



SML4
CHANGE
WORKPLACE CAPABILITY PARTNERS

Human Resource Development (HRD) & Skills Training: Systems Design and Delivery

7 January 2026


TRINITY
METALS



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1. About SML4change

At SML4change, we believe that meaningful change in organisations happens through learning – learning that builds capability, shifts behaviour, and supports real performance on the ground. Since 2011, we’ve worked in partnership with clients across the mining sector to strengthen leadership where it matters most – at the frontline, at a supervisory and middle management and at senior and executive levels.

SML stands for Supervisory, Management, and Leadership, which reflects our specific focus on the role of supervisors, managers, and leaders in enabling workplace capability and guiding change. Our team uses an integrated approach to enhance capability across all levels of the organisation – blending learning journeys, change journeys, leadership development, and research to close the gap between saying and doing.

We’ve supported clients and partners such as Vedanta Zinc International, Master Drilling International, Blanket Mine (Zimbabwe), Impala Platinum, Bafokeng Rasimone, Allied Gold International and Anglo American. As a research partner at the Mandela Mining Precinct (MMP), SML researches people-centric mining modernisation approaches that serve as a guiding principle for co-creating the future. Several research papers have been published under the SML change research program in collaboration with the CSIR, PWC and Universities. Our Director also acts as an external moderator for MBA studies, ensuring that we remain academically in tact. We proudly facilitate women in mining workshops and empowering events

We bring together deep mining knowledge with practical, high-impact learning experiences. Our facilitators and designers are experienced, qualified, and committed to applying their expertise in real-world settings. We are a registered skills provider with the QCTO (Quality Council for Trades and Occupations) and our members have various accreditations as trainers, assessors, moderators, teachers, coaches and language professionals in the field of mining and HRD and related.



2. Project background and objectives

2.1. Background

The partnership between Trinity Metals and SML4change commenced in 2023 with the completion of a comprehensive Training and Skills Development Needs Analysis. This diagnostic phase identified critical technical, behavioural, and leadership capability gaps across various functional areas and organisational levels.

Based on the outcomes of the needs analysis, a structured Human Resource Development (HRD) and skills development framework was established, followed by the design and delivery of targeted learning programmes aligned with operational requirements, regulatory compliance, and Trinity Metals' people strategy. These interventions focused on strengthening core technical competencies, supervisory capability, safety performance, and leadership effectiveness.

The 2026 project builds on this established foundation. Rather than introducing a new initiative, the focus is on consolidating, expanding, and maturing the existing HRD and skills development system to ensure sustainability, internal capability building, and continued alignment with Trinity Metals' strategic and operational priorities.

2.2. Project Objectives

The objectives of this project are to:

- Continue the implementation and refinement of the Trinity Metals HRD and skills development system established in 2023.
- Systematically identify and address technical, behavioural, and leadership skills requirements across functional units and organisational levels.
- Design, deliver, and maintain fit-for-purpose training programmes aligned with the skills development matrix, operational needs, and risk profile of the organisation.
- Strengthen supervisory and management capability through targeted HRD support programmes that enhance leadership effectiveness, accountability, and team performance.



- Build internal capacity and supportive structures within Trinity Metals to enable long-term sustainability and reduced reliance on external support.
- Ensure quarterly alignment of training priorities with the CEO and HR leadership to optimise resource allocation and support the broader people strategy.
- Support compliance, operational excellence, and continuous improvement through structured planning, delivery, monitoring, and evaluation of learning interventions.

3. Scope of work

The Human Resource Development (HRD) and skills training strategy, systems design and delivery will be focussed on enabling the upliftment of skills in the various functions and on various levels in the organisation. The implementation process will be a continuation of:

1. A skills development system and supportive internal structures to ensure sustainability.
2. Continue baseline work required to identify skills required per role in the various functional units.
3. Design and deliver technical and behavioural skills training programs as per agreed schedule and operational needs identified.
4. Design and deliver HRD supportive programs to managers, supervisors and teams to unlock the potential of people, in line with the organisational strategy.
5. Coordinate the various initiatives and build internal capacity in Trinity towards becoming self-sustaining in the field of HRD and skills development.
6. Provide guidance in the development and adjustment of training programs and materials in line with the risk profile.

The focus of each quarter will be contracted with the CEO and HR Leader to ensure resources are allocated to the agreed upon plan under the people strategy. Services will be provided on and/or off-site based on the work to be done.



