FROM CRADLE TO CAREER
VISION.
A future where today’s young people are tomorrow’s productive citizens.

MISSION.
Afrika Tikkun is dedicated to investing in education, health and social services for children, youth and their families through its community Centres of Excellence and strategic partnerships.

OUR BELIEF.
We believe that every young person deserves an opportunity to be the best that they can be.
Sharing. It’s the most powerful form of humanity. It is something we are taught before we can even walk. Because in sharing lies positive growth for all. The chance to prosper. To give and receive. It holds the promise of a strengthened society. It connects us and evolves us. From learning to getting people ready to work. From dreaming of careers to studying for them. From having fun to meeting responsibilities. It stimulates the innovators and inspires future leaders. Sharing is something we practice everyday. We listen, we care, we design, we add value, to your life and that of others. We empower small businesses to think big and big businesses to remember the small.

There is a beginning to Shared Growth. But there is no end. And each time we share we know that some day, in some way, it will be shared again. When we share, we grow. When we grow, we all prosper.

Barclays Africa is strongly committed to its Shared Growth strategy, which for us means having a positive impact on society while delivering shareholder value. For the third year running, Barclays Africa is proud to be associated with Afrika Tikkun, a like-minded organisation we are able to partner with, to deliver our objectives around three core focus areas: Education and Skills, Enterprise Development, and Financial Inclusion.

Within the Education and Skills space, one of our objectives is to provide skills development to support employability and self-employability. In light of this we have developed ReadytoWork, our pan-African initiative aimed at helping young people to transition from education into the world of work. Focused on work, people, money and entrepreneurial skills, it empowers young people with the training, support and learning they need to enhance their employment and self-employment prospects. The programme is delivered online and face-to-face.

In having partnered with Afrika Tikkun on a number of projects over the past few years, we recognise the value, quality and impact of the work they do in addressing the employability challenge facing young people. Afrika Tikkun forms part of our ReadytoWork programme in South Africa and we look forward to our continued collaboration on empowering young people with skills and resources that provides the opportunity to improve their personal situation and more importantly, legitimises them as conscious contributors to the economic growth of their communities.

Stephen van Coller
Chief Executive
Corporate & Investment Banking, Barclays Africa
In all of the work we do, we bring best value, best performance and strict discipline.

We embody the principle of Ubuntu: Not living just for oneself but living for one another and putting the needs of the community first.

We will always strive to empower staff, children and youth with the tools and knowledge to be independent and stand free from the chains of poverty.

We keep the future in mind in whatever we do.
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SUSTAINABILITY IS AT THE CORE OF WHO WE ARE

AFRIKA TIKKUN IS DIVIDED INTO 3 ENTITIES
Afrika Tikkun NPC, Afrika Tikkun Services (Pty) Ltd and Afrika Tikkun Investment Trust

1. **AFRIKA TIKKUN NPC:**
   - 22 Years in SA Townships
   - Development Services for young people from previously disadvantaged townships – 99% black beneficiaries as per the BBBEE Codes

2. **AFRIKA TIKKUN INVESTMENT TRUST:**
   - Equity & Ownership Transactions
   - BBBEE Level 3

3. **AFRIKA TIKKUN SERVICES (PTY) LTD:**
   - BBBEE Consulting
   - Skills Development Services
   - Placements
   - Project Management
   - BBBEE Level 2

Our Tripartite Structure makes us more than just a charitable organisation, but also a business partner and a central hub for different corporate transformation agendas.
AFRIKA TIKKUN: YOUR PARTNER FOR BBBEE SOLUTIONS

AFRIKA TIKKUN INVESTMENT TRUST
- Broad Based Black Beneficiary Trust
- Ownership Partner (25 Points)

AFRIKA TIKKUN NPC
- Socio Economic Development Partner (5 points)

AFRIKA TIKKUN SERVICES (PTY) LTD
- Skills Development (20 points)
- Enterprise & Supplier Development Partner (40 points)
We believe that every young person should be given the opportunity to be the best they can be.

