AFRIKA TIKKUN
STRATEGIC ALLIANCES

Three operating Entities

**AFRIKA TIKKUN “AT” (NOT FOR PROFIT COMPANY - NPC)**
Early Childhood Development (ECD)
Child and Youth Development (CYD)
Career Guidance
Support Services
(2 - 18 years)

**MAAFRIKA TIKKUN ENDOWMENT TRUST “MAT”**
BBBEE Equity Ownership
Investment Management
Legacy to Life Endowment

**AFRIKA TIKKUN SERVICES (PTY) LIMITED “ATS”**
Consulting - BBBEE Scorecard & Equity Employment
Job Readiness Training
Specialised Training
Recruitment & Placements
(19 - 35 years)

Our tripartite relationship makes us more than just a charitable organisation but a business partner.

We offer our partners economic benefit for their corporate social investment as we are able to meet their labour needs through the deployment of talented individuals for employment. Through ATS we have the capacity to offer our corporate partners advice on how to improve their Corporate BBBEE scorecard whilst creating recruitment opportunities, screening candidates for jobs and ensuring job readiness training prior to job placement.

We can partner on and provide points for; Ownership, Skills Development, Enterprise & Supplier Development and Socio Economic Development.

ENSURING A SUSTAINABLE FUTURE WITH BARCLAYS

At Barclays, citizenship is a fundamental part of our aim to be more than a bank for the communities in which we operate. We know that we have a responsibility to make a difference and through our citizenship agenda we can facilitate more inclusive prosperity for current and future generations.

Barclays Africa has the ambition to realise the potential of the youth across the African continent. We do this by collaborating with non-governmental organisations, community organisations, not-for-profit organisations and social enterprises, and investing financial resources, time and skills into innovative community programmes.

Our community programmes help the next generation develop the skills they need to reach their potential, and focus on improving disadvantaged young people’s enterprise and financial skills, and their employability. The Afrika Tikkun initiative, with its focus on enabling the youth to develop into tomorrow’s productive citizens, shares this ambition.

We are proud to be associated with three Afrika Tikkun projects which have achieved important milestones in the past two years. Our collaboration with Afrika Tikkun has confirmed my firm conviction that applying the youth perspective in addressing social challenges such as unemployment and poverty-reduction delivers greater impact. Empowering young people with skills and resources that give them access to the economy improves their personal situation and, more importantly, legitimises them as conscious contributors to the economic growth of their communities.

Africa’s youth hold the most potential to use technology and innovation to develop solutions to our continent’s greatest challenges. Initiatives like Afrika Tikkun develop their skill set to do so.

Stephen van Coller
CHIEF EXECUTIVE
Corporate & Investment Banking, Barclays Africa

Sponsored by  
BARCLAYS
THE NATIONAL DEVELOPMENT PLAN

- Bertie Lubner, Chairman

Regrettably, South Africa is experiencing a deteriorating situation in many aspects. We cannot wait any longer. No one, other than ourselves, can make the changes that need to happen, until each and every one of us accepts responsibility to impact positively on the future of our children and ourselves. People are required to be active champions of their development, where government, corporate South Africa, and civil society work together effectively to develop people’s capabilities.

“People are required to be active champions of their development, where government, corporate South Africa, and civil society work together effectively to develop people’s capabilities.”

To achieve this, a new approach is required, one that will systematically include those who are socially and economically excluded. The National Development Plan (NDP) paints a picture of what South Africa should be like in 2030. The main purpose of this plan is to eliminate poverty and to reduce inequality. From the nine central challenges that have been identified, Afrika Tikkun focuses on addressing five challenges through our Cradle to Career 360 model:

Too few people have work – through our Career Readiness Programme, we have trained over 1200 young people and have placed just under 400 with our corporate partners in entry-level positions, to kick-start their careers.

The standard of education for most black learners is of poor quality – our Early Childhood and Child and Youth Development programmes provide educational support, including access to our well-equipped libraries, the internet and computer facilities that allow young people to realise their potential. Our Matric pass rate for the calendar year 2014 was 99% with 66 distinctions.

Existing patterns exclude the poor from the fruits of development: We are very proud of the fact that 85% of the 554 staff we employ are recruited from the local communities where we operate. We professionalise and develop our staff, providing them with training and tools to grow and develop.

South Africa remains a divided society: Through the two decades of Afrika Tikkun’s existence, we have not worked in isolation, but have collaborated with Government, other civil organisations, corporates, schools (Government and private) and communities to lead our society towards socio-economic development. Various efforts to reach out to communities to prevent violence and promote peace, human rights, reconciliation, and development give further meaning to our value of social cohesion.

Public Services are uneven and often of poor quality – Afrika Tikkun’s Primary Health Care and Social Services enable us to bridge the gap between Government facilities and the disadvantaged individuals that need access to primary services for their existence. Furthermore, our various outreach programmes have been successful at lobbying for, partnering with and supporting Government in their tasks of service delivery.

If we as a nation, Afrika Tikkun, corporate South Africa, and Government do not work together to address the many challenges that we are faced with, the situation will worsen, and lead to economic decline, falling living standards, competition for resources, social tension and social instability. We need to avoid this destructive cycle.

As we look ahead, we realise that the future success of South Africa lies in building the capability and skill-set of our children, investing in their education, and providing a platform for entrepreneurial development. Through true broad-based black economic empowerment deals, we will be able to build a society that can give birth to a new generation of industry captains, who will propel our economy to greater heights.