3.1 Programme & deliverables

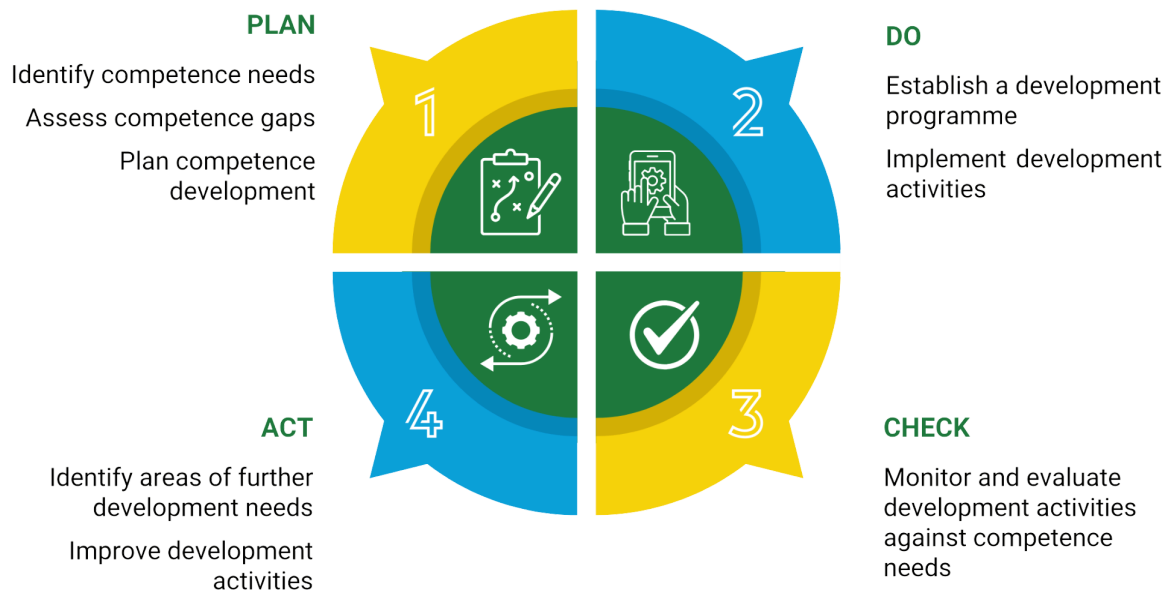
Note that the program below lists the learning programs that have been or are to be developed for delivery, and delivery will continue in accordance with the skills development matrix. New learning needs and programs will be planned, to be reviewed for practicality of rollout and prioritised accordingly.

| Name | Description | Start Date | End Date |
|---|---|---|------------------|
| Delivery of developed courses to be scheduled as per skills requirements | Technical and Developmental Courses | 19 January 2026 | 20 December 2026 |
| <ul style="list-style-type: none"> • PPE & Hand tools • Change Management • LOTO • Mining supervisor course • Mining for non-miners • HERO Teams • Rigging and Lifting • Working at heights • 5S Management • Train the trainer • Safety Representatives • Accident / Incident Investigation • TLB • Excavator • Forklift • Blasting Assistant • Conflict Management • Mentorship • Coaching • Process Plant Training (A and B) • Menya Nibi A and B • The mining supervisor • POLC Training • HIRA | Target Populations: Mining, Engineering, Process Plant, Safety Specialists, Supervisors, Managers | As per the agreed monthly schedule | |
| Design: Programs to be developed and delivered in 2026 | | | |
| <ul style="list-style-type: none"> • **Basic Mining (6-week program) • *Mono Winch Operation • Emergency Preparedness & • Evacuation • Confined Space • Finance for non-financial managers • Disciplinary Code and Procedure • Ethics/Sexual harassment/Bullying/ • Regulations/ESG/ Development • Occupational skills training programs as per Skills Matrix (eg. Marking and drilling, Rail installations) | **In relation to BV16 U/G training facility at Rutongo, Musha and Nyakabingo-Fundamentals of Mining operations *Musha Heza | | |



3.2 Approach

We follow the PDCA cycle in our activities performed as part of the project management, engagement, design, and delivery.



PLAN

- Carry out training and development needs assessment
- Develop the Occupational Training Matrix (including compliance and developmental components).
- Design learning material per occupation, aligned with SOPs, OEM manuals, and industry best practices.
- Establish fit-for-purpose process flows for classroom and on-the-job training.
- Develop assessments for on-the-job application proof (Plotter for capability tracking).
- Establish a database for tracking individual and occupational progress.
- Design needs-based training (developmental/performance components for behaviour) and establish MOUs with external skills partners as needed.
- Integrate technical (hard) and behavioural (soft) skill solutions.
- Provide recommendations and leadership for underground training facilities.

DO

- Develop the classroom and on-the-job training schedule.
- Facilitate learning, both in the classroom and on the job.
- Conduct necessary assessments.
- Work to improve the maturity levels of operators, supervisors, and leaders in operational excellence.
- Write and provide monthly reports.



CHECK

- Track progress against the established training matrix and identified needs.
- Verify licenses and certifications.
- Manage records, reporting, administration, and procedures.