Our Cradle to Career™ 360° model is our commitment to supporting children from infancy into adulthood and employment to ensure that they become the next generation of productive South African citizens.

The model works from the context of family to provide holistic and integrated services to children from birth through school going age into the world of work.
CORE PROGRAMMES

1. EARLY CHILDHOOD DEVELOPMENT (ECD)

Children aged 2 - 6 years.

- Numeracy
- Literacy
- Skills and Cognitive Development.

Key Outcome:

Children meet age appropriate developmental milestones and are ready for school by the end of Grade R.
2. CHILD & YOUTH DEVELOPMENT (CYD)

Children aged 7 - 18 years.
• Educational Support
• Leadership & Life Skills
• Career Guidance
• Sport & Recreational Programmes.

Key Outcome:
Achievement of grade appropriate educational outcomes, value driven youth, a high matric pass rate, knowledge and information on career and further learning opportunities.
3. YOUTH SKILLS DEVELOPMENT & PLACEMENT (YSDP)

Young people aged 18 - 35 years.
• Computer Skills
• Work & Career Readiness/Employability
• Life Skills
• Emotional Quotient (EQ) Skills Training
• Entry Level Job Placement
• Learnerships & Internships.

Key Outcome:
Young people are employable, able to navigate the labour market, accessing sustainable employment / self-employment or further education
SUPPORT PROGRAMMES

1. NUTRITION AND FOOD SECURITY

• Daily meals,
• Monthly food parcels for destitute, orphaned & vulnerable families,
• Emergency Relief and
• Vegetable Gardens.

Key Outcome:

Children & Youth in the Afrika Tikkun (AT) system are food secure within their households & communities.
2. PRIMARY HEALTH CARE

- Early Identification & Treatment of Childhood Illnesses (e.g. immunisation, growth monitoring, road to health card monitoring, etc.);
- Health and Physical Education
- School Health Services
- Health Support Groups.

Key Outcome:
Children & Youth in the AT system are physically and health secure within their households & communities.
3. FAMILY SUPPORT SERVICES

- Parenting Skills
- Family Preservation
- Support to access Government Grants
- Income Generation and Self-Sufficiency Projects.

**Key Outcome:**

Family is a stable environment for the development of children and youth.
4. **EMPOWERMENT PROGRAMME (GENDER & DISABILITY)**

- Human Rights Education
- Self-help Advocacy Groups
- Advice
- Referral Services.

**Key Outcome:**

Children, youth and their families are empowered to advocate for and access their human rights.
PAINT-IT-PURPLE

“

All we want is for our children to be treated with dignity, respect and equality.

Painting our houses purple is our way of making a statement that living with disability is nothing to be ashamed of.

”
NOTABLE ACHIEVEMENTS

5 BENEFITTING COMMUNITIES.

358 GRADE R LEARNERS GRADUATED and placed in local schools.

16 691 BENEFICIARIES REACHED

94% MATRIC PASS RATE

119 Bachelor Passes

17 Diplomas

79 Distinctions

Up from 66 Distinctions in 2014/2015

BENEFITTING Communities.
UNEMPLOYED YOUNG PEOPLE BECAME EMPLOYABLE.

2000 BENEFICIARIES PARTICIPATED IN DIFFERENT SPORTS

12 BENEFICIARIES COMPETED IN TRIATHLONS in Germany, UK and USA Up from 9 in 2014.

728 PLACEMENTS

438 PLACEMENTS
Employment Opportunities
Up from 521 in 2014/15. To date, over R50 million invested in building & maintaining infrastructure in local communities.

Tertiary Acceptance
Amongst Grade 12 learners
Up from 149 in 2014/2015.
Advocacy from the Empowerment Programme results in the establishment of

A NEW SCHOOL IN ORANGE FARM FOR CHILDREN WITH DISABILITIES.

