



COAL of AFRICA LIMITED

MAKHADO MAIL

CREATING SUSTAINABLE **VALUE** THROUGH **MINING** FOR ALL STAKEHOLDERS



MAKING
DREAMS
A REALITY

ISSUE 03 SEPTEMBER 2016

INSIDE: MAKHADO CENTRE OF LEARNING OPENS • MOVING MAKHADO PROJECT FORWARD



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Socio Economic Assessments – we have conducted 2 rounds of assessments, and have now completed the Makushu, Musholombi and Pfumembe villages.

Licencing – in January 2016, the Department of Water and Sanitation granted an Integrated Water Use Licence for the Makhado Project. In July 2016, the Department of Mineral Resources and the Limpopo Department of Economic Development, Environment and Tourism transferred the Environmental Authorisation from CoAL to Baobab Mining and Exploration (Pty) Ltd (BME). This means that all the licences for the Makhado Project are now in the name of BME. Both departments also extended the validity of the EA for an additional 5 years.

CoAL's CatchupCorner

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IN THIS ISSUE YOU WILL

MOVING THE MAKHADO PROJECT
TOWARDS CONSTRUCTION PHASE



BRIDGING THE SKILL DIVIDE



ENTREPRENEURSHIP IN THE RURAL CONTEXT



GROWING OUR COMMUNITIES
THROUGH THE MAKHADO BURSARY FUND



EARNING OUR LEGAL & SOCIAL LICENCE

WORDS BY FLORENCE DUVAL PICTURE BY RENT MINDS

I cannot believe a year has passed since we released the launch issue of the Makhado Mail! During the past year we have focused on securing our legal licences to enable us to commence with the Makhado Project. We now have our Water Use Licences, which completes the full suite of regulatory authorisations required.

However, there are still legal challenges to both the Water Use Licence and the Environmental Authorisation. We continue to work to ensure that these can be resolved.

During the past year we have also focused on earning our social licence to operate by delivering on the commitments of our Community Centred Sustainable Value Model (SVM) to create shared value for all our communities through growing, empowering and investing in our communities to drive socio economic transformation.

In this issue our CEO, David Brown explains the next steps required to bring the Makhado Project into operation. Every time we meet communities, traditional leaders and general stakeholders,

the question is always the same, “When will the Makhado Project start?”

We held a Pre-Resolution meeting on Farm Fripp in August to acquire a long term lease on Fripp. Read about the overwhelming support of the community for the Project, which has laid the tone for the Resolution meeting scheduled for 17th September 2016.

We encourage every community to register on the Makhado Project database to ensure that you can access all the opportunities and benefits of the project!

We look forward to hearing from you. If you have a story to share, or have any suggestions on who we can improve this publication, please e-mail us on editor@coalofafrica.com.

Happy reading

Florence

Florence Duval
Editor



THE NEXT — MOVING THE MAKHADO PROJECT towards Construction Phase — STEP

WORDS BY **DAVID BROWN** PICTURES BY **VANESSA DA ROCHA**

The granting of the Integrated Water Use Licence for the Makhado Project was a significant milestone in the project's lifecycle, completing the full suite of regulatory authorisations for the project with the New Order Mining Right granted in May 2015, and executed in January 2016.

The Environment Authorisation, granted in August 2016, was transferred from CoAL to Baobab Mining and Exploration (Pty) Ltd, the operating entity for the Project.

The Makhado Mail (MM) spoke to Mr David Brown, Chief Executive Officer of CoAL at his offices in Johannesburg about the Makhado Project.

MM: Why is the Makhado Project called CoAL's flagship project? What is so unique about the project?

DB: The uniqueness is twofold – firstly the project will become the country's only producer of Hard coking coal. This product is used in the steel making process which in



turn will support the creation of local industrial growth. Secondly it will have a massively positive impact on the local communities in that we have transacted with the local communities to own 20% of this project which is a very large ownership percentage relative to any other mining project.

MM: It's very exciting to note the recent announcements about the authorisations for the Makhado Project. What are the next steps to bring the project towards implementation?

DB: We need to (a) secure all the surface rights and (b) ensure that all authorisations are finalised and any outstanding and relevant objections are dealt with – this would cover the integrated water use licence and the Environmental authorisation.

After this is completed then the funding discussions will be completed.

MM: There is still significant opposition to the Project. What are the key concerns raised , and what is CoAL's strategy to deal with such opposition?

