

# IN BRIEF

ISSUE 43 | SEPTEMBER 2026

## CONNECTING THROUGH CONVERSATION

Transforming Technical Education

Stewarding a Regenerative Future for Agriculture

Kagiso Trust in your Pocket: Introducing the KT APP

Partnerships that Work

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# KAGISO TRUST



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To know more about the documentary and Kagiso Trust's 40-year journey  
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# OUR IDENTITY

## OUR VISION

A prosperous, peaceful, equitable and just society

## OUR VALUES

- Integrity
- Accountability
- Passion for Development
- Hands-On, Bottom-Up Approach

## OUR MISSION

To contribute to development through sustainable funding, with like-minded partnerships and innovative, scalable development models

## OUR STRATEGIC FOCUS AREAS

- **EDUCATION DEVELOPMENT PILLAR**  
To extend educational development programmes
- **SOCIO-ECONOMIC DEVELOPMENT PILLAR**  
To promote and support socio-economic development
- **INSTITUTIONAL CAPACITY BUILDING PILLAR**  
To support strategic institutional capability development for sustainability
- **FINANCIAL SUSTAINABILITY PILLAR**  
To ensure financial sustainability of Kagiso Charitable Trust



**KAGISO**  
T R U S T

# MESSAGE FROM THE HEAD OF COMMUNICATIONS & MARKETING

Dear Stakeholders,

**W**elcome to this edition of *In Brief*, themed Connecting Through Conversation.

In development, an idea only travels as far as the conversation around it. When people who share a vision sit with that idea together, connection follows, and what was once a proposal begins to take shape in the world. That is the spirit of this edition.

The need for these conversations has never been more important. Official unemployment rose to 33.6% in the second quarter of 2026, and among young people aged 15 to 34 it reached 47.4%. Almost half of young people who are looking for work cannot find it. As the Class of 2026 prepares for the National Senior Certificate examinations, which begin on 13 October, the question facing schools, partners and communities is no longer only whether learners will pass. It is whether they will leave with the confidence, practical skills and pathways to participate in a challenging economic environment.

That is why so much of our recent work has been about bringing the right people into the same room. With the Sasol Foundation, school leaders paused to ask whether technical schools are being led for the world that exists today, or for the one learners will inherit. Our Memorandum of Understanding with the University of Mpumalanga connects community practice with academic strength, so that research can strengthen programmes and inform policy.

In August, the 46<sup>th</sup> SADC Summit in Durban placed agriculture and inclusive industrialisation at the centre of the regional agenda. The Regenerative Futures Conference, and our participation in the regional Food-Systems Transformation Dialogue, asked how farming can be environmentally resilient, economically viable and socially inclusive, as well as how conversation becomes finance, markets and action on the farm. Our partnership with the FirstRand Empowerment Foundation is built on the same belief: entrepreneurs need more than funding. They need a net of capital, capability and trust, woven together.

None of this can be done by one organisation. Lasting change still depends on partnership, and on communities becoming active partners in shaping their own future.

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We hope the articles covering these stories, together with articles on our recently launched KT App, 'Living the Brand' – how everyone in the organisation contributes towards building the KT brand and 'Ignite Her' – a Womens' Day focus on empowering women, and others, give you a sense of the shared work and of the partners, educators, farmers, researchers and colleagues who make it possible.

Finally, as South Africa prepares for the local government elections on 4 November, this spirit of active collaboration becomes even more vital. Voting is crucial, but sustainable development relies on everyday active citizenship before, during, and long after election day. To support communities in making local governance work better, Kagiso Trust has launched the #StartWhereYouAre campaign with a playbook on how we can become active citizens. You can click or scan the QR code to download the playbook and share with your communities.

Thank you for walking this journey with us.

Warm regards,

**Mandisa**



**Mandisa Tselane, Head: Communications & Marketing, Kagiso Trust.**



# A RESEARCH PARTNERSHIP FOR SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT

*Kagiso Trust and the University of Mpumalanga are formalising a strategic research partnership that connects basic and applied research with practical, community-centred solutions for sustainable socio-economic development.*

*By Kwanele Sishi, PMO: Research Manager and  
Modjadji Seabi, Head of Programme Management Office at Kagiso Trust*

**K**agiso Trust (KT) and the University of Mpumalanga (UMP) have signed a Memorandum of Understanding (MoU) that sets out their shared intention to cooperate in research and related joint initiatives. The MoU was signed at UMP in Mbombela on 21 July 2026 by UMP Vice-Chancellor and Principal Professor Thenjiwe Meyiwa, Kagiso Trust Chairperson Reverend Zwoitwaho Nevhutalu, and Kagiso Trust Chief Executive Officer Dr Mankodi Moitse.

The signing ceremony was held under the theme “*Strengthening Strategic Research Partnerships for Inclusive Development and Innovation*”. It was followed by a joint research seminar themed “*Unlocking the Fourth Industrial Revolution: Overcoming Barriers to Inclusive Growth in South Africa*”. The seminar provided an immediate platform for research exchange and dialogue on the ‘barriers preventing rural and marginalised communities from participating fully in the opportunities presented by technological change’ and the fourth industrial revolution (4IR), based on a KT published journal article<sup>1</sup>.

Through the MoU, the partners have established a framework for collaboration for knowledge creation, information sharing, research-skills development, programme innovation and policy influence. The

partnership brings together UMP’s academic and regional strengths and KT’s more than four decades of development experience, programme model designs, successful partnerships and stakeholder networks. Specific initiatives will be identified and approved separately through agreed research proposals, plans or project charters.

### **CONNECTING UMP’S ACADEMIC STRENGTHS WITH KT’S PROGRAMME PILLARS**

The UMP’s academic structure comprises three faculties and eight schools. The Faculty of Agriculture and Natural Sciences includes strengths in agricultural sciences, biology and environmental sciences, computing and mathematical sciences, as well as chemical and physical sciences.

Its research spans agricultural extension and rural resource management, plant and animal production, food security, biodiversity, environmental sustainability, including information and communication technology for development.

The Faculty of Education, through the School of Early Childhood Education, focuses on teacher preparation, multilingualism, mother-tongue education, research-based teaching and professional development for local teachers.



Research Seminar attendees being addressed by Prof Andrew Maredza, Faculty of Economics, Development and Business Sciences, University of Mpumalanga.

<sup>1</sup> “Barriers to Effectively Leveraging Opportunities in the Fourth Industrial Revolution: A South African Perspective” (African Journal of Development Studies (AJDS), ISSN 2634-3630 E-ISSN 2634-3649 Indexed by IBSS, EBSCO, COPENICUS, ProQuest, SABINET and J-Gate Special Issue, May 2022 - pp 213-236



Modjadji Seabi, Programmes Management Office Head and Dr Mankodi Moitse, Chief Executive Officer of Kagiso Trust.

The Faculty of Economics, Development and Business Sciences brings expertise in development studies, economics, business as well as public administration, law, hospitality and tourism, as well as social sciences. These disciplines support multidisciplinary work on poverty, unemployment, inequality, entrepreneurship, governance, social development, culture and community well-being.

These strengths align with the four KT focus areas identified in the MoU: Education; Socio-Economic Development; Institutional Capacity Building; and Financial Sustainability. The partnership is intended to produce applied knowledge that can strengthen programmes, develop or refine programme models, build research capability and inform policy and best-practice advocacy.

### **THE KT PROGRAMMES-ORIENTED AREAS OF COOPERATION DEFINED BY THE MOU**

#### **Education development across the learning pipeline:**

The MoU provides an opportunity for research connected to education across the pipeline inclusive of alternative career pathways, including sport, the arts, technical and vocational education, artisan development and entrepreneurship. These initiatives are centred around the KT's education expanded district whole school development (DWSD) programme model.

The partnership will offer opportunities for joint initiatives for systems influence and advocacy on skills development in areas such as ICT, coding & robotics, technical and vocational skills, as well as opportunities for youth in NEET. The UMP's Faculty of Education can contribute expertise in teacher development, multilingual education and early childhood education, while other faculties can contribute complementary research and expertise in areas such as digital skills, entrepreneurship, learner transitions and employability.

**Socio-Economic Development:** Cooperation may address agriculture and property entrepreneurship development and enterprise support, as well as systems-influence solutions. The KT enterprise development solution is centred around aggregation, with KT serving as a critical role player and ecosystem orchestrator. The UMP's expertise in agricultural sciences, extension, post-harvest systems, environmental studies, computing, development studies and business provides a strong base for farmer development and research on emerging farmers, productivity, food systems, market access, enterprise growth, value chains and the conditions required for sustainable businesses.

**Institutional Capacity Building:** The agreed scope includes supporting and/or collaborating with civil society



Kagiso Trust and University of Mpumalanga partnership signing ceremony.

organisations (CSOs) and local municipal governance in areas aligned to the KT's model designs. The importance of citizens-centred local governance and active citizenry is what KT is driving in its support of CSOs and municipalities. The UMP's expertise in development studies, economics, public administration, law, social sciences and computing can support information sharing sessions and research on municipal capability, ethical leadership, service delivery, data use, citizen participation, organisational governance and the long-term sustainability of civil society organisations.