Afrika Tikkun’s Cradle to Career 360 model seeks to build the skill-sets within our children and youth that will create this economically active generation. I applaud the partnerships we have forged with corporate South Africa, Government, and communities because without them there is no Afrika Tikkun and without organisations like Afrika Tikkun there is no change in the lives of thousands of young boys and girls across many communities.

Thank you for a great 20 years – we look forward to many more decades of changing lives.
The organisation has been focused on re-engineering the activities of the Centres around the objective of getting youth into career paths that allow them to make the most of their potential and aptitudes. Whilst the objective is simple enough, the implementation is challenging. “Development” takes on a new meaning when the end-goal of Afrika Tikkun’s “Cradle to Career 360” cycle is to achieve successful work placements. All our services need to align to achieve this. In an environment of scarce resources, we have to be careful to prioritise expenses around the really important variables that ultimately help to produce employed and competent young people.

This is an exciting challenge, because we are directly impacting the alleviation of poverty – in a meaningful way that leads to lifetime productivity – through lessons we have learned over the past twenty years. We want to produce a youth with the skills to achieve a lifetime of prosperity. For this to happen, certain skills need to be inculcated from as early an age as possible, particularly in communities where the majority of children are orphaned or vulnerable.

A significant amount of time has been spent in creating arm’s-length understanding and contractual relationships between the interdependent entities within the organisation: Afrika Tikkun, Afrika Tikkun Services and the MaAfrika Tikkun Endowment Trust. Different clients require different services, albeit around the same central themes of development, job-readiness training, and placements. The management teams of the companies have shown a mature and responsible attitude towards resolving conflicting and competitive issues. The closure rate on deals within Afrika Tikkun Services has been slow to start, as we learned about market needs and wants in a fast-changing labour environment. It is imperative that as CSI donations decline, we find other sources of revenue, such as those that can be generated through consulting fees, training fees and placement fees earned by Afrika Tikkun Services, which also validate the support of the Afrika Tikkun Development Centres.

Operationally, management is proving to be sound and exceptionally committed, ensuring that the organisation is being driven by principled leadership values.

The organisation has exceeded its forecast revenue, banking R69 million, enabling additional services to be rendered. These additional monies were allocated toward designated programmes required by the organisation. Expenses in running operations were therefore higher than budget and the organisation’s nett financial performance was in line with original budget. A deficit of R1.8 million resulted, which was funded from “reserves”. Operating overheads (Head Office, Fundraising, Marketing) accounted for 12 cents out of every Rand raised; a statistic which reflects the austerity of financial controls.
BUDGET FOR THE 10 MONTHS ENDING 31ST DECEMBER 2015

Instead of a February year-end, 2015 marks the change to coincide with a calendar year-end of December, effected to align our year-end with the school calendar. This year’s budget, therefore, only covers a 10 month period, enabling a full year to commence from 1st January, 2016.

Historically, Afrika Tikkun has experienced a drop-off of youth reaching the ages of 16 and 17 years. Many no longer see education as the doorway to jobs, so they drop out of school and aftercare programmes such as ours. If we are to get youths into jobs that they’re well suited and prepared for, we must achieve better-than-average Matric pass rates. We cannot interfere with the formal education process, but we can provide resources for youth looking to better themselves and improve their academic results.

Our existing resources (computer labs, libraries, etc) are insufficient to truly impact this objective. Providing remote learning facilities through web-based instruction is a key focus-area in the coming year. Dedicated study areas, with suitably skilled staff, will be required at all of our sites. We have to develop children with the life skills, health and motivation needed to become productive employees or entrepreneurs. We cannot avoid inflationary costs, which have been taken into account in this new budget.

There is a difficulty in presenting a budget for an organisation that is preparing kids for – and getting them into – jobs for which they are well suited. It’s easier to calculate projected expenses than to forecast revenues from the corporate market to pay for these activities. The issue of youth unemployment is of great significance in our country. Government incentives are supportive of youth training and placement in jobs. Our Afrika Tikkun combination of child-development in the community, coupled with BEE consulting services, job-readiness training and placements, creates a unique opportunity, but requires time for us to develop significant numbers of graduates.

This is a critical year, as we will be right in the eye of the developmental process, incurring certain expenditures ahead of raising the revenue. I am, however, more confident as we will be targeting corporate BEE expenditures rather than CSI spend alone. It will be a challenging year that’s going to require Board-guidance, management and staff diligence, and a corporate market that’s open to the “Cradle to Career 360” model as our best chance to collectively get young people into jobs and out of poverty.

Government incentives are supportive of youth development that engages youth in training and placement in jobs.

Providing remote learning facilities, through accessing web-based educational instruction is a key focus-area in the coming year.

Budget also looks at bolstering local management through the employment of subject matter specialists.
We believe that every young person should be given the opportunity to be the best that they can be.

**EARLY CHILDHOOD DEVELOPMENT**

**KEY OUTCOME**
To get children ready for school.

(2 - 6 Years)

**CHILD AND YOUTH DEVELOPMENT**

**KEY OUTCOME**
A higher matric pass rate, knowledge and information on career and further learning opportunities.

(7 - 18 Years)

**YOUTH SKILLS DEVELOPMENT AND PLACEMENT**

**KEY OUTCOME**
Young people being able to navigate the labour market, accessing sustainable employment or self-employment.