697 301 MEALS SERVED

570 Children who were not in school in 2014/15 are now ACCESSING THEIR RIGHT TO EDUCATION.

3080 FOOD PARCELS DISTRIBUTED to vulnerable families
THE LEGACY OF BERTIE LUBNER

Dr. Bertie Lubner
1932 – 2016

“He didn’t want anything in return, He just wanted them to be their best”

Bertie Lubner used his significant influence within the private sector to play a meaningful role in the development and evolution of Afrika Tikkun. He believed that sustainable empowerment can only take place if young people are given the opportunity to meaningfully break away from the cycle of poverty, unemployment and inequality.

‘Till the very end, Bertie believed that Afrika Tikkun’s Cradle to Career™ Model combined with increased collaboration between private, civil and public sectors is “the solution” to the country’s many challenges.

Bertie’s leadership positioned Afrika Tikkun’s developmental activities, outputs and outcomes to ensure that it empowered individuals who have been disempowered to become skilled, educated and productive – to be masters of their own fate… individuals capable of accessing the economy.
Chairman’s Report

MY FATHER: LATE CHAIRMAN OF AFRIKA TIKKUN

Bertie’s commitment to the empowerment of young people and communities in line with the National Development Plan is at the core of our Management Philosophy.

The dream that my father, our Chairman, had, was indeed realised before he sadly passed away this year. Bertie was able to witness the evolution of the organisation he gave birth to over 20 years ago, from a shack renovation initiative to a community centre based programme employing over 550 staff in 5 centres across South African townships. Bertie chaired Afrika Tikkun from a charity that originally dispensed aid to one that taught and motivated thousands of township youth toward positions where they empowered themselves and others, many with fulfilling careers in the commercial and social sectors of society. Children used to passing their days sitting around on beer crates are being converted to productive employees and small business owners.

Bertie passed away on the 18th of April 2016 and by the 25th of April over 4000 emails of both condolence and praise for the remarkable man, were received. The newspapers locally and nationally carried articles acknowledging his achievements. He was posthumously awarded his second Honorary Degree, this time from the American University of Paris, a month after his passing and special mention was made at the meeting of the Board of Governors at the Ben-Gurion University of the Negev, where he was on the board for the past 35 years and recipient of the Lifetime Achievement Award of the prestigious institution.

My father, our Chairman, was engaged in numerous community development and upliftment projects but somehow Afrika Tikkun captured most of his interest and enthusiasm. I believe he shared a vision with the team of Afrika Tikkun that saw a South Africa where young people from the most deprived backgrounds could and would have a future that was worthwhile. My father understood the importance of living a life of purpose for he did exactly that and in so doing he gave birth to an organisation of people whose own sense of self is tied into living lives of purpose and in so doing indicate that sense of purpose into over 15,000 young beneficiaries whose lives lie ahead of them with promise and opportunity.

Our organisation will miss him terribly. We will miss his constant smile of reassurance, his disciplined and guiding mind and the constant lessons in morality by which he lived. But Bertie was wise and he planned for such a day when he no longer was physically present to guide us. He ensured the creation of an attentive board of directors and a well-functioning executive. The vision of the organisation remains clear and results are measurable.

Most of all the organisation retains the essence of Bertie’s humanness, his goodness and his concern for others. The fundamentals on which the organisation was built will be enhanced and indeed expanded by a group of professionals operating within the township sites in sync with those at Head Office.

Bertie ensured an organisation that would continue for generations that would materially impact the South African society he so dearly loved. The perpetuation of Afrika Tikkun and its growth will guarantee that he will never be forgotten.

Marc Lubner
Tribute to Late Chairman
Afrika Tikkun engages over 16000 young individuals with programmes designed to prepare them for the world of work and indeed to assist them in finding the jobs they are well suited to.