**Financial Sustainability:** The MoU specifically includes research on financial sustainability, including social impact bonds and crowdfunding. The UMP's economics, business, administration, law and development-studies expertise can contribute to examining financing models, governance requirements, feasibility, risk and the potential application of innovative funding approaches to development programmes.

## RESEARCH ACTIVITIES, SUPPORT AND EXPECTED OUTPUTS

The MoU covers research, programme outcome and impact evaluations, publications, seminars, conferences, colloquia, policy papers, concept papers and discussion papers. It also provides an opportunity for KT to fund at

least one postgraduate course – master's, PhD and/or DBA research, within the duration of the MOU, on approved topics aligned with KT's core programme focus areas. Individual initiatives will specify the research design, team, roles, resources and dissemination approach. The partners may also consider co-funding agreed activities.

Expected outputs include research reports; recommendations for new or improved programme model designs and solutions; intervention concept documents or discussion papers; journal articles, discussion papers, policy positions, books, opinion pieces and policy briefs; and joint presentations at conferences, symposiums, colloquia and public-policy platforms. The partners intend to disseminate findings widely, engage their communities of practice, share best practice and support the scaling of programmes developed from credible research evidence.

## FROM AGREEMENT TO IMPLEMENTATION

Each initiative will be governed through a signed research proposal, implementation plan and/or project charter, with designated representatives, periodic meetings, semi-annual reviews, and clarity on finances where necessary. These will be preceded by an Annual Implementation Plan Matrix used to guide, monitor, evaluate, and report on the collaboration.

# RETHINKING WHAT IT TAKES TO TRANSFORM TECHNICAL EDUCATION

*Technical Education has the potential to open pathways to employment, entrepreneurship and innovation. Infrastructure, equipment, and curriculum reform alone cannot deliver on that promise. At the heart of transformation are the people who lead schools and connect learning to opportunities.*

*By Nomkhosi Khumalo, Digital and Content Manager,  
Communications and Marketing Unit*

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**T**here is something powerful about walking into a technical school. The sound of machinery, the sight of learners working with their hands, the movement between classrooms and workshops – it is a reminder that education does not only happen behind a desk. For many young people, these are the spaces where ideas take shape, theory meets practice, and a skill can become a pathway to a livelihood, further study, or entrepreneurship.

Technical education has the potential to contribute significantly to South Africa's economic development by equipping young people with crucial and much-needed specialist, practical and digital skills. But what happens when the curriculum is in place, but the different elements needed for success are not yet working together in synergy?

This question was at the heart of the TechSENet School Management Team (SMT) Leadership Seminar, convened by Kagiso Trust and the Sasol Foundation. Bringing together principals and senior management teams from Gauteng, Free State, KwaZulu-Natal, Limpopo and Mpumalanga, the seminar was not simply another leadership development intervention. It created a space for school leaders to pause and step back from the demands of daily school management and consider this question: Are we leading technical schools for the world that exists today, or for the world our learners will inherit tomorrow?

## **THE PEOPLE BEHIND THE TRANSFORMATION**

South Africa's investment in technical and vocational education is increasingly visible. New infrastructure, specialised equipment and curriculum reform are important building blocks in creating a stronger skills pipeline. But buildings do not lead schools. Equipment does not inspire learners. And curriculum reform, on its own, does not create a culture of excellence. People do.



Dr Mankodi Moitse, Chief Executive Officer of Kagiso Trust.



Dr Malinga (Sasol Foundation), Prof Kathija Yassim (University of Johannesburg) and Sizakele Mphatsoe (Kagiso Trust).

Established in 2015, the Technical Schools of Excellence Network (TechSENet) seeks to improve teaching and learning in technical subjects, modernise infrastructure and strengthen the relationship between education and industry. At the centre of this work is a recognition that technical education is not only about producing learners who can operate equipment or pass examinations. It is about preparing young people to participate meaningfully in a changing economy. This places a different expectation on school leadership. A SMT must be able to manage complex technical programmes while supporting educators, integrating technology into teaching and learning, building meaningful relationships with industry and ensuring that learners are developing both theoretical knowledge and practical competence. In other words, leadership has to connect the dots.

For Kagiso Trust, this investment in leadership is closely linked to the broader leadership-development work of the District Whole School Development model. The focus extends beyond equipping educators with technical and vocational curriculum knowledge. It also strengthens the capacity of school leadership to create the conditions in which teachers can deliver effectively, and learners can thrive. The approach recognises that sustainable improvement depends on investment in the people at the centre of the education system.

## A DIFFERENT KIND OF LEADER

One of the most thought-provoking moments of the seminar came when Prof. Kathija Yassim of the UJ Leadership Institute asked delegates to look at leadership through the lens of 16 June 1976. The connection was both historical and deeply relevant.

The learners of 1976 were fighting for an education system that recognised their dignity, potential and right to shape and determine their futures. Decades later, the context has changed, but the question of what education makes possible for a young person remains.

Prof. Yassim described this history as a “Leadership Mirror”, challenging today’s leaders to consider whether technical schools are merely preparing young people to enter the workforce or whether they are creating spaces in which young people can imagine, create and shape their own futures.

Prof. Yassim also challenged the familiar idea of the “heroic principal” – the leader expected to carry the entire institution through individual effort, authority and resilience.

Instead, she advocated for a model of leadership that is relational, networked and embedded in community-embedded leadership. As Prof. Yassim stated:

*“The learners of 1976 demanded the right to meaningful education. Today, the responsibility lies with leadership to ensure that technical schools do not merely produce workers – but empower thinkers, innovators, and citizens.”*

That perspective shifts the conversation, as the discussion no longer asks, “Are our schools producing graduates?” but rather a far more important question: “What kind of graduates are our schools producing?”

## **FROM BEING A SECOND CHOICE TO BECOMING THE FIRST CHOICE**

For technical education to realise its potential, a perception shift is required. Reflecting on the future of technical education, Ms Desiree Letshwiti challenged the persistent notion that vocational and technical pathways are somehow less prestigious than traditional academic routes.

Her message was clear: the future economy needs both: *“The future economy will not be built solely by those who hold academic qualifications. It will be built by those who can design, build, repair, innovate, create and solve real-world problems.”*

This is where leadership becomes critical. Principals and SMTs need to become powerful change agents in reshaping how learners, parents and communities view technical education. But perceptions will not change through messaging alone; learners and parents need to see evidence that technical education can open doors. That means shifting the conversation from merely learning to achieve a qualification to learning to “becoming employable.” Thus, a learner should leave a technical school with more than a qualification. They should leave with confidence, practical competence, digital literacy, problem-solving skills and meaningful exposure to industry. In light of this, for school leaders, it means being increasingly intentional about building the connections between learning and the employment opportunities that learning provides.

## **SOMETIMES THE NUMBERS TELL THE STORY.**

During the seminar, Hazyview Comprehensive School offered delegates a glimpse of what excellence can look like in practice. The school’s November 2025 performance review recorded a 99.3% pass rate across 144 learners, including 141 Bachelor passes. Behind this headline figure were equally striking results in technical subjects: a 75.33% average in Technical Mathematics, alongside a 100% pass rate in Civil, Electrical and Mechanical Technology. Results like these naturally attract attention.

But numbers are only the visible part of the story. Behind these statistics are the efforts of committed teachers,

focused learners, functioning systems and leaders who have to create the conditions in which all of these elements can work together. This all requires the right leadership.

## **SEEING LEADERSHIP IN ACTION**

The seminar moved from conversation to observation when delegates visited Katlehong Engineering School of Specialisation (KESOS). Walking through the school, one can see how strategy can move beyond a document and become part of learners’ everyday experience. Infrastructure matters, ensuring that there is the latest industry equipment, as well as building industry partnerships. But their true value is realised when leadership knows how to bring them together.

A workshop becomes more than a room filled with equipment when learners can see a pathway from what they are learning today to what they could become tomorrow.

An industry partnership becomes more than a signed agreement when it creates opportunities for exposure, mentorship, workplace learning, apprenticeships or employment. And a school becomes more than a place of instruction when its leadership creates an environment in which educators are able to innovate, and learners can see possibility in their own futures. Perhaps this is the most important lesson from both Hazyview and KESOS: transformation becomes meaningful when learners and teachers can experience it in practice.

## **LEADING FOR A FUTURE WE CANNOT FULLY SEE**

The world of work that today’s learners will enter is changing rapidly. Faster than many education systems can respond. Artificial intelligence, automation and digital technologies are already reshaping occupations and changing the skills that many jobs require. The jobs that today’s learners will occupy in 10 or 15 years may not even exist yet. For technical schools, this presents both a challenge and an opportunity.

