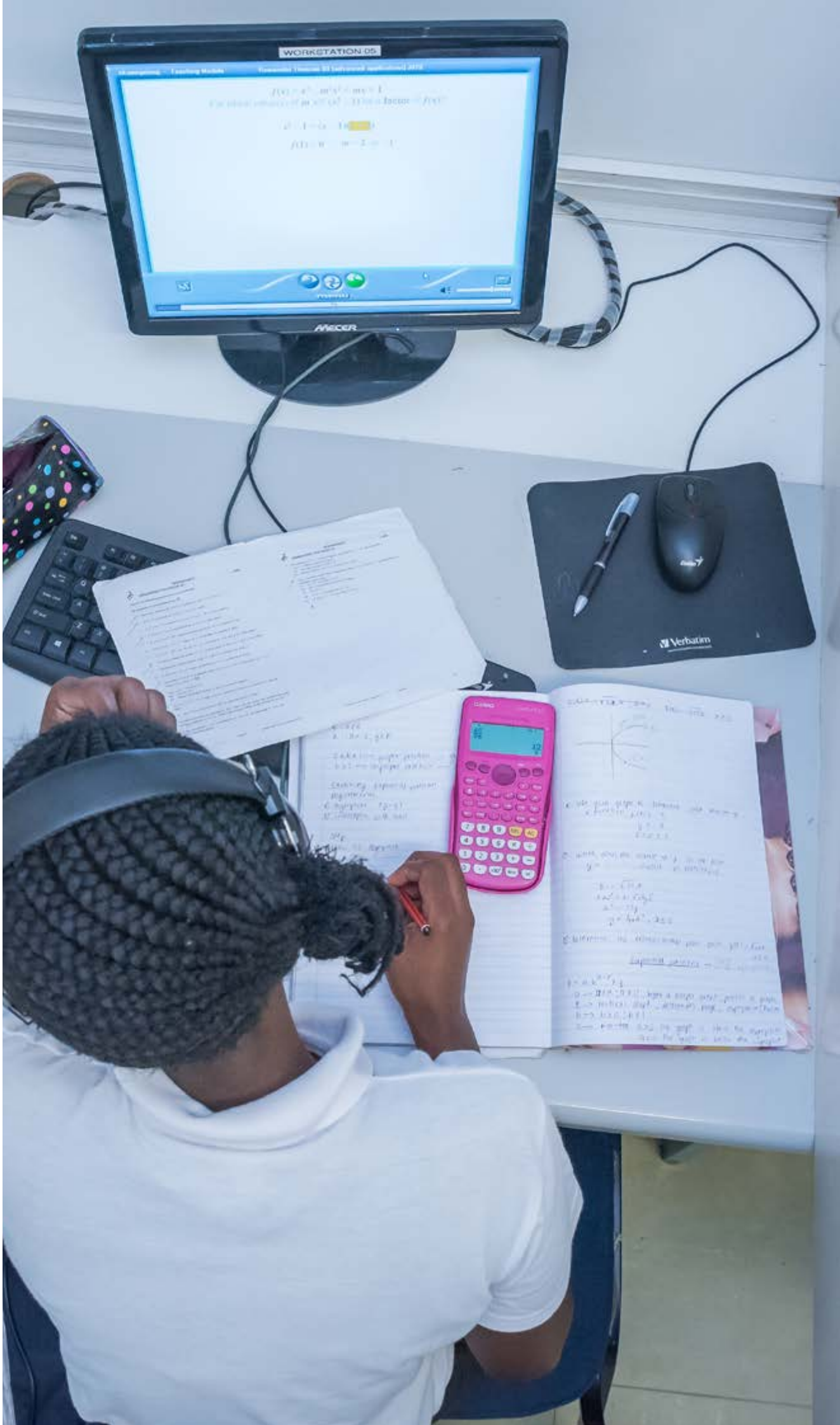
“

Meeting these wonderful people at the Palabora Foundation has helped me a lot. It is not easy, but you can cope.





Financial Report



INVESTMENT PORTFOLIO

The Palabora Foundation investment portfolio is with Allan Gray Limited. It performed to reasonable expectations during 2016. The market value of the Palabora investment fund is R180 million, with a book value of R123 million as at 31 December 2016.