ACT

- Finalise HRD Strategy development
- Implement necessary improvements.
- Ensure alignment with all relevant stakeholders.
- Manage communications and updates.
- Maintain governance and Steering Committee oversight.

3.3 Responsibilities of SML4change

1. Provision of structured learning at various levels in the organisation as agreed upon on a quarterly basis and aligned with budget provisions.
2. Provide training for the knowledge components and coaching to participants.
3. Conduct Formative and Summative Assessments on participants. [as and when required]
4. Provide a copy of the learning material and reports to the HR leader for the internal database
5. Provide a training plan and schedules to Trinity-metals for planning needs
6. Attend meetings with Trinity-metals on a regular basis to discuss learner's progress, quality of training and any problems for rectification within the scope of the project days.
7. Time and attendance records of learners are to be maintained by the Training Provider and
 - a. forwarded to Trinity HR after completion of the programme. The system to be handed over
 - b. to Trinity HRD once the training structure is effectively implemented
8. Off-site/Virtual work will be carried out to plan, design documents, programs and learning resources.
9. Administrative services of SML4 change are done remotely.
10. Newly developed programs are printed by SML4change to ensure correctness
11. Adhere to the health and safety requirements of Trinity-Metals



12. Out-of-scope needs that arise, in addition to the agreed upon scope will be discussed and quoted separately.
13. Carry out the needful consultations and meetings to ensure the effective collaboration for the successful execution of the programs/interventions.
14. Prioritised and agreed upon training programs/interventions will be developed and scheduled based on mutual agreement, whilst additional ad-hoc consultation services are carried out in parallel, as requested and agreed upon by both parties.

3.4 Responsibilities of Trinity Metals

1. Conduct timely internal communication to ensure that scheduled programs are well attended.
2. Provide classroom facilities large enough to handle the scheduled number of trainees as per the venue requirements (+/- 15 - 25 learners at a time).
3. Make provision for classroom equipment and resources (projector, flipcharts, pens, water and Food).
4. Arrange accommodation, travelling and food for the facilitator/s
5. Process payment once the invoice is received, accompanied by the attendance registers and reports.
6. Participate in scheduled meetings and work sessions.
7. Ensure programs and learning material printing are done timeously as from program 2 (program 1 is printed by SML4change).
8. Providing technical equipment required at the site for training purposes (access to workplace vehicles, machines)



4. Schedule of Services per month

| Module/Course/Service Name: | Duration: | Number of Rwanda Monthly Service days | Number of South Africa Monthly Service days |
|--|-----------|---|---|
| Project Management Service and stakeholder engagements | 12 Months | 3 | 3 |
| Consulting days outside of the Skills Development schedule | 12 Months | 9 | 0 |
| HRD and Training system design and capacity building | 12 Months | 1 | 3 |
| Learning program design and improvements | 12 Months | 2 | 11 |
| Online and On-site learning delivery | 12 Months | 21 | 2 |
| Follow-up and assessments | 12 Months | 5 | 0 |
| Administration, reporting and record keeping | 12 Months | 2 | 8 |
| SERVICE DAYS AVAILABLE | | 43 | 27 |
| TOTAL MONTHLY SERVICE FEE EXCLUDING VAT | | + - \$ 26 000.00 (Absolute value of R475 252.00) | |

The service days are indicative of available service days and depend on the HR department's scheduling of training and other on-site work required. The total monthly service fee shall be payable in full, reflecting the comprehensive nature of the services provided, regardless of the specific number of on-site days, which will be allocated at Trinity Metals' discretion based on operational needs.



5. Closure Note

As a workplace capability partner, we remain committed to the upliftment of the Rwanda Mining Sector and to increasing the sector's capability maturity. The commitment to professionals, modernise and mechanise will be realised if the business and our people are empowered, upskilled and reskilled.

SML4change also has capabilities to deliver services beyond the scope of this engagement. Potential future work includes the following initiatives, subject to further discussion and formal agreement:

- **E-learning and Artificial Intelligence Platform**
This initiative forms part of the DFC-funded project. The initial design was completed under the 2025 scope of work. Any implementation activities would require the development and approval of a new proposal.
- **Performance Management and KPI Process**
A proposal was submitted to the CFO in 2025 and remains under review.
- **Standard Operating Procedures (SOP) Development**
Additional support may be required. Should the opportunity arise, Sml4 Change would submit a formal proposal to provide this support.
- **Project Management Office (PMO) Set-up**
Initial discussions and groundwork were undertaken in 2025 in collaboration with our network partner, Project Line. This initiative remains under discussion.

We thank you for the opportunity to propose and make a positive contribution.

Rina Muller

Founder and Director - "A Path is made by walking"