This places a different burden on school leaders. School leaders must ask not only, ‘*how do we prepare learners for today’s economy*’, but they must also ask, ‘*how do we build schools capable of adapting as the economy changes*’? This requires a different kind of leadership: leaders who are curious enough to keep learning, collaborative enough to share knowledge, courageous enough to challenge established ways of working and connected enough to bring the outside world into the school.

It also requires a shift in the way we think about schools themselves. A technical school cannot operate from thinking of schools as isolated institutions. It sits within an



Delegates of the Sasol TechSeneT ST Seminar.

ecosystem of families, communities, government, higher education, training institutions, and industry. Its ability to prepare young people for the future depends in part on how well it connects to that, seeing them as part of a wider world.

### THE WORK CONTINUES BEYOND THE SEMINAR

The true measure of a leadership seminar is not what happens during the two days. It is what happens when principals return to their schools. Does the conversation influence how an SMT works? Does it change how partnerships are approached? Does it encourage greater collaboration between schools? Does it change the way leaders think about their learners and the opportunities they can help create? These are the questions that ultimately matter.

The TechSENet SMT Leadership Seminar therefore represents more than an investment in individual school leaders. It forms part of a broader commitment by Kagiso Trust and the Sasol Foundation to strengthen the people and institutions at the heart of South Africa's technical skills pipeline. Dr Mankodi Moitse, Kagiso Trust CEO, sees this investment as part of a broader effort to ensure that young South Africans are equipped to participate meaningfully in a changing economy. Strengthening technical education

requires attention not only to infrastructure and curriculum, but also to the leadership, teaching capacity and partnerships that enable these investments to translate into meaningful opportunities for learners. Because if we are serious about building a technical education system capable of responding to the future, we cannot invest only in what sits inside a school. We have to invest in the people who give it purpose.

### BUILDING THE SCHOOLS OUR FUTURE DEMANDS

The Department of Basic Education has stated that by 2035, the ambition is to develop graduates who are digitally literate, entrepreneurial, adaptable and equipped to navigate a rapidly changing world of work, ready for occupations that may not yet exist. Getting there will require more than new workshops or better equipment. It will require leaders who can look beyond the walls of their schools, build bridges to opportunity and create environments in which young people do not simply learn how to earn a living but develop the confidence and capabilities to imagine and build a future. And perhaps that is the real leadership challenge facing technical education today: Not simply to manage the schools we have, but to lead the schools our future demands.

# EDUCATION CONVERSATIONS

# STRENGTHENING

# MATHEMATICS EDUCATION

*Mathematics is a cornerstone of school education. At a basic level, mathematical literacy is essential to everyday life; at a more advanced level, proficiency in the subject opens pathways to higher education and expands economic opportunities.*

**By Samson Hove, Mathematics Educator and Mentor**

**Y**et Mathematics remains one of the most challenging subjects for many learners and teachers. While some learners have a natural aptitude for the subject, success depends largely on the quality of teaching they receive. Many South African schools continue to face persistent barriers to effective Mathematics education, including limited teacher capacity, inadequate teaching and learning resources, and negative learner attitudes.

## TEACHER CAPACITY AND LEADERSHIP CHALLENGES

Many teachers are overwhelmed with huge classes, multiple classes, and other responsibilities within the school, making it difficult for them to prepare engaging lessons and provide learners with adequate support. Often, teachers are required to teach Mathematics outside their area of specialisation, compromising the expected level of tutoring. Furthermore, these teachers do not necessarily have the opportunity to engage in dialogue with experienced colleagues to share ideas, skills, and expertise.

These challenges can be addressed by providing mentorship to teachers, with limited pedagogical knowledge and experience. Mentorship involves



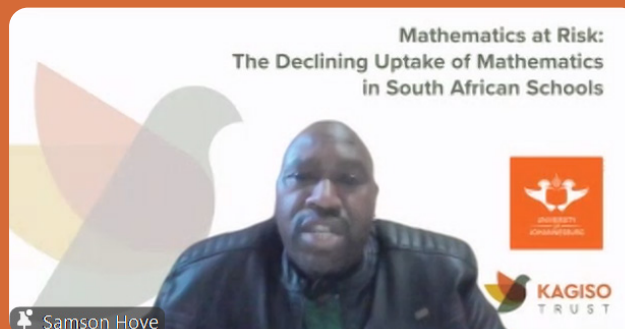
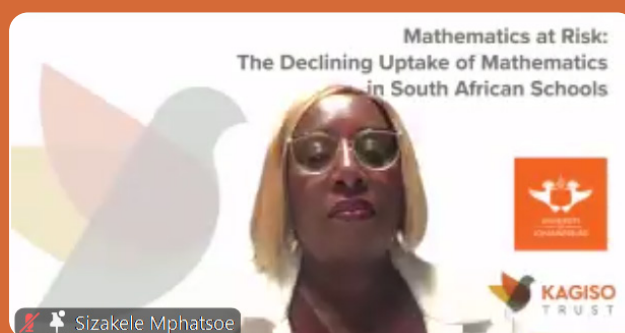
**Samson Hove, Mathematics Educator and Mentor.**

conducting regular meetings between experienced teachers and their mentees to discuss various issues. Peer-to-peer forums are another way for teachers to exchange information and troubleshoot problems. School administrators should also receive maths coaching to enable them to help struggling teachers. Learner Attitudes, Confidence, and Subject Choice.

Many learners, especially those in Grades 8, 9 and 10, come to regard Mathematics as too difficult and develop a negative attitude towards the subject. Once that

view takes hold, they often abandon Mathematics-related careers, not always because the work is beyond them, but because they no longer believe they can master the content. Weak foundations make matters worse. Learners who never secured the basics struggle later and perform poorly in examinations. Faced with that record, many enrol in Mathematical Literacy instead of Mathematics, often without understanding how the choice can limit their future options. Parents, for their part, too seldom play their part in helping learners form a more confident attitude towards the subject.

These challenges, learners' attitudes, their confidence and the subject choices that follow, need not be permanent.



Education Conversations Second Panel Discussion on Mathematics, Opportunity and the Future.

Mentorship and career guidance programmes can show young people what Mathematics-related work actually offers: it is often well paid, varied and deeply satisfying. Career talks with engineers, mathematicians and other professionals make that concrete by explaining the many fields that depend on the subject.

Schools and other institutions can go further by creating forums where learners and their guardians consider choices together, matching decisions to interests and talent rather than to a fear of Mathematics. Staff can also identify at-risk learners early and encourage them to stay with the subject before the door closes.

Moreover, the school can establish Mathematics clubs, workshops, and tutorial schools where the learners can interact with their peers to exchange skills and knowledge. The clubs would be more helpful if they utilised weekend and holiday school sessions to facilitate extra support to learners.

### RESOURCE CONSTRAINTS

Many schools teach Mathematics under severe resource constraints. Workbooks and textbooks are often too few for every learner to take a full part in the lesson. Classrooms may be poorly lit and badly ventilated, which saps energy and makes teaching harder. Large classes leave teachers little room to give individual support or to check that concepts have been understood. Digital tools that could

make lessons more interactive are frequently missing, so the subject can feel dull when it need not.

Those constraints can be eased. Schools need enough workbooks and textbooks, as well as classrooms that are properly lit and ventilated. Beyond the basics, existing tools can stretch further: internet-based applications that run on mobile phones can support Mathematics lessons where specialist equipment is scarce. Partnerships with firms that supply data packages and access to technology can help close the remaining gap.

### LACK OF ADEQUATE PARTNERSHIPS

Too few schools have the partnerships that Mathematics teaching needs. Without them, they struggle to offer practical sessions in which learners can grasp concepts and build skills such as teamwork and leadership.

Partnerships with universities and firms can meet that gap. Together they can design bridging programmes, mentor learners who show promise in Mathematics, donate resources and fund research that strengthens teaching of the subject.

The same collaborations can support workshops and seminars that open learners' eyes to careers in Mathematics and related fields. Regular follow-up by universities with those they mentor would help those young people succeed at school and in the careers that follow and give partners a clearer reason to stay involved.



# WEAVING A STRONGER NET

A SHARED PURPOSE PARTNERSHIP  
BETWEEN KAGISO TRUST AND FIRSTRAND  
EMPOWERMENT FOUNDATION

*The scale of South Africa's development challenges requires collaboration, trust, shared purpose and the courage to build practical models that move beyond intention into implementation.*

*By Quinton Naidoo, Head: Socio-Economic Development, Kagiso Trust*

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**T**he scale of South Africa's development challenges requires collaboration, trust, shared purpose and the courage to build practical models that move beyond intention into implementation.

The work in supporting economic development acknowledges that this cannot be achieved by institutions working alone. This belief sits at the heart of the growing partnership between Kagiso Trust and the FirstRand Empowerment Foundation (FREF). Over the past year, the relationship between the institutions has moved from strategic alignment into collaboration and has created a platform through which both organisations can combine

their strengths, funding capabilities and networks to support inclusive economic participation.