DB: My personal experience has been that there is huge excitement around this project with the majority of people supporting the project. A small number of objectors who have been more focused on how they can benefit rather than against the project in totality. Then in addition there is a grouping in the form of the Vhembe Mineral Resources forum who oppose any mining developments by Coal – they must have their own vested interests for this approach as the consequence is that it does seek to deny opportunities for the local communities to benefit from the project. The uplift for the communities are significant as they cover training/job creation and financial benefits for the communities. In addition there will be many other varied opportunities to participate in the project benefits.

MY PERSONAL EXPERIENCE HAS BEEN THAT THERE IS HUGE EXCITEMENT AROUND THIS PROJECT WITH THE MAJORITY OF PEOPLE SUPPORTING THE PROJECT

MM: Can we discuss the ownership of Baobab Mining and Exploration, the company which will be operating the mine, which is one of the means in which the communities will benefit. Are there any other benefits which will flow to the communities?

BAOBAB MINING AND EXPLORATION OPERATING ENTITY



MM : What are the next steps to drive the project towards construction

DB: We are pursuing many different work streams at present as projects of this nature are complex and significant. The Capital spend will be in excess of R 4.2 billion. We are making sure all our regulatory aspects are dealt with appropriately to ensure compliance with the relevant regulations. The fund raising will start towards the end of this calendar year with construction start still aimed towards the end of next year.

	REQUIREMENT	DETAIL	STATUS
1	Regulatory authorisations finalised and executable	New Order Mining Right (NOMR) granted by the Department of Mineral Resources in May 2015	Finalised and Executable
		Integrated Water Use Licence (IWUL) issued by the Department of Water and Sanitation in January 2016	Appealed and Suspended Appealed by the Vhembe Mineral Resources Stakeholders Forum (VMRSF), Makhado Action Group (MaKag) and the Mudimeli Community. In terms of the National Water Act, the appeal suspends the IWUL automatically.
		The Environmental Authorisation (EA) issued by the Limpopo Department of Economic Development, Environment, and Tourism, in August 2013, valid for 3 years	Interim Interdict Interim interdict against the EA by the VMRSF, MaKag and the Mudimeli Community. EA extended for an additional 5 years and transferred to Baobab Mining and Exploration (Pty) Ltd (BME), the operating entity for the Makhado Project in July 2016. Appealed by the same groups.
2	Surface Rights	The Makhado Project is located across 5 farms: 1. Windhoek 648 MS(owned by Baobab Mining and Exploration (Pty) Ltd (BME)) 2. Tanga 648 MS (owned by Baobab Mining and Exploration (Pty) Ltd (BME)) 3. Fripp 645 MS – owned by the Republic of South Africa, under the custodianship of the Mphephu Traditional Council (in terms of GN 376 / 1968) 4. Lukin 643 MS and Salaita 188 MT privately owned, and under gazetted land claim.	Commenced with a Resolution Process in terms of the Interim Protection of Informal Land Rights Act (IPRILA 31 of 1996). Pre resolution meeting held on 20 August 2016, resolution meeting scheduled for 17 September 2016.
3	Funding	The Makhado Project has a Net Present value of in excess of R8.8 billion, and will require R 4.5 billion to build.	Discussions are on -going but can only be finalised once all the regulatory authorisations are full executable.

TRADITIONAL LEADERSHIP

TOGETHER DRIVING development

COMMUNITIES

WORDS BY FLORENCE DUVAL PICTURE BY RENT MINDS

The Makhado Project is located on five adjacent farms, Fripp 645 MS, Tanga 648 MS, Windhoek 649 MS, Lukin 643 MS and Salaita 188 MT. There are seven beneficiary communities within the Project:

- The Mudimeli, Kuvule and Mulambwane communities are located on the Farm Fripp
- Adjacent communities of Makushu, Mosholombi and Pfumembe residing on neighbouring farms.
- Land claimant community of Musekwa

Farm Fripp is owned by the Republic of South Africa, under the custodianship of the King of the

vhaVenda, His Majesty, Vho T.P. Mphephu Ramabulana, in terms of General Notice 376/1968.

On 27 August 2016, His Majesty, together with the Mphephu Traditional Council convened a meeting at the Mudimeli Secondary School to:

1. Create an opportunity for communities residing on Fripp to learn about the Makhado Project to communities, both the impact and benefits, and for communities to ask questions or raise concerns. Communities would then be able to either voice their support or opposition to the project.
2. Host a Pre Resolution meeting in terms



of the Interim Protection of Information Land Rights Act of 1996 (IPILRA), Act 31 of 1996, to enable CoAL to present the impacts of the benefit of the Makhado Project to the Fripp residents.

Despite the late start, the meeting quickly dispensed with all protocols. A large contingent of Traditional leaders were in attendance. Chief Musekwa, Chairperson of the Makhado Colliery Chiefs Forum spoke of the long delays in the project, and the commitment of traditional leaders to drive the commencement of the project..