Marc Lubner
Chief Executive Officer

Afrika Tikkun continues to pioneer delivering services which, whilst charitable in character, are indeed driven towards social impact. The crises of youth unemployment cannot be ignored as half the population under the age of 35 remain unemployed and GDP growth prospects dip below 1% for the 2016 year. Government salaries escalate whilst our education system flounders and our roads, electricity and other key infrastructures are in desperate need of upgrades. Public and private sectors are still not focused on collaborative efforts towards addressing a common outcome addressing youth unemployment.

But we have a deep labour pool. Over 30% of our population are of an age capable of working and our experience of township youth at our Afrika Tikkun Centres of Excellence reflects a strong desire for meaningful employment.
Afrika Tikkun has developed from a charity, initially focused on providing the very basics required for a healthy upbringing (nutrition, safe haven, health and educational support) to now engaging with over 16000 young individuals with programmes designed to prepare them for the world of work and indeed to assist them in finding the jobs to which they are well suited. The model developed over the last decade within Afrika Tikkun that migrates youngsters from infancy into jobs is no longer a philanthropic luxury – it is an economic and social imperative.

The charity that began with a sum of two to three hundred thousand Rands, today spends over R60 million on developing young individuals. The organisation today comprises the original development arm, a social impact initiative and a BBBEE entity that owns equity stakes in some of South Africa’s most well respected companies.

The year under review report continues with the following developments:

1. Closure of Delft operations due to operational risks resulting from the local community violence and crime. Primary health services previously operating from Delft moved to Mfuleni.

2. Mfuleni ECD Centre Headmistress and beloved community leader, Remona Booi, passed away mid-year. Remona assisted greatly to establish the facility as a Centre of excellence.

3. Two subject matter specialists, Sports and Early Childhood Development, were employed to deepen knowledge and expertise.

4. Collection targets were exceeded by approximately R2 million, primarily due to the extraordinary contribution of the Belron organisation whose significant contributions over the years must be noted. Particular thanks to Gary Lubner, CEO of the Belron Group and Chairman of Afrika Tikkun UK. 80% of contributions were retained from existing donors.

**ISSUES TO WATCH FOR IN 2016:**

The economic downturn will affect contributions and our response to this is to secure interdependent donors through partnership circles. The employment of a sales and a marketing manager will boost sales efforts materially.

The introduction of a post matric ‘Get Ready for the World of Work’ programme offered from Afrika Tikkun centres to prepare young people for the formal workplace. Aligned to this strategy is the plan to open our first dedicated training centre in Uthando. A building is currently being renovated and will house computer and class based instruction facilities. Carglass (Belron) Germany has undertaken to support the centre on an ongoing basis, having provided the necessary start-up capital to launch this project, together with a generous grant from the Graham Beck Foundation. Currently, discussions are underway with specialist placement and training organisations with regard to the running of such a facility which will introduce the Barclays/ABSA free online preparatory training services. Owning our own internal resource will offer insight into the world of employment opportunities whilst preparing our youth for the world of formal employment.

Afrika Tikkun will persevere with Government Departments and concerned corporates to contribute towards addressing the crises of youth who are unemployed and intend integrating efforts to effect a better tomorrow for all.

I thank the executive and the board for making this a reality and for producing the excellent results achieved last year. I record appreciation to all our donors and supporters and in particular, compliments to the Belron organisation for their extraordinary contributions over so many years. I also acknowledge the various Government Departments of Social Development, Health and Sports & Recreation who selected Afrika Tikkun to deliver services under the Government’s well-conceived policies to support those still underprivileged in our society.

We have so much still to do if we are to avert this growing crisis of young people without the prospect of employment. But, as South Africans pulling together, we can and will achieve the desired outcome.

2016 will be a challenging year with economic constraints and the implementation of new BEE rules. All the more reason for us to integrate, co-operate and work towards a better South Africa for all.