The spirit behind this partnership is best described as “weaving a stronger net.” It is a mindset that recognises that no single organisation can unlock the impact on its own. Entrepreneurs do not only need funding. They need technical support, market access, institutional partners, mentorship, finance readiness, climate-smart practices and long-term pathways into sustainable participation. Left as separate threads, this support leaves entrepreneurs to carry the burden of navigating the system alone. Woven together, it becomes a net strong enough to hold



Left to right: Quinton Naidoo, Dr Mankodi Moitse, Rev Zwoitwaho Nevhutalu, Dr Lulu Gwagwa, Konehali Gugushe and Mandla Mbuyazi.

them, organising resources, relationships and capital deliberately enough that no one is left to survive through disconnected interventions.

### SHARED PURPOSE PARTNERSHIPS

The recently signed strategic collaboration agreement between Kagiso Trust and FREF provides an important foundation for this work. The agreement recognises the common objectives of both institutions and creates a mechanism for co-funding and co-designing high-impact programmes in agriculture, climate change, education, civil society support and other areas aligned to impact investing and pooled funding themes.

*“This is significant because it positions the partnership beyond a once-off project. It creates a framework for long-term collaboration, joint decision-making and the development of a pipeline of projects that can be assessed, strengthened and supported over time”.*

In practical terms, it allows Kagiso Trust and FREF to identify opportunities together, test models together, share risk and mobilise support around programmes that can generate meaningful development outcomes.

It also reflects an important evolution in how development work is being approached. Instead of funding projects in isolation, the partnership is building a disciplined way of

identifying where capital, capability and partnerships can work together. This is particularly important in agriculture, where many farmers often sit at the intersection of many constraints such as land access, technical capacity, animal health, infrastructure, compliance, markets and working capital.

### CO-CREATING A JOINT PIPELINE OF INVESTMENT OPPORTUNITIES

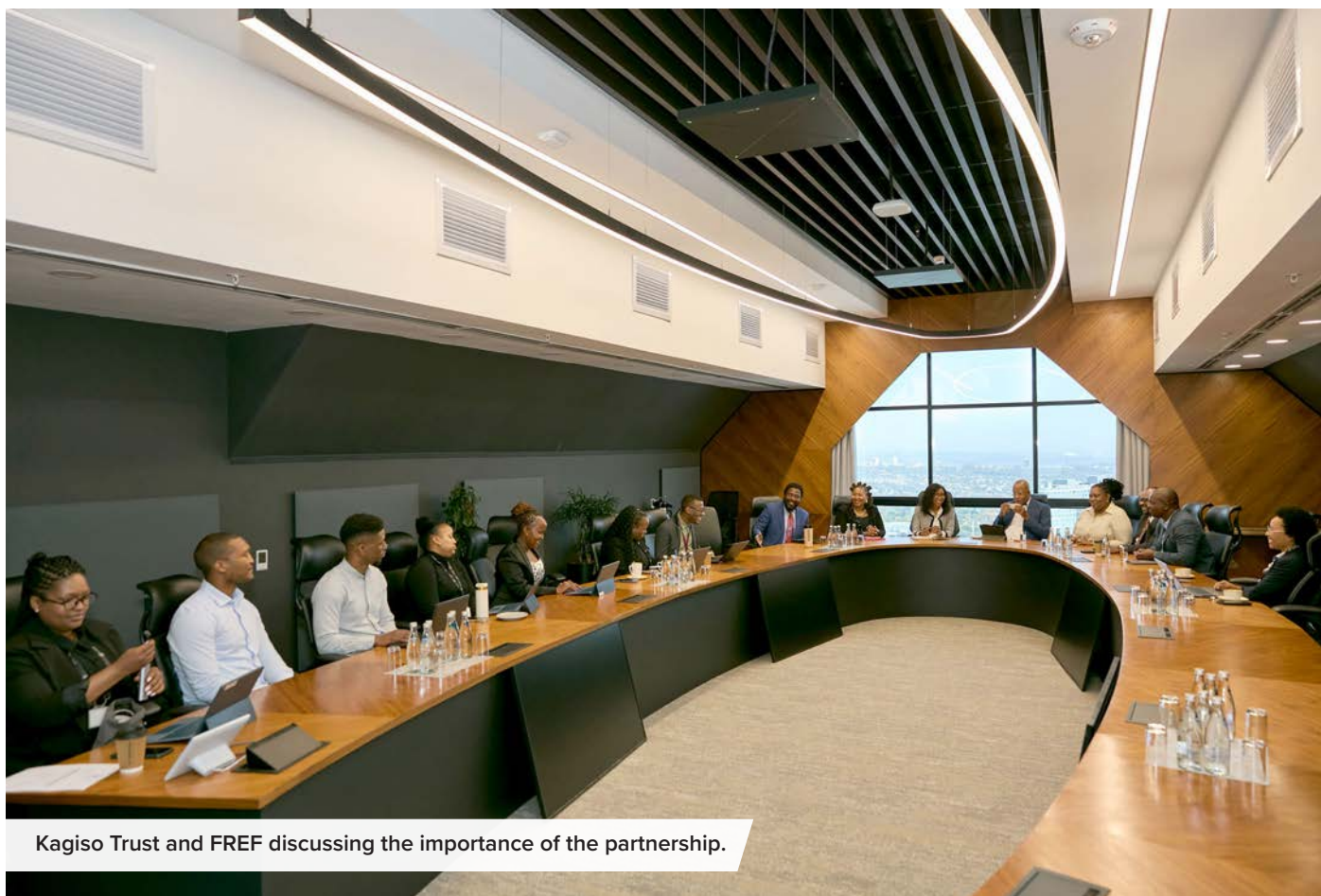
Kagiso Trust and FREF are also working together to identify and shape a joint pipeline of potential investments. This is where the partnership becomes especially important for the future.

A pipeline approach allows the partners to move from responding to individual proposals toward actively building a portfolio of opportunities aligned to shared development priorities. These opportunities may include agricultural aggregation models, commodity partnerships, market access platforms, enterprise development programmes, blended finance instruments and other catalytic interventions that support black participation in key sectors.

Our logic is simple. *“If projects are identified early, shaped properly, de-risked appropriately and linked to the right partners, they stand a much better chance of becoming*



Kagiso Trust and FirstRand Foundation signing Ceremony.



sustainable.” This is also where our evolving investment architecture that includes readiness support and potential growth funding pathways, can align with FREF’s grant-making and impact orientation.

In practice, this means that the two institutions can jointly ask better questions. *Is there a real market? Are the farmers technically ready? What support is needed before finance is deployed? Which commodity body or market partner must be brought into the conversation? What type of capital is most appropriate? What risks must be managed upfront? How do we ensure that the intervention is not only successful as a project, but useful as a model that can be adapted or scaled?* These are the questions that help move development finance from activity to impact.