(19 - 35 Years)

**CAREER**

**KEY OUTCOME**
Directing first time job seekers into appropriate jobs.

**VISION**

A future where today’s young people are tomorrow’s productive citizens.
OPERATIONS REPORT
- Leonie van Tonder, Chief Operating Officer

Continuing the previous year’s focus on developing people, we followed up the staff satisfaction index in August, showing a remarkable 32% increase in the employee engagement index. This, in no uncertain terms, shows that the philosophy of “Legitimate Leadership” has a material effect on our employees.

During the year, some restructuring has taken place:
The functions of all the centres were structured into three main groups; Early Childhood Development (ECD), Child and Youth Development (CYD), and Social Services. The heads of these groups form the General Manager’s Management Committee, responsible for the total management of the Centre. The social workers are being groomed for Second-in-Command roles, ensuring smooth operations with or without the General Manager (GM), freeing the GM to focus on planning, oversight of implementation, community involvement, and monitoring and evaluation, to improve standards of delivery.

In December, the Delft CYD unit was closed. The Mandela Peace Park where the centre was housed was becoming progressively more dilapidated, resulting in high repair costs and risk to the children. Despite numerous requests and negotiations with the City of Cape Town, no reasonable alternatives became available. Regrettably, this closure led to 16 retrenchments.

A restructured budget was prepared for 2015/16 that takes into account the results of a community marketing survey. Youth asked for more focus on academic input to assist in improving Matric results and access to tertiary education.

The functions of the centres structure into 3 main groups

In ECD, we – for the first time – ran an SABS school-readiness assessment. The results were disappointing and sobering. It reinforced our decision to restructure the budget to include a Subject Matter Expert in ECD and to dramatically increase the quality of delivery by focusing on up-skilling our teachers.

In CYD, we engaged in a detailed “Discover your Strengths, Discover your Career” programme for youths from Grade 8 to 12. This included detailed assessments of strengths and weaknesses to assist with subject and career choices. These well-received programmes – run during the July school holidays – tested 1000 youths across the country, leading to a remarkable increase in CYD attendance across our centres.

Our Grade 12 CYD beneficiaries had a 96% Matric pass rate, with 66 distinctions. It will take hard work to better that!

As part of the NPO Career Development dedication, we ran a CYD Learnership for 32 learners across all centres. They will qualify end-June, 2015, and fill some vacancies in the CYD area.

All staff in managerial and supervisory positions followed a Legitimate Leadership application-model training path, with a positive effect in the Staff Satisfaction Index.

I am proud of this dramatic change – the result of collective efforts across our organisation!

Measurements:

SURVEY RESULTS
“The survey results indicated a significant improvement in all indicators, with the percentage of engaged employees going up from 27% to an astounding 59% (the world standard is 28%). Since employee engagement is a key predictor of employee loyalty, commitment and willingness to exceed requirements, Afrika Tikkun looks forward to an energised, empowered workforce, committed to strategies that effectively support children from ‘Cradle to Career’.”

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaged employees Committed and loyal that add value to the organisation</td>
<td>27%</td>
<td>59%</td>
</tr>
<tr>
<td>Not-engaged Employees Low levels of energy; do the minimum to get by, resist change, don’t add much value</td>
<td>69%</td>
<td>36%</td>
</tr>
<tr>
<td>Disengaged Employees Unhappy, dissatisfied, contagious and disloyal, likely looking for another job</td>
<td>4%</td>
<td>5%</td>
</tr>
</tbody>
</table>

I am proud of this dramatic change – the result of collective efforts across our organisation!
OUR COMMUNITY CENTRES

Accessible Centres of Excellence for young people.
Each area we operate in has its own unique challenges.

WINGS OF LIFE: DIEPSLOOT
An entrepreneurial buzz in a township plagued by domestic violence. Our Wings of Life Centre cares for 2,214 beneficiaries.

PHUTADITJABA: ALEXANDRA
One of the oldest townships, with high unemployment statistics and the highest people-per-house ratio. Our Phutaditjaba Centre cares for 1,739 beneficiaries.

AREKOPANENG: ORANGE FARM
An area far removed from economic activity. An entrepreneurial buzz in a township plagued by domestic violence. Our Wings of Life Centre cares for 2,214 beneficiaries.

UTHANDO CENTRE: BRAAMPARK
At the centre of South Africa’s economic hub, drugs, crime and prostitution are real problems. Our Uthando Centre cares for 1,868 beneficiaries.

DELFT COMMUNITY CENTRE: DELFT
An area bordering the Cape Flats, where drug trafficking and socio-economic problems are rife and unemployment exceeds 70%. Our Delft Centre cares for 4,872 beneficiaries.

ZOLILE MALINDI COMMUNITY CENTRE: MFULENI AND DELFT
More than 45,000 people live in poverty in this severely under-resourced area. Our Zolile Malindi Centre cares for 3,883 beneficiaries.

AFRIKA TIKKUN – SUCCESS IN NUMBERS

- 7,154 beneficiaries cared for on a monthly basis, including children, youth and their families through our Cradle to Career 360 programme.
- 17,500 beneficiaries reached through primary healthcare on a monthly basis.
- 350 Grade Rs graduated through our Early Childhood Development programme in 2014 and were placed in surrounding primary schools.
- 99% Matric pass rate and 66 distinctions achieved within the 2014 school calendar year.
- Over 2.1 million nutritious meals served to children, youth and their families annually.
- Over 550 jobs in our communities, with 85% of staff members from these communities.
**EARLY CHILDHOOD DEVELOPMENT (2 - 6 YEARS)**

**The challenge:**
Birth to six years is the most important phase in a child’s developmental life cycle, yet many children born into poverty don’t have access to early learning centres with the necessary stimulation for development.