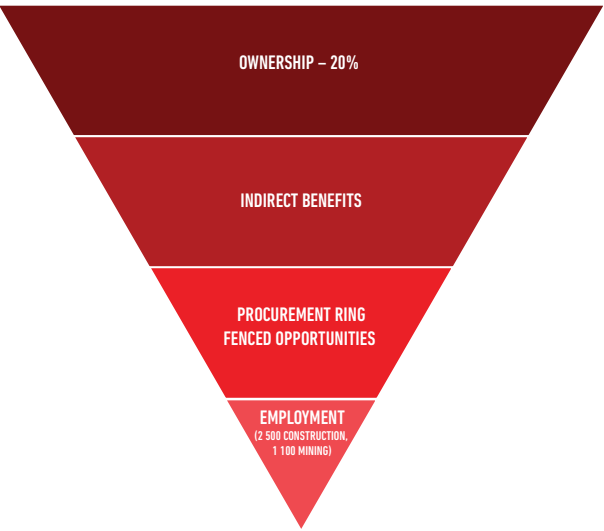
Khotsimunene M.D Mphephu, also known as Japan acknowledged people who had heeded the call from His Majesty to attend the meeting, and to hear about developments in their area. The King had mandated him to give the communities an opportunity to hear about the benefits which development can bring – improved infrastructure, job creation, access to tertiary education, and the upliftment of so many communities. Both passionate and humourous, Khotsimunene outlined His Majesty's vision of partnering with developers to create jobs, alleviate poverty and develop skills.

Chief Ravele spoke of the importance of a co-existent model to drive development. He explained that agriculture, mining, and heritage could co-exist side by side. It was important for communities to maintain their identity, while development took place in and around their land.

CoAL was given an opportunity to present the impacts and benefits of the Makhado Project, and to outline the mining plan as well as the mining infrastructure which would be established on Fripp.

Mr T G Makamu and Ms M F Makhvhu of the Department of Rural Development and Land Reform outlined the legal process required for a development company to enter into a long term lease agreement with a community. They emphasised that the voice of the community was of utmost importance – each person had the right to state whether they supported or opposed the project. Communities unanimously voiced their support and approval for the project, noting that the project should be advanced with urgency.

It was agreed that the Resolution meeting be held on 17 September 2016.





KHA RI GUDE

“**EDUCATION, TRAINING AND INNOVATION** are critical to the attainment of the goals of **ERADICATING POVERTY** and reducing inequality.”

THE NATIONAL DEVELOPMENT PLAN

LET US LEARN

WORDS BY **FLORENCE DUVAL** PICTURE BY **RENT MINDS**

The National Development Plan recognises that education, training and innovation are central to South Africa’s long term development. They form the foundation of an equal society and are key drivers for eliminating poverty and reducing inequality. Education empowers people to develop their potential to participate fully not only in the economy of the country, but also to control other areas of their lives, like raising healthy families, developing a just society and playing an effective role in the governance of their communities.

Seeking to build social cohesion within communities, and to develop sustainable communities, the Makhado Project’s Social and Labour has two focus areas:

- Skills development through education and training
- Infrastructure development with investments in road infrastructure and community water supply upgrades.

In 2015, we launched a door to door quantitative and qualitative survey in each community to better understand the environment in which our communities live and work. We also developed a demographic profile on each household as it relates to skills, employment, income levels, heritage profile and access to basic services.

The results of the survey show that there is a dearth of technical and other skills amongst our beneficiary communities

There is a need therefore to develop skills and capacity within communities to enable access to opportunities within the Makhado Colliery.

During the 26 months construction phase, more than 2 500 jobs will be created, with more than 1 100 jobs during steady state. We have committed that up to 60% of these jobs will be drawn from

the beneficiary communities.

A gap therefore exists between the requirements of the Colliery and the skills of the communities. If the necessary skills are not developed, or capacities built, we will not deliver on the commitment to employ up to 60% from our beneficiaries/communities. The Makhado Centre of Learning will therefore bridge the gap between the Communities and the Colliery at a technical, digital, communication, entrepreneurship, life skills and workplace readiness.

Vision

The Makhado Centre of Learning will integrate the needs of the Makhado Colliery and the skills sets of the communities, an indispensable partner to build skills, capacity and social cohesion to transform communities.

Mission

To innovatively transform the opportunities offered by the mining operation into benefits for communities relating to job creation and enterprise development.