### A NEW WAY OF WORKING

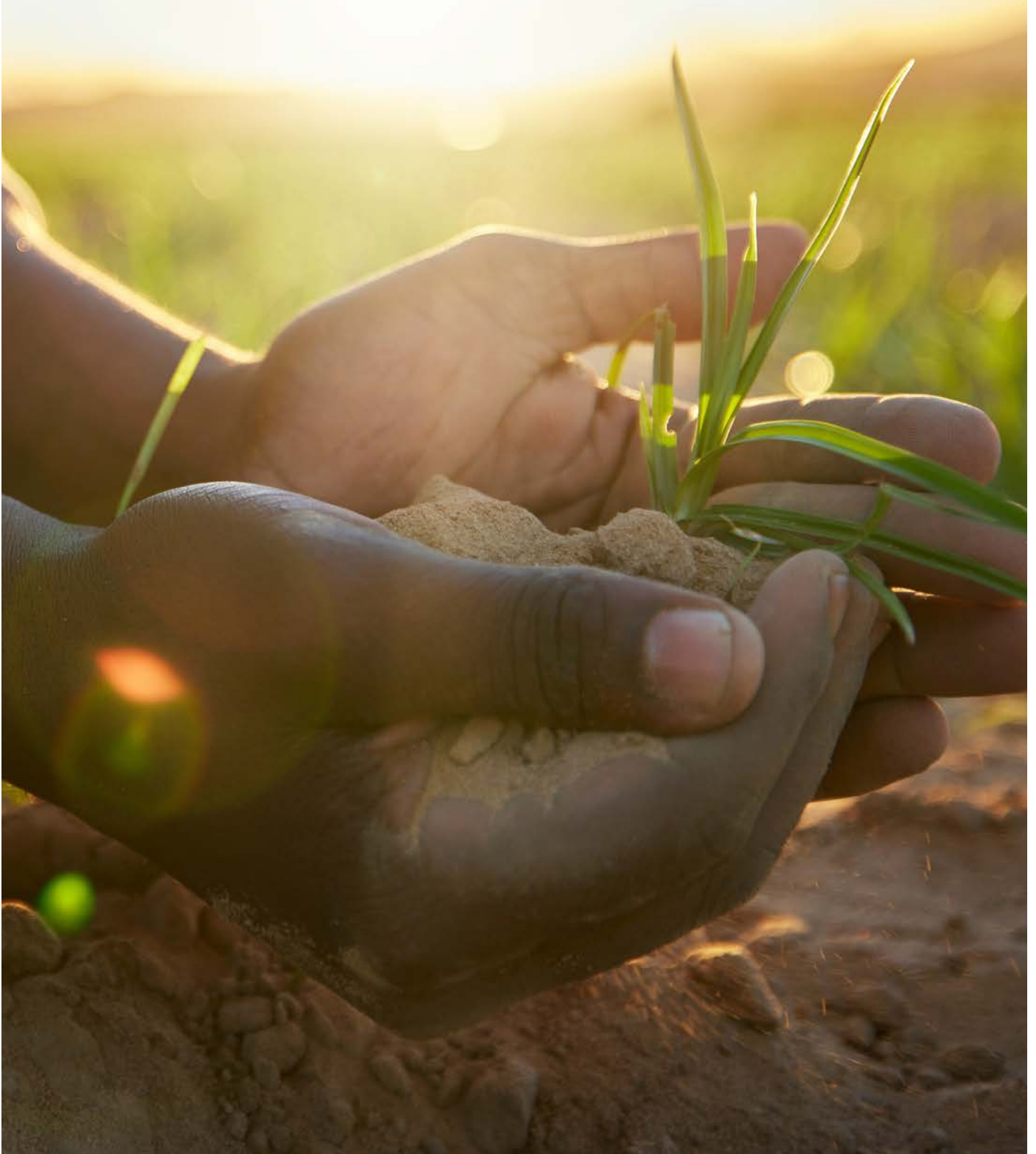
The partnership between Kagiso Trust and FREF is still growing, but its direction is clear. It is about building a more intentional, coordinated and ecosystem-led approach to transformation. It recognises that the work ahead requires patience, discipline and a willingness to collaborate deeply.

*“Weaving a stronger net” is not just a phrase. It is a way of working.* It is about refusing to let entrepreneurs fall between the gaps of fragmented support. It is about aligning institutions around shared outcomes. It is about using funding not only to support projects, but to build pathways. And it is about recognising that sustainable development is strongest when partners bring their different capabilities into a common agenda.

For Kagiso Trust, this partnership reflects the organisation’s long-standing belief that human capacity is ignited through sustainable development models and amplified through strategic partnerships. For FREF, it reflects a commitment to reducing poverty and inequality through meaningful public benefit activities and community development.

Together, the two institutions are helping to shape a practical model for inclusive transformation – one that brings capital, capability, markets and trust into the same frame. And in many sectors that are complex, this may be exactly what is needed – *“not one institution trying to solve everything alone, but a committed group of partners moving together, learning together and building the future in partnership.”*

# STEWARDING A REGENERATIVE FUTURE FOR AGRICULTURE



*Across South African agriculture, regenerative agriculture is moving steadily from the margins to a major inclusion in production systems: Farmers are experimenting with new practices and agri-businesses are investing in research.*

*By Quinton Naidoo, Head: Socio-Economic Development, Kagiso Trust*

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Universities and researchers are building an emerging body of knowledge. Banks and other financial institutions are beginning to consider how they might finance the transition. Retailers and supply-chain businesses are increasingly interested in the resilience and sustainability of the farms from which they source.

This growing interest is encouraging. But it also presents an important question: *“As regenerative agriculture develops in South Africa, will we build another fragmented ecosystem in which organisations develop their own models, knowledge and intellectual property — or can we create something more collaborative?”*

This question was central to Kagiso Trust’s recent Regenerative Futures Conference.

For Kagiso Trust (KT), the conference was never intended to be a once-off convening event. It was an opportunity to begin building a community of practice: a space in which farmers, researchers, businesses, financiers, development organisations and other stakeholders can bring their knowledge and experience together around a shared challenge.

Our intention is not to own the regenerative agriculture agenda. It is instead to help steward the space in which it develops.



Kagiso Trust team at the Regenerative Futures Conference.



Panel Discussion on The Retailer's Perspective on Regeneration.

Moving from ownership to stewardship is our intention. Regenerative agriculture is still evolving, and there is much that we are collectively learning. Different farming systems, commodities, geographies and communities will require different approaches. What works for a large commercial grain producer may not necessarily work for a smallholder vegetable farmer or a communal livestock farmer. For this reason, no single institution is likely to hold all the answers.

The opportunity, therefore, is not simply to develop another programme or proprietary methodology. It is to connect the knowledge that already exists, encourage experimentation, support learning between practitioners and ensure that what emerges becomes accessible to a much broader community of farmers.

KT's independence gives us an important opportunity in this regard. We are able to convene stakeholders across institutional and sectoral boundaries without needing to own the outcome. Our role can increasingly be one of ecosystem stewardship: bringing different actors together, creating spaces for collaboration, identifying barriers to adoption and helping the sector collectively respond to them.

The Regenerative Futures Conference was an important first step in that journey.

Now, conversation should also lead to action. A conference can generate energy and new ideas, but its real value lies

in what happens afterwards. Following the convening, KT is establishing four working groups focused on some of the systemic conditions that will influence whether regenerative agriculture can move from promising practice to broader adoption.

The four areas are policy, finance, training and eco-iversity, and retail. Each working group will bring together people with different forms of expertise to explore a practical question: *"What needs to change within this part of the agricultural ecosystem to make regenerative practices easier for farmers to adopt and sustain?"*

The policy group can explore how the enabling environment can better support regenerative approaches. The finance group can examine how financial products, risk frameworks and investment models might support farmers through the transition. The training and eco-iversity group can consider how knowledge is generated, shared and translated into practical learning opportunities. And the retail group can explore how markets, procurement systems and supply chains can create stronger incentives for regenerative production.

Importantly, these groups should not become separate silos. Their value will come from the connections between them. Finance cannot be separated from markets. Training cannot be separated from the realities farmers face. Policy must be informed by what is happening on farms and within value chains.



Danie Slabert, Mookho Letshokgohla, Bertie Coetzee, Charles Koto, Francois Maree and Ivor Price.

The intention is therefore to create an ongoing learning ecosystem rather than another collection of independent initiatives.

Ensuring knowledge is accessible is our priority. Perhaps one of the most important questions for Kagiso Trust is who gets to participate in this emerging regenerative future. Agricultural innovation has historically not always been designed with smaller farmers in mind. Technologies and production systems can be expensive, technically complex or developed primarily for large-scale commercial environments. Smallholder and rural farmers can consequently find themselves positioned as recipients of innovation rather than participants in its development.

Regenerative agriculture gives us an opportunity to approach this differently.

Farmers themselves hold enormous knowledge about their land, livestock, communities and local environmental conditions. That experience should sit alongside scientific research, commercial expertise and emerging technology. The challenge is therefore not merely to produce more knowledge. It is to “*democratise access to knowledge*” and create spaces where different forms of knowledge can meet.

For Kagiso Trust, this means ensuring that rural and emerging farmers are not standing at the edge of the regenerative agriculture conversation waiting for solutions to reach them.

They must be part of the conversation itself.

We have to build it together. South African agriculture faces considerable pressures in climate volatility, soil degradation, rising input costs, constrained water resources and persistent inequalities in participation and opportunity.

Regenerative agriculture will not solve all these challenges on its own. But it offers an important platform for asking a broader question about the future of our food and agricultural system: “*How do we build an agriculture that is environmentally resilient, economically viable and socially inclusive?*”

Answering that question will require far more than any single conference, institution or programme. It will require farmers, researchers, financiers, businesses, government, civil society and communities to learn from one another and work together.

The Regenerative Futures Conference was therefore less about arriving at a destination than about beginning a journey. For Kagiso Trust, we aspire to help steward that journey by connecting people, sharing knowledge, widening participation and creating the conditions through which a genuinely South African regenerative agriculture movement can emerge. Not owned by one institution, but built by a community!

# BEYOND THE DIALOGUE

## BUILDING RESILIENT FOOD SYSTEMS FOR SOUTHERN AFRICA

*Advancing Regional Action for Resilient, Inclusive and Sustainable Food Systems.*

*By Thabane Ndlela, Senior Policy Officer, Policy Development Unit*

On 14 August 2026, the High-Level SADC Food Systems Transformation Policy Dialogue brought together key stakeholders from across Southern Africa as an official side event of the 2026 SADC Summit in Durban, KwaZulu-Natal.

Convened by the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) under the theme “Transforming Southern Africa’s Food Systems for Regional Prosperity, Resilience and Inclusive Growth,” the Dialogue provided an important platform for governments, regional institutions, farmers, researchers, financiers, development partners, civil society and the private sector to engage on the future of the region’s food systems.