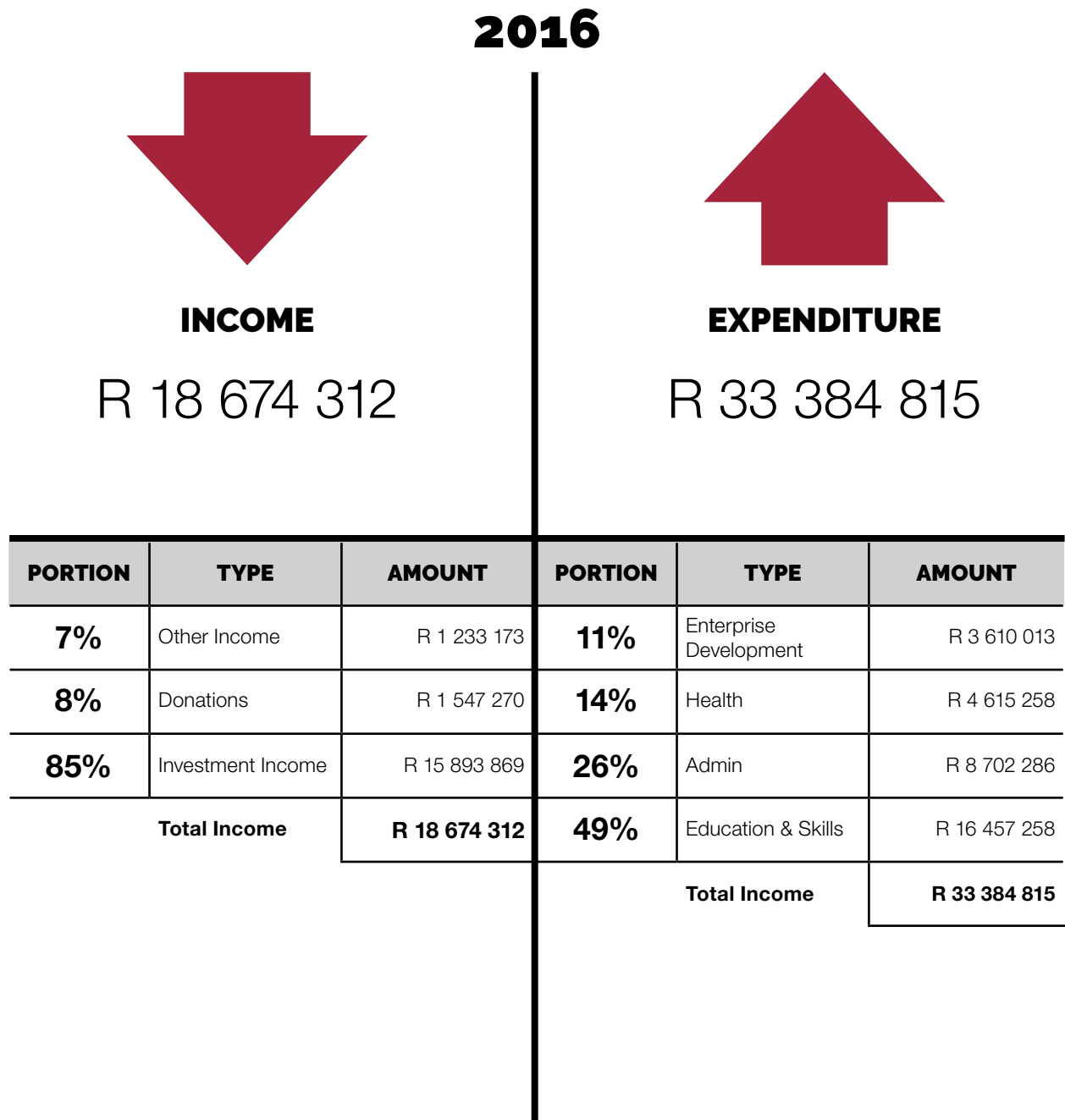
Most of the funds to operate are currently derived from this portfolio.

Financial statements are presented to the board of trustees on a quarterly basis and to the executive committee monthly. These statements are also presented to the trustees audit committee for approval.

The donations received were used to provide the necessary software for upgrading knowledge in maths and science for learners in our programs and surrounding selected rural schools. We also dedicated a portion of the funds to exposing learners to the world of science during the National Science Week.

For health we allocated funds to our flagship programmes including outreach services at schools and TVET colleges, youth dialogue and household visits.

The full financial report is available for download from our website www.pafound.org or on request.



GLOSSARY

NPO Not-for-profit

PBO Public benefit organisation

PMC Palabora Mining Company

SAASTA South African Agency for Science and Technology Advancement

LEDET Limpopo Department of Economic Development, Environment and Tourism

CETA Construction Education and Training Authority

MQA Mining Qualifications Authority

IED Independent Examination Board

SETA Sector Education Training Authorities

AET Adult Education and Training

BCF Ba-Phalaborwa Community Forum



CELEBRATING

30

YEARS



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