Objectives

- In partnership with the Mining Qualifications Authority (MQA) and the Manufacturing, Engineering and Related Services SETA (MERSeta), The Makhado Centre of Learning (MCoL) has developed a curriculum of excellence which will meet the needs of communities as identified in the socio economic assessment
- This training will assist towards the development of a pool of skilled community members who could access job opportunities within the Makhado Project
- Create a conducive learning environment geared to meet the needs of students at various levels

- Build credibility by creating linkages between the MCoL and communities
- To develop a pipeline of new entrants to access procurement opportunities by:
 - Conducting a feasibility study to identify potential enterprises/entrepreneurs who could be incubated to access opportunities ring fenced for communities in the Makhado Project
 - Providing knowledge about starting and operating a business

On 5 September 2016, the first intake of 60 students will form part of the one month pilot project which will be implemented to test and model the programme. These 60 people will be drawn from each of the beneficiary communities.

A training manager has been appointed who will be responsible for the set up and

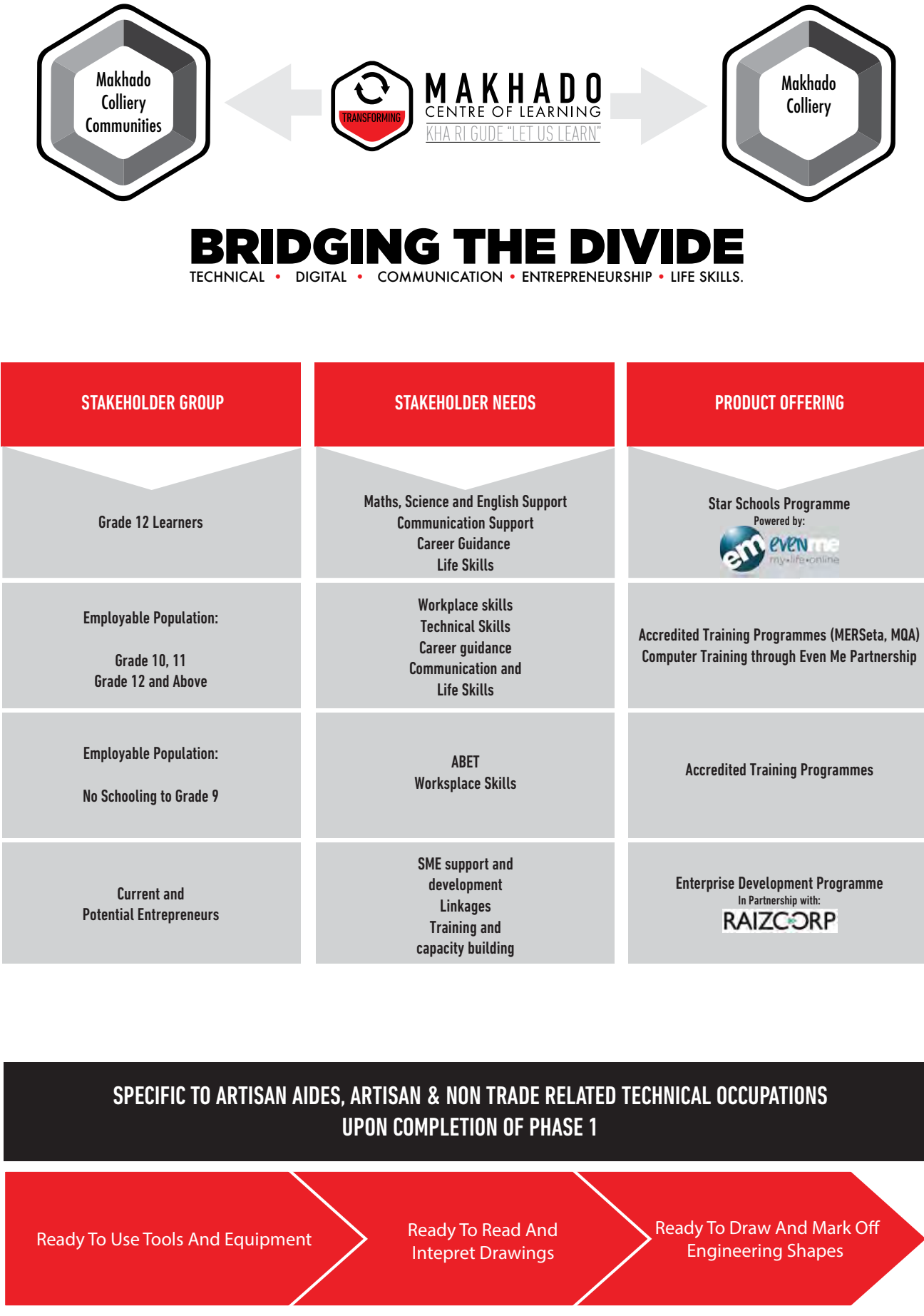
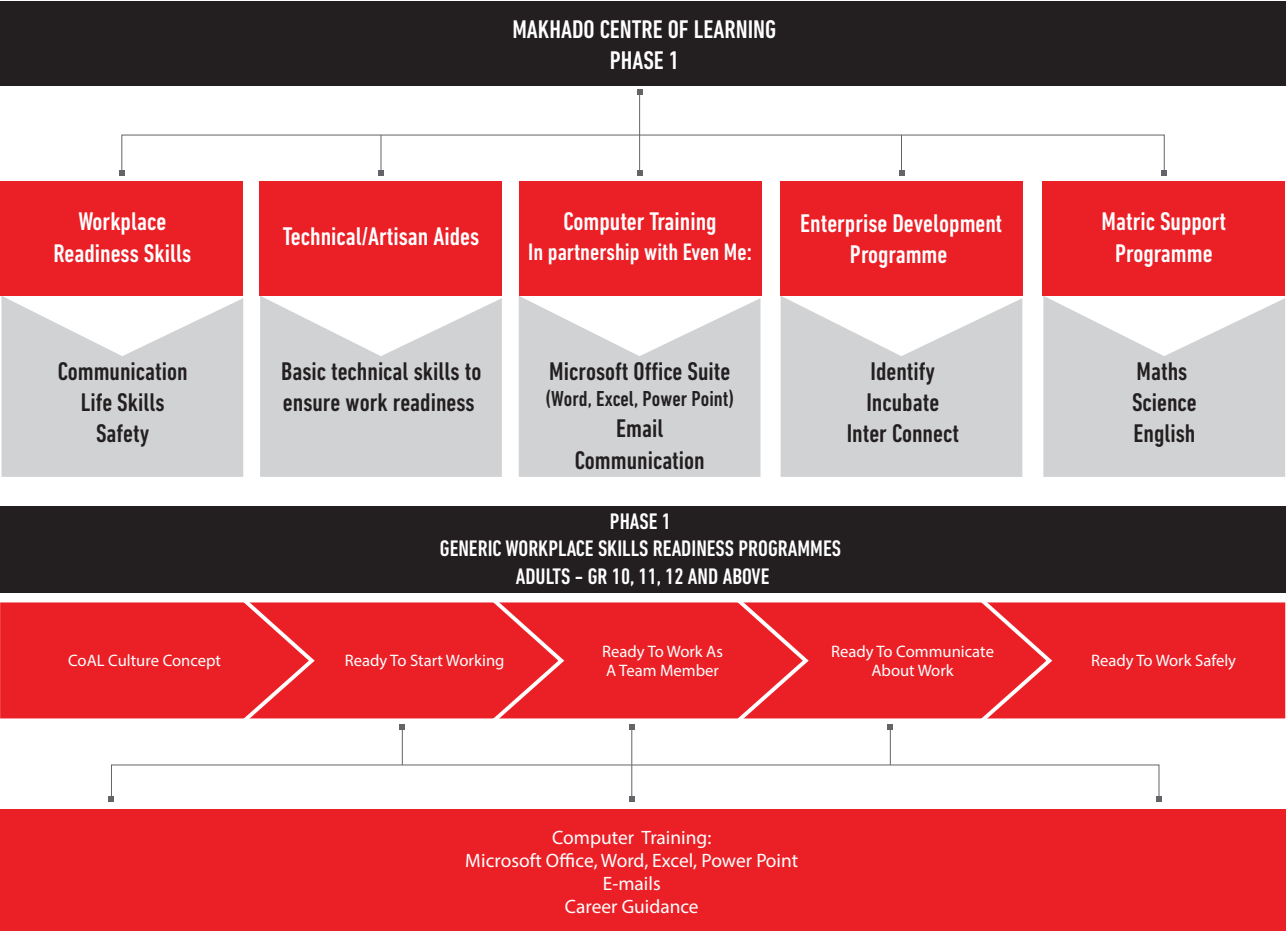
management of the MCoL, and will also be involved in facilitating the training programme. Mr David Mulaudzi will take up his duties on 1st September 2016.

During mining, more than 50% of the jobs required are for operators. Phase 2 therefore will be operator training which will be implemented in line with the dates for the commencement of construction.

Our ultimate aim is to develop and implement the Makhado Colliery Artisan Programme which will train artisans up to trade test level in the following fields:

1. Diesel Mechanic
2. Fitter and Turner
3. Electrical Engineering

The first intake is scheduled for January 2018, with 12 students to be selected for each discipline.