The Dialogue took place at a critical moment for Southern Africa. Food systems across the region continue to face multiple and interconnected pressures, including climate variability, rising food prices, malnutrition, constrained access to markets and finance for small-holder farmers, youth unemployment, high input costs, declining soil health and recurring outbreaks of Foot-and-Mouth Disease (FMD).

At the same time, the region has significant opportunities to build more resilient food systems through its agricultural potential, growing youth population, expanding regional markets, digital innovation and existing regional policy frameworks.

### **A SHARED AGENDA FOR FOOD SYSTEMS TRANSFORMATION**

The Dialogue sought to move beyond fragmented responses towards stronger regional cooperation and collective action.



Malik Dasoo, from the African Climate Foundation, presenting policy reflections.

Key objectives included aligning national, regional and continental food systems policies; mobilising investment and partnerships; promoting innovation; and identifying policy, institutional and financing mechanisms to accelerate implementation.

A central message was that transforming food systems requires collaboration across the entire ecosystem.



Kagiso Trust team at the 2026 SADC Summit in Durban.

Governments cannot achieve this alone. Farmers, financial institutions, research organisations, development partners, markets, civil society and communities all have a role to play in creating the conditions for sustainable and inclusive agricultural development.

#### FOUR PRIORITIES FOR REGIONAL ACTION

The Dialogue was structured around four strategic areas:

**Scaling Indigenous and Underutilised Crops:** Promoting nutrition-sensitive agriculture, local food enterprises and value chains, while recognising traditional knowledge and advancing food sovereignty.

**Scaling Climate-Smart Technologies:** Accelerating the adoption of practical climate-smart solutions, including sustainable land and water management, nature-based solutions, climate information, early-warning systems and climate finance.

**Improving Access to Agricultural Inputs and Productive Resources:** Strengthening access to quality fertiliser and resilient seed systems, while advancing regulatory harmonisation, financing and strategic partnerships.

**Strengthening One Health and Livestock Resilience:** Enhancing regional cooperation on biosecurity, FMD surveillance and control, vaccination, animal identification and traceability, as well as veterinary and laboratory capacity.

#### LOOKING BEYOND TRADITIONAL MEASURES OF FARM PERFORMANCE

Participants highlighted the need to rethink how the performance of agricultural enterprises is assessed.

While historical yields and immediate financial returns remain important, they do not always capture the longer-term value created by climate-smart investments.



From left to right: Prof Naude Malan, Me Ishmael Sunga, Mr Micheal Lilje, Mr Desry Lesele and Dr Tara Southey.



A more forward-looking approach should recognise improvements in soil health, water efficiency, reduced exposure to climate risks, lower input requirements and enhanced resilience.

This is particularly important for financial institutions seeking to assess the viability and risk profile of climate-smart investments.

### **FINANCE ALONE WILL NOT DELIVER THE TRANSITION**

Another key takeaway was that farmers require more than access to capital to successfully transition towards climate-smart production systems.

Finance needs to be accompanied by reliable data, appropriate infrastructure, technical support and access to markets.

The transition should therefore be viewed as a holistic farm and value-chain transformation process, rather than simply the financing of individual technologies or interventions.

Innovative financing models including patient capital and blended finance were highlighted as potential mechanisms to help farmers manage the upfront risks associated with adopting new technologies and practices, while allowing the longer-term economic and environmental benefits to materialise.

### **BUILDING PARTNERSHIPS FOR ACTION**

Beyond the formal programme, the Dialogue created opportunities for Kagiso Trust to strengthen relationships and identify areas for future collaboration across the agricultural and financial sectors.

Engagements with the Agricultural Research Council (ARC), AFASA Youth and Nedbank opened opportunities for further collaboration, including potential work around agricultural research, youth-focused agricultural development, innovative financing and the Finance Regen Labs.

These engagements reinforce the importance of partnerships that connect policy, research, finance and implementation.



## FROM DIALOGUE TO ACTION

The key message emerging from the Dialogue is that Southern Africa's food systems transformation requires a systems approach. In addition, technology alone will not deliver climate resilience. Finance alone will not transform farming enterprises. Policy alone will not change outcomes. What is required is an enabling ecosystem that brings together knowledge, finance, infrastructure, markets, policy and innovation to support farmers through the transition towards more resilient and sustainable production systems. For Kagiso Trust, this creates an opportunity to build on its convening role and practical experience to strengthen its contribution to climate-smart agriculture and agricultural systems transformation.

**Going forward, the Trust will continue to explore opportunities to:**

- Strengthen policy advocacy and thought leadership on climate-smart agriculture.
- Promote integrated transition models that connect finance, data, infrastructure, markets and technical support.

- Advance innovative financing approaches through the Regen Labs, including patient capital and blended finance.
- Strengthen the economic case for climate-smart agriculture by demonstrating its contribution to farm-level resilience, efficiency and long-term viability.

## TOWARDS RESILIENT AND INCLUSIVE FOOD SYSTEMS

The SADC Food Systems Transformation Policy Dialogue demonstrated the value of bringing diverse stakeholders together around a shared regional agenda. For Southern Africa, the challenge is not simply to produce more food, but to build food systems that are resilient to climate and economic shocks, inclusive of smallholder farmers and young people, responsive to changing markets, and capable of supporting sustainable livelihoods.

The Dialogue provided an important platform for advancing this conversation. The next step is to translate that conversation into stronger partnerships, innovative financing, better policy coordination and practical action on the ground.

# KAGISO TRUST IN YOUR POCKET

## INTRODUCING THE KT APP

*Development works best when stakeholders are informed, involved, and able to participate interactively. Smartphones enabling people to stay connected and informed.*

*By Lonwabo Malghas, Head of Information Technology Unit, Kagiso Trust*



The graphic features the Kagiso Trust logo at the top left, with the tagline 'IGNITING HUMAN CAPACITY'. Below this, a smartphone displays the app's splash screen with the text 'We Are Kagiso Trust' and a brief history of the trust. A call to action button says 'Next'. To the right of the phone, a red circular badge reads 'All new updates inside!'. Below the phone, two QR codes are shown for downloading the app from the App Store and Google Play. At the bottom, a section titled 'NEW UPDATES & FEATURES' lists various capabilities: Automated Birthday, Office Location (Google Maps), Forms for M&E, Admin Access Control, User Management, Analytics Dashboard, Push Notifications, Scheduled Articles, Scheduled Events, Knowledge Hub, and Documents. A 'Feedback & Support' section at the very bottom explains that users can ask questions and admins can respond through the Admin Portal.

**KAGISO TRUST**  
**IGNITING HUMAN CAPACITY**

Stay connected. Stay informed.  
Stay empowered.

Download the **NEW** Kagiso Trust App  
Your hub for opportunities, resources and impact.

**SCAN TO DOWNLOAD**

Kagiso Trust - App Store

Kagiso Trust - Google Play

**NEW UPDATES & FEATURES**

- Automated Birthday**: Never miss a special day again. Get automated birthday wishes.
- Office Location (Google Maps)**: Find our offices easily with integrated Google Maps.
- Forms for M&E**: Submit Monitoring & Evaluation forms, quickly and efficiently.
- Admin Access Control**: Secure and role-based access for admin users.
- User Management**: Manage users, roles and permissions seamlessly.
- Analytics Dashboard**: Real time insights and data to drive better decisions.
- Push Notifications**: Stay updated instantly with important alerts.
- Scheduled Articles**: Plan and publish articles at the right time.
- Scheduled Events**: Schedule and manage events with ease.
- Knowledge Hub**: Access publications and documents in one central place.
- Documents**: Upload and share documents, articles, images and more.

**Feedback & Support**  
Users, partners and stakeholders can ask questions. Admins can respond through the Admin Portal.

The Smartphone has become everyone's de facto means of communication and source of information, so a phone-based Kagiso Trust App had to happen, and it's here. Kagiso Trust in your pocket. Now, staff, partners, schools and communities can pull out their phones and access organisational news, events, knowledge resources and, importantly, allows users to communicate directly with Kagiso Trust and receive a reply.

The App, developed for both Android and iOS devices, brings together all the information Kagiso Trust shares with its audiences. Instead of searching across websites, emails, or printed materials, users can find what they need in a single place, at any time and from anywhere.

### WHY THE APP WAS DEVELOPED

Kagiso Trust communicates with diverse audiences, including staff, partners, funders, schools, civil society organisations and the public. Each group requires different information and accesses it differently. When information is scattered across multiple places, it is easily overlooked.