**Afrika Tikkun’s Response:**
- Providing safe facilities for children to learn and play during their formative years.
- Developing children in numeracy and literacy through play and creative activities.
- Improving children’s wellbeing through adequate nutrition and health services.
- Providing age-appropriate computer-skills development.
- Meeting age-appropriate developmental milestones.

**Overall Outcome:**
Children meeting their age-appropriate developmental milestones are school-ready by Grade R (able to read, write and count).

---

**MEET XOLISWA GAMA (6 YEARS)**

Xoliswa started ECD (Early Childhood Development) at Afrika Tikkun in 2013. A very shy and reserved girl, she never said a word, secluding herself from her classmates. But, when her teacher provided her with individual learning, she slowly opened up.

A year later, her teacher noticed that she was coming to school unwashed. She took to bathing herself. Then a volunteer saw Xoliswa eating from the dustbin. In that same week, she came to school with a bruised face and burnt arms. Xoliswa revealed that she was beaten by her older brother. The Centre’s Social Worker investigated further. Her grandmother disclosed that Xoliswa’s mother had abandoned her and her two siblings. The grandmother could not care for the children as she herself was unemployed with no income.

Afrika Tikkun negotiated with the grandmother, giving her monthly food parcels so she could take Xoliswa and her siblings in. Through our Family Support Services programme, they also receive ongoing donations of clothes and toiletries. Afrika Tikkun has provided parental-skills training, enabling Xoliswa’s grandmother to provide proper care.

We’re proud to announce that at the end of 2014, Xoliswa graduated from her Grade R class, performing very well at school. She and her siblings have also been attending the Centre’s Child and Youth Development Programme.
The challenge:
Poor educational outcomes amongst school-going children, including poor Matric results.

Afrika Tikkun’s Response:
- Provision of sound, age-appropriate activities that ensure all-round development.
- Provision and Maintenance of township-based community centres acting as safe-havens for children, with programmes that help them make healthy and socially accepted life choices.
- Implementation of programmes that help improve grade and Matric results.

Overall Outcome:
A higher Matric pass rate, career knowledge and further learning opportunities.

CHILD YOUTH DEVELOPMENT (7-18)

MEET LESEDI
15 YEARS OLD

Lesedi (15) is in Grade 9. The only child of her late mother who passed away after a long battle with HIV. The only memories she has of ‘mama’ are the pictures she keeps. She doesn’t know who her father is. Lesedi joined Afrika Tikkun aged 10. She attended for a few months, but – struggling with her health – felt alienated and different to the other kids. Feeling bullied, she preferred being alone.

When she didn’t return the following year; our staff visited her home and encouraged her to come back. She joined an 8-week programme called “The Hero’s Journey”. Using art and emotional resilience and the courage to face their challenges. Without disclosing her status, she used the art activity to express her inner self. She’s since joined many programmes, including “Young Urban Women”, “Civic Education” and sports.

Lesedi is now a leader in one of her groups. Her grades have picked and she’s encouraged to never to give up on life. She’d like to become a fashion designer one day. She enjoys netball, reading to the primary school children, and always looks forward to our hearty meals, served every afternoon.
YOUTH SKILLS DEVELOPMENT AND PLACEMENT (19-35)

The challenge: High rates of youth unemployment.

Afrika Tikkun’s Response:
- Providing Career Readiness and Employability Training, enabling youth to be productive in entry-level jobs.
- Assisting youth in compiling a portfolio of evidence during career-readiness training as proof of their skills.
- Actively helping to reduce youth unemployment by advocating to employers, and by placing young people in suitable entry-level jobs, learnerships and internships.

Overall Outcome: Young people are able to navigate the labour market and access sustainable employment or self-employment opportunities.

MEET NTANDO NKETSA

Ntando Nketsa, aged 21, comes from the Orange Farm Community.

He Matriculated in 2013. In 2014, he enrolled in the Career Readiness Programme at our Arekopaneng Centre in Orange Farm. His facilitators still remember his passionate commitment to bettering himself despite his circumstances. In June 2014, he graduated at the top of his class. In April 2015, Ntando received a Call Centre and Administration learnership contract with Investec.

He is doing very well in his current position. Ntando is one of over 400 beneficiaries placed in employment opportunities through our work.
The challenge: Poor nutrition and health-development of youth. Disintegration of family structures.

Afrika Tikkun’s Response:
- Daily meals are provided and – where necessary – weekend or monthly food parcels, emergency relief and school lunch boxes.
- Children and their families have access to our Primary Health Care services, including early identification and treatment of childhood illness.
- Family Support Services address a child’s needs within the context of their family circumstances. Services include accessing government grants, parenting skills, family preservation, income generation and self-sufficiency projects.

Overall Outcome: Safe, stable and healthy families; the building blocks for a prosperous society.

The Matsinhe family were initially referred to Afrika Tikkun’s Centre in Orange Farm by the South African Police in 2009. The family consists of five children – aged 21, 18, 16, 12 and 7 years old.