DIGITAL

THE MAKHADO PROJECT IS UPSKILLING the community through digital learning portal, **EVENME!**.

LEARNING

WORDS BY **JILL YOUNG** PICTURE BY **RENT MINDS**

As part of their transformation and empowerment objectives, the Makhado Project will soon offer members of the community access to valuable, outcomes-based digital learning through the online portal EvenMe!.

The collaborative initiative will equip the learning centre with computers that will be powered by the digital learning portal EvenMe!. This fully equipped computer centre will be made available for anyone who wants to upgrade their skill base to help them transform their lives, whether it's to take their career to the next level or to simply just find a job.

As part of this collaboration with EvenMe! The team are developing a computer skills training course that will enable on-the-ground teachers to train members of the community on essential computer skills including how to use crucial Microsoft software like Microsoft Word, Microsoft Excel and Microsoft Powerpoint. Computer skills and computer literacy are becoming increasingly important as more and more companies are focusing entirely on computerized technologies. In fact it is almost

impossible to find worthwhile employment if you do not have those skills. The focus area of the EvenMe! powered Computer center is the Star Schools matric curriculum assistance specifically in the areas of Mathematics, Science and English.

Over and above the computer literacy training, EvenMe! can also equip users with essential skills to help them move to the next level in their lives, whether it's learning how to save money or how to pay tax; how to choose a career that suits them; how to write a CV covering letter; how to make money while studying; how to start your own business or even how to open a bank account.

Essentially EvenMe! is an online service that bridges the gap between school leavers, graduates, unemployed adults, entrepreneurs and sustainable employment. Plus it is an outcomes based system that is designed to deliver exactly what a user needs.

To get the best out of the portal users need to register and complete the questionnaire to allow the system to get to know what they are looking for. Once the registration has taken

place, the user will have a personalised dashboard geared just for them. For those people who want to access EvenMe! outside of the community computer centre, the platform is available on mobiles via the app.

The collaboration with MCOL is the first of its kind for EvenMe! The platform was launched late last year as a way to address the inefficiencies in both educational support and career guidance that face South Africans but this is the first time they will be working at grass roots level. EvenMe! and MCOL are creating a community specific version of the portal that will allow the community members to be up-skilled on a step-by-step basis to ensure relevance and impact.

EvenMe's co-founder, Jill Young, reminds us that the portal is not just about learning and resources. It's also about offering support and guidance. "We wanted to create a community where South Africans could come for support and advice. We wanted to give them a portal that would become a useful guide to help them become the best version of themselves, where they could easily upgrade to AWESOME! We believe that this initiative with the Makhado Project is going to make a real difference to those in the area needing help with skills development."

For more information or to sign up you can visit the website, evenme.co.za - where you can also download our mobile app. You can trawl the EvenMeMyLifeOnline Facebook page, connect with us on LinkedIn or simply follow @EvenMeLife on Twitter and evenme1 on Instagram, to be in the loop on the latest updates and activations.



ENTERPRISE

ENTREPRENEURSHIP IN THE RURAL CONTEXT

RAIZCORP IS HONOURED to have the chance to work with entrepreneurs
IN THE MAKHADO PROJECT

DEVELOPMENT

WORDS BY **ALLON RAIZ, CEO of RAIZCORP**

Raizcorp is honoured to have the chance to work with entrepreneurs in Makhado. We will bring long experience to this work, together with an open mind – Raizcorp has been developing entrepreneurs in the deep rural context for 10 years. In this time, we have worked intimately with approximately 500 rural entrepreneurs. Our experience in this context has led us to a number of observations about rural entrepreneurship, some of which may seem surprising at first glance. In this article, we focus on the challenges and positive opportunities that exist for rural entrepreneurs – and what makes rural entrepreneurship so different to urban entrepreneurship.

Prevalence of price wars

The pervasive lack of skills and resources in rural areas leads to a large number of entrepreneurs opening businesses that have a low barrier to entry – meaning that it is easy to access the skills and equipment required to run these businesses. However, as soon as one such business opens, the same low barrier to entry allows

for competition to spring up almost immediately. More and more of these 'copycat' businesses begin trading, leading to intense competition. The sad reality is that these entrepreneurs often do not have a good understanding of their real business costs. This results in the entrepreneurs competing only on price, driving their profit margins down, and leading many of these businesses to shut down.

Different relationship to profitability

On the other hand, when a rural entrepreneur finds a niche – meaning a special business opportunity that is based on their access to specific resources or knowledge – these resources tend to be well-harvested (scarce). Without competitors, and because there is a high demand and a low supply of their product or service, these entrepreneurs are able to make high profit margins. Indeed, whereas urban entrepreneurs tend to limit the margins they place on their products or services, rural entrepreneurs tend not to do so. There is a sense almost of deservingness to these high margins.