To address this, the App was developed to meet three key needs:

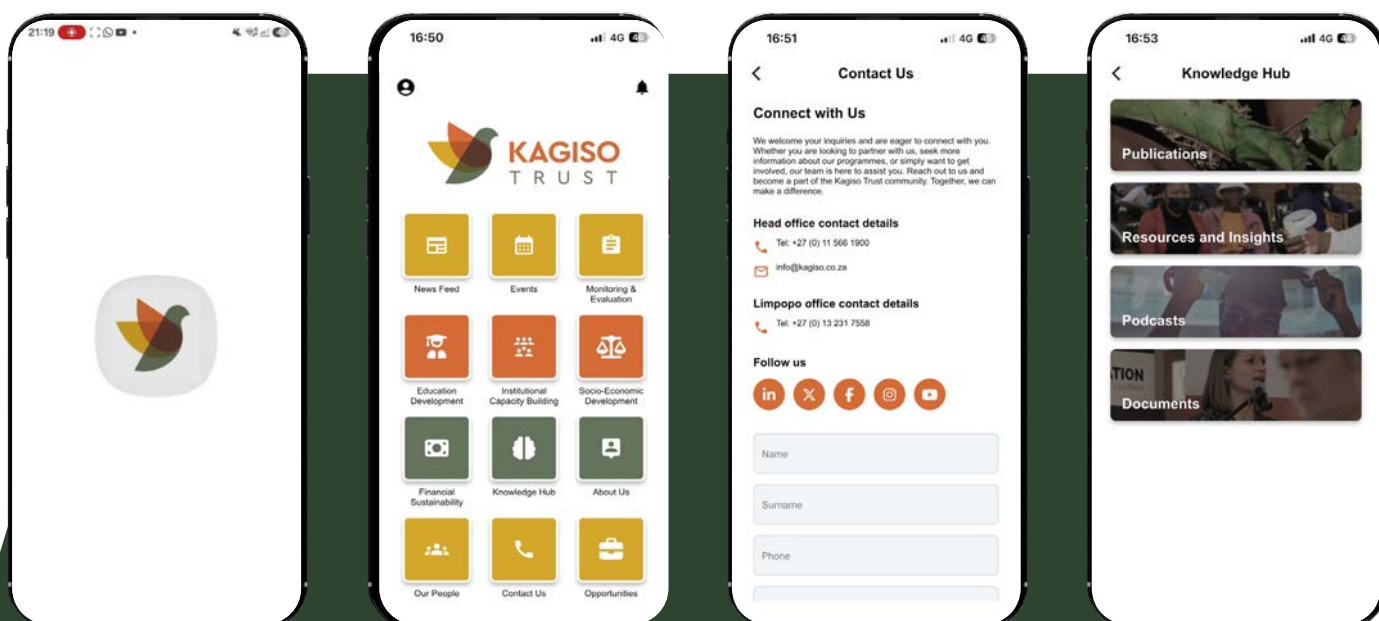
- Making information more accessible,
- Ensuring consistent engagement with stakeholders, and
- Improving how we listen to those we work with.

The App is designed for ease of use, even for those less comfortable with technology, and functions reliably on commonly used devices.

### A CHANNEL THAT WORKS IN BOTH DIRECTIONS

The KT App was built to do more than broadcast. It allows users to raise questions, share comments, or submit feedback directly through the channel. These are routed to the relevant department within KT, which reviews and replies to the user via the App.

In essence, it gives Kagiso Trust a structured record of what our stakeholders are telling us, rather than feedback scattered across emails and isolated conversations. This is the kind of information that helps KT plan better and respond faster.



A glimpse into the Kagiso Trust App, scan the QR code on page 22 to download.

## WHAT THE APP OFFERS

The App has been built around the information and functions our stakeholders ask for most often:

- **News feed** – organisational news and updates, published as they happen. Users can save articles to read later.
- **Events calendar** – a view of past and upcoming Kagiso Trust events, so that stakeholders can plan and stay involved.
- **Feedback** – a direct channel to submit questions or comments and receive a response from Kagiso Trust.
- **Announcements and reminders** – timely alerts about news, events and important updates, planned in advance. Users can manage or switch these off according to their preference.
- **Knowledge resources** – direct access to Kagiso Trust research, publications and knowledge material.
- **About Kagiso Trust** – our programmes, our people, our values and our career opportunities, presented in one section.
- **Forms** – the ability to complete and submit forms directly from a mobile device.
- **Search** – a single search function across content, events and forms.

Users may browse selected sections of the App as guests or register a profile to access the full range of

features. Thereby removing barriers to entry for anyone interested in engaging with KT.

Content published in the App is managed through a central administration facility. This ensures that what appears in the App is accurate, consistent with the Kagiso Trust brand, and published at the right time. The App is maintained as a live channel rather than a once-off release.

## LOOKING AHEAD

The Kagiso Trust App is not a once-off project. It has been built to grow, and it will keep developing as users tell us what serves them and what does not. Every question raised and every comment submitted through the App helps shape what comes next.

Technology also moves quickly. New tools and new ways of working will open possibilities that are not available to us today. The App has been designed to integrate them as they emerge. Improvements will be released steadily rather than all at once, so that each addition is properly tested for functionality and relevance before it reaches the end user.

The Kagiso Trust App represents more than a new piece of technology. It reflects a commitment to being accessible, accountable and close to the people we serve. As it grows, we invite our staff, our partners and our communities to use it, to engage with us through it, and to tell us how it can serve them better.



The Women of Kagiso Trust.

# IGNITE HER

## CELEBRATING THE POWER OF WOMEN

*Elegance met purpose as women gathered at Shepstone Garden for Kagiso Trust's #IgniteHer Women's Day celebration on 6 August 2026. The gathering was a vibrant affirmation of courage, resilience and leadership, qualities that continue to shape a better South Africa and sit at the heart of our mission to unlock human potential.*

*By Nqobile Ntuli, Communications and Marketing Intern*

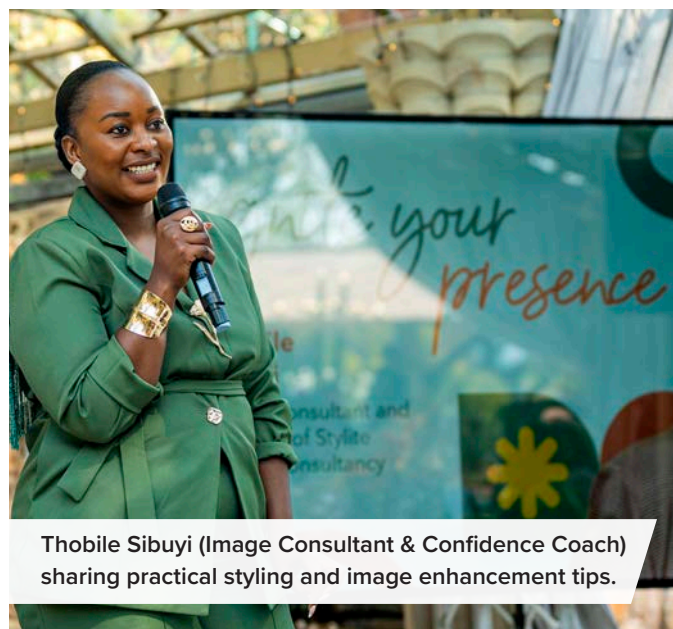
**T**his Women's Day we celebrated the woman beneath every hat, the woman who leads, inspires, nurtures, dreams and continues to ignite possibility. Under the theme "Ignite Her", the day was designed to do more than mark the occasion. It sought to celebrate women while actively supporting their growth in confidence, leadership and financial wellbeing.

The programme opened with warmth and energy under the guidance of Programme Director Felicity Reeken, who set a welcoming tone for the day. Guests were then taken on a practical and insightful journey by Nicolette Mashile, also known as *The Financial Bunny*. Speaking with clarity and purpose, she addressed money not as a source of anxiety but as a tool for lasting security. Her message was that financial freedom is within reach, it begins with small and smart choices that compound over time.

Later, Thobile Sibuyi led a personal branding and image session that moved beyond appearance. She showed how style and presence function as tools for self-leadership and professional impact, offering practical guidance that equipped every woman to step into any space, like a boardroom or living room, with greater confidence and clarity.



Nicolette Mashile (Financial Educator, Entrepreneur & Speaker).



Thobile Sibuyi (Image Consultant & Confidence Coach) sharing practical styling and image enhancement tips.

The day also created space for quiet reflection and creativity. The ladies had an opportunity to design and customise their own perfumes and wrote letters to themselves, moments that invited personal connection and intention-setting amidst the celebration.

For more than four decades, Kagiso Trust has invested in education, institutional capacity building, socio-economic development and financial sustainability. The #IgniteHer gathering was a natural expression of that commitment. It reminded us that when women are supported with knowledge, self-belief and economic agency, they become powerful drivers of sustainable change in their families, workplaces and communities.

The Trust reflected on how the celebration had reaffirmed that empowering women starts with intentional investment in the foundations that allow them to thrive. As Women's

Month continued, we extended our recognition to every woman who continues to inspire change through quiet determination and bold leadership.