The family originally came from Mozambique to South Africa with their parents and a so-called “uncle”. In 2010, the parents returned to Mozambique, leaving their children with this man. With no income, they couldn’t afford food, clothes or a decent living. Then Afrika Tikkun stepped in, providing them with care, monthly food parcels and donations of clothes and shoes.

After the parents left, the abuse of the two girls aged 16 and 18 began. They were raped by their “uncle” who lived with them in their shack. The matter was brought to us, and we assisted by pressing charges at the police station. The perpetrator was apprehended on the same day and to this day, he remains behind bars. Their mother has returned to care for the children, who are currently involved in the Learning Support and Library Programmes. Their mother is also a beneficiary of our FSS Parenting Skills Programme.
GENDER BASED VIOLENCE

The challenge: High rates of children and women abuse.

Afrika Tikkun’s Response:
- Individual, Family, Group and Play Therapy for women and children.
- Support-group sessions for young women.
- Education awareness sessions on gender-based violence and child abuse at schools and within the community.

Overall Outcome: A community-based, multi-sector approach to addressing gender-based violence.

EMPOWERMENT PROGRAMME: CHILDREN WITH DISABILITIES AND THEIR FAMILIES

The challenge: Fighting for the basic human rights of children with disabilities.

Afrika Tikkun’s Response:
- Improving quality of life by teaching children and their families about their human rights.
- Running self-help groups with mothers of disabled children.
- Implementing Community Awareness Campaigns to educate members about various forms of disability.
- Taking action against people, services and systems that discriminate and exclude disabled children.

Overall Outcome: Ensuring that children with disability are an integral part of the community.
**Management & Governance**

- **Arnold Forman, Financial Director**

Afrika Tikkun is governed by a Board of Directors (with degrees in Accountancy and Law, MBAs, and other master’s degrees) and managed by a Chief Executive Officer who is an ex-officio of the board. The Board meets quarterly with an annual general meeting and report of the annual audited financials. The Audit & Risk Committee and the Remuneration Committee add immense value to the organisation. A big thank you to the committee members. The Executive Management Committee (EXCO) meets bi-weekly and is made up of professionals from different backgrounds including legal, human rights, finance and the child and youth-care space.

All our systems are guided by our Human Resources Policy, HIV Policy, Financial Policy, ICT (Information and Communication Technology) Policy, and Child Protection Policy, amongst others.

**Monitoring and Evaluation**

- **STAFFING AND MANAGEMENT STRUCTURE:** See our organisation chart, depicting the lines of authority, communications, and information-flow between levels of management.
- **IMPLEMENTATION AND LOG FRAME PLANS:** An annual strategic log frame lists all the objectives, activities, targets and indicators, and means of verification. Reviewed quarterly with Program Staff, and in monthly supervisory sessions with Program Managers.
- **WEEKLY & MONTHLY NARRATIVE REPORTS:** Highlights, success stories and discussion around impact, challenges and targets.
- **MONITORING & EVALUATION PROGRAM-DESIGN:** Enables us to track ongoing operations, improvements and challenges in the wellbeing of children and youth, as well as the efficiency of our programs. The broad M&E components of our programme are based on a tested and approved theory of change across the organisation. Some of the monitoring tools that we currently use include:
  - **SOWETO CARE SYSTEM:** Database software designed to facilitate client administration of NGOs, focusing on Home Based Care, Orphan & Vulnerable Children, and Voluntary Counselling and Testing. The system generates comprehensive reports, enabling NGO management to analyse their performance and inform donors in great detail.
  - **MONITORING AND EVALUATION:** The system enables us to track ongoing operations, improvements and challenges in the wellbeing of children and youth, as well as the efficiency of our programs. The broad M&E components of our programme are based on a tested and approved theory of change across the organisation. Some of the monitoring tools that we currently use include:
  - **SOWETO CARE SYSTEM:**
    - Database software designed to facilitate client administration of NGOs, focusing on Home Based Care, Orphan & Vulnerable Children, and Voluntary Counselling and Testing. The system generates comprehensive reports, enabling NGO management to analyse their performance and inform donors in great detail.

**Afrika Tikkun NPC - Governance**
### COMPREHENSIVE OPERATING STATEMENT

**Year ended 28 February 2015**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Mfumeli</th>
<th>Alexandra</th>
<th>Delft</th>
<th>Diepsloot</th>
<th>Orange Farm</th>
<th>Uthando</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Fundraising</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations raised</td>
<td>5734536</td>
<td>6314355</td>
<td>5978917</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing and fundraising costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td>459607</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest received</td>
<td>549363</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from beneficiaries</td>
<td>1890547</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events and few income</td>
<td>1570763</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events costs</td>
<td>533261</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sundry Income</td>
<td>158790</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income Received</strong></td>
<td>4213096</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leave pay provision</td>
<td>591197</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Head office expenditure</td>
<td>4577867</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-organisation and Retirement costs</td>
<td>445336</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cradle to Career Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early childhood development</td>
<td>4734592</td>
<td>1315594</td>
<td>703506</td>
<td>-</td>
<td>938394</td>
<td>1605642</td>
<td>861856</td>
</tr>
<tr>
<td>Child &amp; youth development - pre-matric</td>
<td>10173216</td>
<td>1841884</td>
<td>16792340</td>
<td>(347318)</td>
<td>(1456738)</td>
<td>(2153253)</td>
<td>(1366442)</td>
</tr>
<tr>
<td>Staff skills development</td>
<td>2688805</td>
<td>(438618)</td>
<td>602338</td>
<td>-</td>
<td>(265790)</td>
<td>(859436)</td>
<td>(393241)</td>
</tr>
<tr>
<td>Social support services</td>
<td>14674444</td>
<td>(2315064)</td>
<td>(2711084)</td>
<td>(3859530)</td>
<td>(2896137)</td>
<td>(3934983)</td>
<td>(2774263)</td>
</tr>
<tr>
<td>Support services</td>
<td>1553778</td>
<td>(997416)</td>
<td>731901</td>
<td>(759798)</td>
<td>(1130549)</td>
<td>(954046)</td>
<td>(597708)</td>
</tr>
<tr>
<td><strong>Community Outreach Costs</strong></td>
<td>22690821</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations in kind - designated grant</td>
<td>5054955</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth skills development</td>
<td>4522300</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult learning skills</td>
<td>159613</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender based violence</td>
<td>3629793</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Care &amp; Intervention Programmes</td>
<td>7747965</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowerment program for children with disabilities</td>
<td>898161</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early childhood - community projects</td>
<td>304681</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency outreach</td>
<td>186483</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment creation - National Development Agency</td>
<td>83536</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family support - Department of Social Development</td>
<td>418837</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ancillary social projects</td>
<td>960020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net deficit for the year</strong></td>
<td>1832355</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### COMPREHENSIVE OPERATING STATEMENT