The loss of my father and founder of our organisation whilst tragic, will not hold us back but rather his memory will motivate the future.
We Are Who We Are Because of You
COMMUNITY CENTRES

Alexandra  Orange Farm  Braampark  Diepsloot  Mfuleni
A YEAR OF MANY FIRSTS

Overall 2015 was a very busy year with variable successes. Many firsts were achieved, as may be seen below:

EARLY CHILDHOOD DEVELOPMENT

• The appointment of a subject matter expert in Early Childhood Development. The knowledge and passion that came with this appointment, underlined the big need that existed for a professional approach to our ECD practise. It also reaffirmed the principle of using available funds to rather employ one expert than many novices.
• The ECD subject matter expert arranged for practical training of all the teachers. Teachers were taught the practical application of the many opportunities for them to influence the development of a child. Some of the fruits reaped were shown in the results of the Grade R school readiness test, achieving the same % result as reported by the Gauteng Education Department.
• Sport and movement therapy were introduced to the children and hopefully this will establish a lifelong love of being physically active.
• Quarterly parents’ meetings were better attended and some health and parenting talks were introduced to assist the parents in supporting their children in the pursuit of a better education.

CHILD & YOUTH DEVELOPMENT

The dramatic improvement in Early Childhood Development highlighted the challenges we still have in Child and Youth Development. Notwithstanding the above, the following was achieved:

• **Saturday Schools:**
  The introduction of Saturday education support for grades 11 and 12 learners was a great success and met with appreciation from youth, parents and teachers. Interestingly the attendance was predominantly by grade 11 learners and at the end of this year (2016) we will be able to measure the effect in the matric results. The aim from adoption and entrenchment of legitimate leadership and care & growth principles as organisational culture.
the start was NOT to do the curriculum (that is the school’s task) but to teach learners to think. Teachers from surrounding schools were utilised for this purpose and it was a positive experience for them.

- **Career Guidance:**
  Career guidance was offered in all centres, with 200 learners per centre tested for subject choices in alignment with interest and application. Career guidance days were sponsored by companies in some centres.

- **Matric Results:**
  The matric results achieved a 94% pass rate (248 learners) with 79 distinctions. All matric learners were assisted with applications for tertiary education where applicable. It was amazing to see so many of our learners achieving distinctions in 6 out of the 7 subject areas examined.

- **Sports & Recreation:**
  Our beneficiaries participated in numerous local, regional, national and international competitions in our 3 sports related focus areas: soccer, netball and duathlons. Highlight of the year remains the annual trip of 12 selected beneficiaries to London, USA and Germany where they participate in various triathlon related activities.

- **Leadership & Life skills:**
  We adapted and integrated into our leadership and life skills programmes the activity based curriculum developed by a USA based programme called “Overcoming Obstacles”. The focus of the curriculum is to ensure that all young people learn communication, decision-making and goal-setting skills they may need in order to be successful in life.

**YOUTH SKILLS DEVELOPMENT & PLACEMENT**

- End-user computing remained the base vocational skill provided to unemployed young people admitted into this programme.
- In partnership with EOH we implemented a “World of Work” skills development programme that benefitted 728 unemployed young people.
- Two Learnerships were conducted in partnership with the Health & Welfare Seta: Child & Youth Care NQF 4 and Auxiliary Social Work NQF 4. These learnerships benefitted & created income opportunities for over 47 previously unemployed individuals.
- Partnership with Rivers Foundation and Rhiza Foundation Babuyile in Orange Farm saw us extend our Skills Development programme to more technical areas such as “Fashion & Design”; “Hardware Computer Skills Development” and “Coding”. Through this partnership, an additional 500 unemployed youth beneficiaries were reached in the period.

**EMPOWERMENT**

This highly successful programme was rolled out to include Uthando & Diepsloot this year. They are still making significant inroads in dealing with community education and support for disabled children and their families.