True number of rural entrepreneurs

One of the more common entrepreneurial activities in rural areas is the production of items for craft markets. Crafting, in a sense, distorts the perceived number of entrepreneurs in rural areas. The entrepreneurs engaged in these activities are largely survivalist in nature, living from hand to mouth.

To use the terminology adopted by ML Gerber in his book *The E-Myth*, these are technicians, rather than entrepreneurs. Given the litmus test of being offered a job, I would hazard a guess that 95% of these entrepreneurs would take the job, rather than continue in their 'businesses'.

Need for development of financial literacy

There is a lot to look forward to in terms of rural entrepreneurship. With the growing tourism industry, more and more opportunities are abounding in rural areas, leading to the development of a cultural value chain that will enable the growth of a variety of small businesses.

However, as can be seen in the lack of appropriate costing skills that leads to the development of damaging price wars, there is a widespread need for the development of entrepreneurial financial literacy. An understanding of business fundamentals, such as real costs and viable profit margins, would assist a great many of these rural entrepreneurs to take advantage of the opportunities currently opening up.

Conclusion

One burning issue that I have not addressed, but which ought to be considered in any comparison between urban and rural entrepreneurship, is: what does 'success' look like in the rural context? When the odds are stacked against rural entrepreneurs on almost every front – from dysfunctional education, infrastructure, and basic service delivery, to a myriad of social ills – might not even the survivalist entrepreneurs who are able to support themselves and their

families be taken to represent success?

Despite the daunting challenges that many rural entrepreneurs face, I believe that entrepreneurship in the rural context has a very positive future. The rural entrepreneurs that Raizcorp has worked with display the same depth of tenacity, drive, and optimism that are some of the hallmarks of successful entrepreneurs in most sophisticated urban environments.

Although the lack of basic business language and financial literacy among rural entrepreneurs presents a real, and at times crippling, constraint on their businesses' growth, this does not mean that these entrepreneurs are unable to do business. Highly successful (however that may be defined) rural entrepreneurs do exist – their stories must be championed in the media; their business models should be analysed and emulated where possible; and their entrepreneurial spirit should be celebrated.



RAIZCORP



BURSARY

GROWING OUR COMMUNITIES
through the MAKHADO BURSARY FUND

FUND

WORDS BY FLORENCE DUVAL PICTURE BY RENT MINDS

The CoAL Bursary Fund (CBF) was launched in July 2009, by His Majesty, Vho T.P. Mphephu Ramabulana as one of the interventions to address the shortage of technical skills in the Vhembe District and broader Limpopo Province.

In January 2010, 44 Students were granted bursaries at various institutions across the country. 35 have graduated in

the following fields (amongst others):

- Mining Engineering
- Metallurgical Engineering
- Chemical Engineering
- Geology
- Accounting
- Environmental Science

In August 2015, CoAL's Education and Training Committee embarked on a road show to present the Makhado Bursary Fund to students

in the project area. Graduates told of their how their lives had changed when they were awarded a bursary from CoAL. "CoAL paid for everything. My tuition, my books, my accommodation, everything. I had absolutely nothing to worry about. I simply had to study," shared Khodani Luvhengo, Mine Accountant at CoAL. She has recently moved to CoAL's Head Office in Johannesburg to broaden her scope of learning, and to enable her to study further. CoAL's goal is to create the first home grown Chartered Accountant from the project area.

In January 2016, CoAL awarded 11 bursaries to students from the Makhado Project Area. The top student from each community was awarded a bursary, totalling seven, and then four additional top learners across the project area also received bursaries.

The process to shortlist qualifying candidates and then select the preferred candidate was very difficult and at times emotional. The candidates' determination and commitment to study further was evident from the start of each interview. Some candidates had paid their registration fees in full (at Wits University this was R9 370), by raising funds from various family members. One candidate shared with the committee how his grandmother had saved for his registration fee from her monthly pension. These were the quality of students we wanted on our bursary fund.

It gives us great pleasure to introduce the class of 2016...

TSHILIDZI MUDIMELI (COVER) (19)

From the Musekwa community residing at Ngundu, Tshilidzi is studying for a Bachelor of Environmental Sciences at the University of Venda. He attended Tshianane Secondary School, and achieved an overall B average in Matric.



TODANI MUFAMADI



TSHILIDZI MUDIMELI

He is passionate about the environment, and believes that he can make a meaningful impact within his community to protect the environment for the next generation. His goal is to protect the quality of the natural environment through behavioural changes of various stakeholders.