**Year ended 28 February 2014**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Mfumeli</th>
<th>Alexandra</th>
<th>Delft</th>
<th>Diepsloot</th>
<th>Orange Farm</th>
<th>Uthando</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Fundraising</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations raised</td>
<td>47269287</td>
<td>54225118</td>
<td>(6955831)</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing and fundraising costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td>2526318</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest received</td>
<td>883460</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from beneficiaries</td>
<td>1642858</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income Received</strong></td>
<td>4979505</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Head office expenditure</td>
<td>1584673</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cradle to Career Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early childhood development</td>
<td>(9155537)</td>
<td>(1507209)</td>
<td>(1434845)</td>
<td>-</td>
<td>(2105340)</td>
<td>(2258930)</td>
<td>(1849413)</td>
</tr>
<tr>
<td>Child &amp; youth development - pre-matric</td>
<td>(23784889)</td>
<td>(3888095)</td>
<td>(3380891)</td>
<td>(4783136)</td>
<td>(4494103)</td>
<td>(5053315)</td>
<td>(2207542)</td>
</tr>
<tr>
<td>Staff skills development</td>
<td>(2274764)</td>
<td>(241070)</td>
<td>(492505)</td>
<td>(205479)</td>
<td>(426066)</td>
<td>(677376)</td>
<td>(252268)</td>
</tr>
<tr>
<td><strong>Community Outreach Costs</strong></td>
<td>9742064</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Care &amp; Intervention Programmes</td>
<td>(6976365)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult learning skills</td>
<td>234522</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowerment program for children with disabilities</td>
<td>381843</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Outreach</td>
<td>1398395</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Creation Project - National Development Agency</td>
<td>213555</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ancillary social projects - Department of Social Development</td>
<td>537404</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net surplus</strong></td>
<td>2585909</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Thando
4 years

Thando
24 years old
Lawyer

FROM CRADLE TO CAREER
“The Tikkun project demonstrates in a practical and sustainable manner what can be done by limited resources, great commitment and passion. It is my belief that Tikkun represents the best of what civil society can do with Government’s support.”

Nelson Mandela
For the past 15 years we have assisted with the audit of Afrika Tikkun. Watching their growth, evolution and increased scope of projects has been humbling and uplifting.

Afrika Tikkun’s “Cradle to Career 360” model invests in the development of young people from early infancy into young adulthood and into the world of work. This approach ties in closely with Grant Thornton’s objective of growing our profession and our country. Over 2% of our fees are dedicated annually to the upliftments of our communities; mainly through donating the time and expertise of our professionals.

It is indeed a privilege to assist Afrika Tikkun as auditors and accountants and we hope to continue our association with this extraordinary organisation for many years to come.

Garron Chaitowitz, director of Grant Thornton, auditor to Afrika Tikkun for many years.

“...To watch their growth and increased scope of projects evolve over the years has been a humbling and uplifting experience.”
AFRIKA TIKKUN
SOUTH AFRICAN
BOARD OF
DIRECTORS

Chief Rabbi Warren Goldstein
Honorary President

Bertie Lubner
Chairman

Herby Rosenberg
Executive Deputy Chairman

Marc Lubner
Chief Executive Officer

Arnold Forman
Financial Director

Bongani Khumalo
Non-executive Director

Russell Loubser
Non-executive Director

Karuna Mohan
Non-executive Director

Rabbi Dovid Hazdan
Non-executive Director

Moonyeen Castle
Non-executive Director

Ann Harris
Non-executive Director

Arnold Basserabie
Non-executive Director

Li Boiskin
Alternate Non-executive Director to Moonyeen Castle

Wendy Lucas
Non-executive Director

Peet Van Der Walt
Non-executive Director

Nelson Mandela
Patron in chief: In Memorium

PATRONS
Raymond Ackerman, Yvonne Chaka Chaka, Basil Hersov, Ronnie Lubner, Gill Marcus, Irene Menell, Elliot Osrin, Cyril Ramaphosa and Eric Samson
The implementation of the new BBBEE codes and, in particular, the emphasis on learnerships under the skills-development element are creating exciting opportunities for Afrika Tikkun Services and giving the entity a rare advantage. The organisation continues to work within township environments. The teachers, mentors and management are all township residents servicing the developmental needs of township youth. The organisation therefore possesses the ability to implement job and skills training at the coalface for young individuals whose fundamental values and life skills have been positively influenced over the years prior to their employment.