The event captured both celebration and purpose. Thoughtful presentations, meaningful activities and genuine human connection combined to create an atmosphere of dignity and possibility. It served as a timely reminder that Women's Day is not only about honouring the struggles of the past but about actively igniting the capacity of women today so that they may shape a more equitable future.

Kagiso Trust remains committed to this work. By creating spaces for women to reflect, learn and celebrate together, the Trust continues to affirm the belief that investing in people, particularly women, remains the greatest investment of all.



Group picture of the ladies who won Financial Prize with Nicolette Mashile and Ignite Her Shopping Experience with Thobile Sibuyi.

# BRINGING “IGNITING HUMAN CAPACITY” TO LIFE

*“Igniting Human Capacity.” It is a simple phrase, yet it carries a powerful promise.*

*By Lesedi Malemela, Communications and Marketing Officer*



Mandisa Tselane, Head of Communications & Marketing at Kagiso Trust.

Every day, Kagiso Trust works alongside communities, partners, including stakeholders to create opportunities and drive meaningful change. However, for that promise to be felt and believed, it must first live within us. It must be reflected in how we speak, how we collaborate, how we make decisions, and ultimately, how we show up for the communities we serve.

This understanding formed the heart of Kagiso Trust's first Living the Brand Workshop, held on the 29th of June with a group of 15 staff members representing different units within the organisation.

The workshop was designed to help employees gain a deeper understanding of the Kagiso Trust brand, what we stand for, and why we exist. While many people think of a brand as a logo, colours, or a visual identity, the workshop reminded us that a brand is much more than that. It is the experience people have whenever they interact with an organisation.

Whether someone visits our offices, engages with our programmes, receives an email, or attends a meeting with us, they form an impression of who we are. Those experiences shape our reputation far more than any logo ever could.

Setting the scene for the day, Mandisa Tselane, the Head of Communications and Marketing, unpacked the essence



of the Kagiso Trust brand. She described it as an everyday person's brand, one that is relatable, approachable, and rooted in simplicity. A brand that speaks in a language people understand and one that remains connected to the realities of the communities it serves. Most importantly, she reinforced that every employee plays a role in delivering that experience.

A powerful message from the workshop came from Sylvester Chauke, Chief Architect at DNA Brand Architects, who reminded participants that "Brands are built by people." His message was clear: the world's strongest brands do not succeed because of clever marketing alone. They succeed because the people within those organisations understand the brand, believe in it, and consistently bring it to life through their actions.

Before a brand can be embraced externally, it must first be embraced internally.

This is why brand internalisation is so important. When employees understand the organisation's purpose and feel connected to it, they become natural brand ambassadors. Their actions become aligned with the organisation's values, creating consistent experiences that build trust and credibility amongst stakeholders.

Throughout the workshop, participants took part in a series of practical exercises designed to explore what

"Igniting Human Capacity" means in our daily work. The conversations were insightful and at times, deeply reflective.

As staff shared their perspectives, a common theme emerged: Kagiso Trust is seen as a source of hope and opportunity. Kagiso Trust employees spoke about the role the organisation plays in communities and how it often serves as a bridge, connecting people to opportunities that can transform lives. These reflections reinforced the importance of ensuring that every interaction people have with Kagiso Trust reflects the same sense of care, empowerment, and possibility that sits at the centre of our purpose.

As brand ambassadors, participants were also challenged to reflect on what the organisation is doing well, what needs to change, and how we can collectively strengthen the way we work together.

One reflection resonated strongly across the room. Mr Amos Nkomontle captured it simply and powerfully when he said: "*Siqhubeke sibambisane.*"

Translated, this means: "Let us continue working hand in hand together." His words spoke to a shared understanding that living the brand is not the responsibility of one department, one team, or one individual. It requires collective effort. It calls for collaboration, accountability,

and a commitment to supporting one another in pursuit of a common purpose.

For many participants, this proved to be one of the most meaningful parts of the workshop. It encouraged everyone not only to reflect on the organisation, but also to look inward and consider how their own actions contribute to the culture and reputation of Kagiso Trust.

The day concluded with participants being officially recognised as Kagiso Trust Brand Ambassadors and receiving badges to mark their commitment to championing the brand. While the badges symbolised an achievement, they also represented a responsibility.

A brand promise only becomes meaningful when the people behind it believe in it and bring it to life consistently. Every conversation, every email, every meeting, and every interaction presents an opportunity to reinforce who we are and what we stand for.

The Living the Brand Workshop marked the beginning of an important journey. A journey that starts within our organisation but ultimately shapes the experience of everyone who encounters Kagiso Trust.

When we truly live our brand, we do more than communicate our purpose. We Ignite Human Capacity, both within our organisation and beyond it.



Sylvester Chauke, Chief Architect at DNA Brand Architects.



KT Brand Ambassadors.



**KAGISO**  
TRUST

**2026**  
Golf Day



# Tee up *tomorrow*

*Partner with Purpose*

Continuing a Legacy of Opportunity  
Through Education

12 November 2026 • Invitational Event • Royal Johannesburg Golf Club

## Ways You Can Support

1

### Become a Corporate Partner

Support the event through one of our partnership opportunities while positioning your organisation alongside purpose.

2

### Donate an Auction Item

Contribute an exclusive item or experience to our fundraising auction and help maximise funds raised for our Education Development programme.

3

### Become a Friend of Kagiso Trust

Make a direct financial contribution and invest in South Africa's future.

There are **three ways**  
to partner with the  
Kagiso Trust Golf Day:

## More Information

### Contact Us:

Phone  
011 566 1900

Email  
[events@kagiso.co.za](mailto:events@kagiso.co.za)

# OUR FOOTPRINT

## Limpopo

### KST:

- 60 Anglo American Schools Project

### PMO:

- University of Limpopo Research partnership
- Limpopo CET College

### SED:

- Spar Mopani Rural Hub Initiative

### CSSP:

- #UnmuteCSO/CSUC-SA

### Local Governance Support Programme (LGSP):

- Modimolle Local Municipality – Small-Town Rejuvenation Project

### BNSDP:

- 243 schools in Sekhukhune East and 10 schools in the Apel District
- Sports, Arts and Culture
- Skills Competition
- Teacher Assistant Programme
- TVET/Technical High School with Sasol

## Gauteng

### KT – Education Development

- Faculty of Education, UJ
- National Education Collaboration Trust (NECT)

### Local Governance Support Programme

- CoGTA

### PMO:

- Thabo Mbeki Foundation
- In On Africa
- Human Sciences Research Council
- South African Human Rights Commission
- Africa Beyond 4IR
- Council of Scientific and Industrial Research

### SED:

- PROPpreneurX

### CSSP:

- #UnmuteCSO/CSUC-SA

## North West

### PMO:

- North West University Research Partnership

### SED:

- Bapuduchwana Production Incubator (Pty) Ltd (BPI) Funding

### BNSDP:

- Skills Competition
- Teacher Assistant Programme

### CSSP:

- #UnmuteCSO/CSUC-SA

## Northern Cape

### KST:

- 25 Anglo American Schools Project
- Department of Education Northern Cape
- Globeleq

### BNSDP:

- Skills Teacher Assistant Programme

### CSSP:

- #UnmuteCSO/CSUC-SA

## Mpumalanga

### KST:

- 25 Anglo American Project

### BNSDP:

- Skills Competition
- Teacher Assistant Programme
- Skills Competition

### CSSP:

- #UnmuteCSO/CSUC-SA

## Free State

### BNSDP:

- Skills Competition
- Robotics and Coding
- Teacher Assistant Programme

### KST:

- 323 schools in Motheo and Fezile Dabi
- Globeleq

### EMSP:

- 12 Students

### PMO:

- University of Free State Research partnership

### Local Governance Support Programme (LGSP):

- Senekal Local Municipality – Small-Town Rejuvenation Projects

### CSSP:

- #UnmuteCSO/CSUC-SA

## Western Cape

### PMO:

- Stellenbosch and Western Cape Universities Research partnerships

### Local Governance Support Programme (LGSP):

- Piketberg Local Municipality – Small-Town Rejuvenation Projects

### BNSDP:

- Skills Competition

### CSSP:

- #UnmuteCSO/CSUC-SA

## Eastern Cape

### KTC:

- CoGTA

### Local Governance Support Programme (LGSP):

- Makana Local Municipality – Collaborative Governance Model

### SED:

- Groendal Workers Trust

### KST:

- Globeleq

### BNSDP:

- Skills Competition
- Teacher Assistant Programme

### CSSP:

- #UnmuteCSO/CSUC-SA
- ABCD Youth Project

### Beyers Naudé Memorial Lecture:

- Nelson Mandela University
- Rhodes University

## KwaZulu-Natal

### Beyers Naudé Memorial Lecture:

- University of Zululand

### BNSDP:

- Skills Competition
- Teacher Assistant Programme

### SED:

- Funding through – Farmers East for yellow maize crops and Sebenzangamandla Pty (Ltd)

### CSSP:

- #UnmuteCSO/CSUC-SA

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