MUKONDELELI MUKHWEVHO (19)

Mukondeleli hails from the Fripp Village. She completed her Grade 12 at Mudimeli Secondary School in 2015, achieving a Bachelor's pass. She is currently studying for a degree in Public Management and Governance at the University of Johannesburg.

Her goal is to work very hard so that she can improve her marks. She enjoys her studies and has realised that she needs to work hard every single day in order to cope with the level and standard of her course.

TODANI MUFAMADI (20)

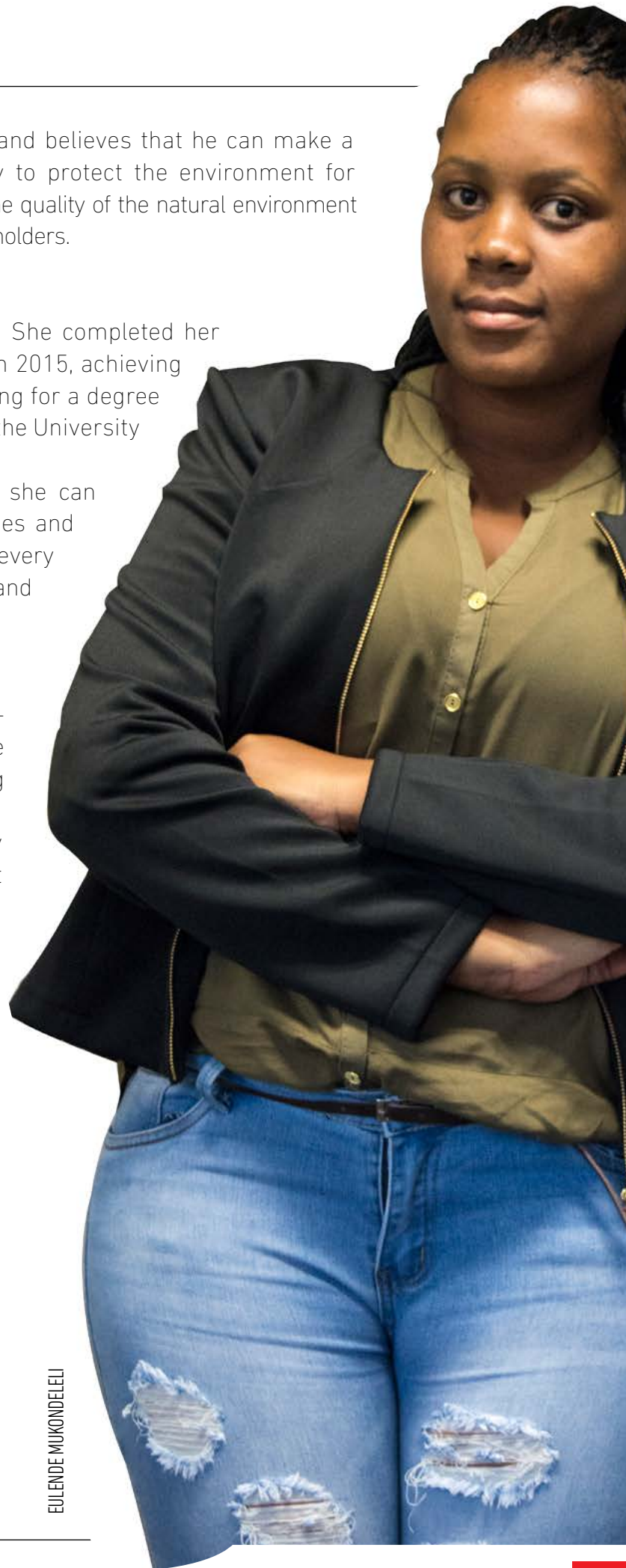
Todani is a first year Mining Engineering student at the University of Johannesburg. He learned of the Makhado Bursary Fund during CoAL's roadshow to his school. This inspired him to work harder so that he could qualify for the MBF. This Mudimeli village student aims to finish his studies in the required time, despite the challenges he experiences of adjusting to university life, and high academic standard. He is a very hard working student and has achieved good results in his first semester of study.

OBED RAMOHALA (20)

Obed is a gifted public speaker, having honed his skills during his Matric year at Mudimeli Secondary School. He is in his 3rd year of studying for a Bachelor of Accounting Science at the University of Limpopo.

He finds his studies very challenging, but remains focused on his goal of getting into the corporate world. He would like to complete his degree, so that he can give back to his community, CoAL and every individual who has helped him achieve his goal.

EULENDE MUKONDELELI



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