ATS has developed assessment tools that are sensitive to the backgrounds of these job seekers, whilst being driven by a sense of commercial reality. The ATS team have extensive experience in the HR field and understand the requirements of employers seeking quality employees, particularly first-time job entrants with no historic employment records.

ATS has continued to build solidly on the base established two years ago. Customer retention as well as significant new clients (such as Investec, Afgri, Gammatec, and Branch Engineering) reflect the growing corporate confidence in ATS. The new relationships established with EOH, Simanya and PMI within the Adcorp Group promise exciting, future prospects.

We still have to reach a ‘tipping point’ in the number of clients to be able to have material impact on labour markets for first time job seekers. Under the competence of CEO Errol Pillay, I am sure this will be achieved.
The past financial year has allowed the Afrika Tikkun Services (ATS) team to continue the implementation of our strategy, to consider our contribution to the Afrika Tikkun brand, and to differentiate our offering within the changing landscape of youth-skills development.

The changes to the BBBEE codes underline the importance of Afrika Tikkun remaining focused in the area of youth-skills development. The emphasis on unemployed youth is captured significantly under Skills Development, Social Economic Development (SED) and Enterprise Development.

A further focus was to ensure that we stabilise the senior team, who all assumed changes to their respective roles based on a response to market needs and organisational relevance. This ongoing process will ensure that we remain an organisation within Afrika Tikkun that fulfils its mandate of skills impact and future sustainability.

We look forward to a new year with the BBBEE codes supporting our vision, and international funders placing a greater emphasis on youth-skills development for employability.

We remain Afrika Tikkun Services, connecting youth to the economy!
There is a difference between touching a child’s life and transforming it. In the 2014/15 financial year, you not only touched thousands of lives, but sustainably partnered with us to transform them. We have increasingly empowered the previously disadvantaged, many of whom – through our Cradle to Career 360 offerings – now have access to the economy.

We commend you for giving your all to make a difference. Rest assured that every R1 that Afrika Tikkun invests in young people results in real development, from early infancy through young adulthood and into the world of work, leading to lifetime earnings and net-gain to society. Like you, our partners, we understand the importance of enabling more and more of our population to break the cycle of poverty and meaningfully contribute to the economy.

Thank you for your partnership and we look forward to continuing to work with you to do whatever it will sustainably take to ensure today’s young people are tomorrow’s productive citizens.

United Kingdom

Afrika Tikkun UK would like to thank all our donors for their generosity in 2014/15. The UK has provided over 20% of the overall operating budget of Afrika Tikkun this year.

We would like to extend particular thanks to Belron for their ongoing partnership. Their extensive and varied support enables us to create lasting impact in our communities.

Afrika Tikkun UK would also like to acknowledge the UK Board for their unwavering passion and commitment to fundraising in the UK and our work in South Africa. Their support is vital to our success. Thank you. Together we can create lasting change.

Afrika Tikkun United Kingdom Board Members
Gary Lubner (Chairman), Jennifer Miles (Executive Director), Andrew Nolan, Brian Susskind, Ira Rapp, Jacques Van Niekerk, Leslie Bergman, Gary Miliner, Lord Anthony St John, Nitzan Olsha, Roni Witkin, Jen Janson

South Africa

United States of America

Afrika Tikkun USA would like to share the news that our organisation has undergone a notable transition toward sustaining our impact and building upon it. We thank Brian and Diana Anderson for their 10 years of dedicated service and wish them well in the future. We would also like to thank you, our committed donors, for helping us support over 20,000 deserving beneficiaries. Moving forward, Afrika Tikkun USA will be led by Scott Booth (Board Chair) and Elizabeth Ngonzi (Chief Executive Officer). We look forward to creating new, exciting, innovative collaborations with our donors.

Afrika Tikkun America Board Members
Scott Booth (Chairman), Elizabeth Ngonzi (Executive Director), Nicole Cramer, Peter Jacobson, Steven Katznelson, William Recant, Karen Blumenstein

Australia

Afrika Tikkun Australia is deeply grateful for your ongoing support. You have enabled us to give life to our belief that every young person should be given the opportunity to be the best they can be. Through your giving, thousands of young people have experienced a dramatic change in their lives. We could not have achieved this without your support. Thank you so much.

Afrika Tikkun Australia Board Member
Richard Lubner (Executive Chairman)
MAXIMISING YOUR BBBEE PARTNERSHIP

<table>
<thead>
<tr>
<th>BBEEE Element</th>
<th>Proposed Financial Investment by CLIENT</th>
<th>Services to be rendered by ATS/AT</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>As per ownership element</td>
<td></td>
<td>MAT is black-owned and has a vested interest in the NPO and ATS.</td>
</tr>
<tr>
<td>Enterprise Development</td>
<td>1% of NPAT</td>
<td>Financial support to ATS in respect of infrastructure and resource development as a grant.</td>
<td>This will assist in capacitating the Centres to start referring client-specific candidates who meet the muster of the client by implementing the necessary assessment and career readiness activities.</td>
</tr>
<tr>
<td>Socio-economic Development</td>
<td>1% of NPAT</td>
<td>Financial support in the form of grants for “Cradle to Career 360” needs, at centre levels that will contribute to the holistic development of individuals up to pre-career.</td>
<td>This will meet with the BBBEE requirement that these activities will promote participation by beneficiaries in the economy.</td>
</tr>
<tr>
<td>Skills Development</td>
<td>A 6% of leviable payroll</td>
<td>This funding will be focused on addressing the Skills Development sub-element that 2.5% of the workforce comprise previously unemployed persons. ATS will use client job-profiles to source the candidates with the correct personality, dexterity, cognitive and related requirements so that the conversion to ongoing employment is successful (and to secure the 5 bonus points on 65%).</td>
<td>This can be aligned to the overall development and recruitment plans of the organization around defined skills and race categories.</td>
</tr>
<tr>
<td>Supplier Development</td>
<td>2% of NPAT</td>
<td>Strategic and operational support in respect of client’s entry-level employee resourcing needs (pre-assessments, learners, employees, per race, gender, disability, age requirement, as well as competence-level assessment), as well as providing career-readiness programs (soft and hard skills) that will respond to skills-development programmatic needs, as listed under the learning programme matrix.</td>
<td>This value-adding service will address the technical supplier development requirements.</td>
</tr>
</tbody>
</table>

OUR PARTNERS

**CORPORATES**

- Absa
- Acqualist
- Advance Seed
- Afrox
- Alchemy
- AngloGold Ashanti
- AON
- Apexhi
- Azura Wires
- Barloworld
- Becton Dickinson
- Belron International
- Blue Label Telecoms
- Branch Engineering
- Cape Union Mart
- Comair
- Constancia Insurance
- CQ5
- Datatek
- David Rubin & Partners
- Debello
- Deutsche Bank
- Dis-chem Foundation
- Discovery
- Edcon
- EOH Mthombo (Proprietary) Limited
- Elixir
- First for Woman
- Flight Centre
- Fluormans
- Future Growth
- Gammatec
- Genesis Steel
- Group Five
- Grant Thornton
- HCI
- Heavyweight Group
- Heider VZW
- HSBC
- Hudaco
- Hwseta
- I-Hexa
- Internet Solutions
- Intersur
- Investec
- Invicta Holdings
- JD Group
- JSE
- KFC
- KPMG
- K-way Manufactures
- Lewis Stores
- Macsteel
- Mauburger Foundation
- Metalmin
- Mpact
- Nedbank Infrastructure
- Norton Rose
- Mpact Recyling
- Multisoft SA
- Netsurit
- PPC Cement
- Pareto Limit
- Philips SA
- Premier Verification
- RAM Group
- Ronnie Lubner
- Sanfin
- Sage
- Spoor & Fisher
- Synthesis Software
- Tiger Poards
- Top Dog
- Tourvest
- Transco
- UBS
- Vodacom
- Vox
- Vestacor
- Webber Wentzel
- Werksmans
- Xotara
- Zurich Insurance

**TRUSTS, FOUNDATIONS & EMBASSIES**

- Action Aid
- Anglo American Chairman’s Trust
- Beltron Foundation
- Chris Rabbit Harris Memorial Foundation
- CS Mot Foundation
- Ellerine Bros Trust
- Fred and Gertrude Periberg Foundation
- Graham Beck Foundation
- Harbour Foundation
- Harold B. Beatrice Kramer Foundation
- Heneck Family Foundation
- June and Eliot Tafelman Family Foundation
- Leoonwstein Trust
- M&J Foundation
- Momentum Fund
- Nedbank Eyethu Community Trust
- Nelson Mandela Children’s Fund
- Oppenheimer Memorial Trust
- RB Hagart Trust
- Reed Foundation
- Robert H and Monica Cole Foundation
- Ronnie & Rhona Family Trust
- Safelite
- Sophie Jacob Memorial Grant
- Steve Katzenelson/Jeds Foundation
- Stonehage Charitable Trust
- Unicef DBE

**GOVERNMENT**

- City of Cape Town
- City of Johannesburg
- Department of Health (Western Cape)
- Department of Social Development Gauteng
- Department of Social Development Western Cape

**INDIVIDUALS**

- Adam Victor
- Adrian Gorg
- Ann Harris
- Arad Elad
- Ben Rabinowitz
- Brenda Eisenberg
- Christopher Holder
- Cynthia McMillan
- Daniel Bridgeman
- Karen Daniel
- Jowell
- David Unterhalter
- Devin Kaplan
- Gary Milner
- Gerard Damski
- Guy Spier
- Hagai Segal
- Hazel Grasslin
- Herby Rosenberg
- Hoffman
- Ian Weetman
- Innocent Dutiro
- Ira Baji
- Jeff Boekstein
- Jonathan Bear
- Konrad Schlatter
- Lorien Alix Gimpel
- Leslie Bergman
- Martin Darryl Moritz
- Neil Ginsburg
- Nolan A Newman
- Penelope Gerber
- Ralph Hoeksema
- Robert Newman
- Roni Witskin
- Ronni Lubner
- Sean Melnick
- Simo Pidani
- Susan Thau
- Trevor Turner
- Warren and Natalie Muir
- Warren Gray
When ambitions change lives, we all prosper.

Working in partnership with our clients to realise the endless opportunities for growth and development in Africa, together we change the lives of millions.

cib.barclaysafrica.com

Corporate and Investment Banking