- A ‘paint it purple’ campaign in Orange Farm had a number of dramatic effects in families coming to the fore admitting that they hide disabled children in their homes.
- In 2016 a school for the disabled opened in Orange Farm attributable to the appeals made to the Department of Education over a number of years, led by this group.
- The year ended with a very successful art exhibition at Constitution Hill, through a combined effort of the Disability and Gender Based Violence programmes.

**STAFF DEVELOPMENT**

- All senior and supervisory staff had the opportunity to attend a series of Emotional Quotient (EQ) classes by Dr. Rina de Klerk. The statistically measured positive effect of this programme will be continued in 2016.
- Legitimate Leadership application models were continued from 2014 to 2015.
STATISTICS

CORE PROGRAMMES

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<th>TOTAL</th>
<th>ALEXANDRA</th>
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<th>ORANGE FARM</th>
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<td>Youth Skills Development and Placement</td>
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<td>153</td>
<td>133</td>
<td>148</td>
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TOTAL: 16691 BENEFICIARIES SERVICED 2015

SOUTH AFRICAN/FOREIGN BREAKDOWN

SOUTH AFRICAN 97%
FOREIGN 3%

MALE TO FEMALE BREAKDOWN

64% FEMALE
36% MALE
We Are Who We Are Because of You
PARTNER OF CHOICE

“...through our partnership offerings we contribute to the sustainable and economic change of communities, in effect reducing poverty and inequality...”

Our partnership offering is based on the principle of “Shared Value”. Afrika Tikkun views its relationship with its partners as not only one of a monetary investment and accurate reporting but also as a mutually beneficial partnership. It is in our DNA to engage our partners through 3 main aspects:

- Creating opportunities for brand recognition, brand awareness and brand loyalty through joint above the line advertising, below-the-line advertising, social media and PR opportunities.

- Providing engagement opportunities for employees of our partners through structured Employee Volunteer Programmes (EVP). Here employees of our corporate partners come out to our community centres to implement pre arranged volunteer activities. Where the company employees are too busy to come out to the community centres, we are able to create employee engagement opportunities where beneficiaries are taken to our partner’s premises and structured skills based volunteering and engagement sessions are held.
• Assisting our corporate partners to maximize their governance and compliance including BBBEE and tax deductible requirements. We strive, as an organisation, to ensure that all our partners, particularly our corporate partners, are able to tick as many compliance boxes as possible as it relates to tax deductibility and BBBEE compliance.

This means that through our partnership offerings we contribute to the sustainable and economic change of communities, in effect reducing poverty and inequality, as per the National Development Plan, but at the same time, create immense business value for our partners.

AFRIKA TIKKUN
BBBEE COMPLIANCE

MEETING B-BBEE OBJECTIVES: CRADLE TO CAREER

1. Socio-Economic Development (SED) = 5 B-BBEE Points
   Afrika Tikkun NPC serves corporate social investment needs. Addressing the ‘CRADLE’ component of the group, the organisation nurtures potential and preserves dignity, thereby supporting children and young adults to become innovative contributors to a sustainable economy. Benefits include 18a tax certificates.

2. Skills Development (SD) = 20 B-BBEE Points
   From a B2B perspective, Afrika Tikkun Services (Pty) Ltd (for-profit) (ATS) focuses on the ‘CAREER’ element of the value proposition. Inspired by our country’s considerable latent talent, we have crafted a distinctive assessment and training method, to nurture human potential. This unique approach is applied to learnerships for unemployed individuals and carefully aligned to sustainable economic opportunities. The “My Compass Personal Mastery Programme” psycho-social component, is designed to facilitate a desire to attain personal mastery. This programme aids learners to overcome any limiting beliefs that may impede their sense of value in society. Once these core beliefs are rooted out and replaced by a sense of self-worth, our young adults are free to pursue career excellence.

3. Enterprise & Supplier Development (ESD) = 40 B-BBEE Points
   Your ESD contribution directly benefits ATS as supplier and by enabling us to cultivate our internal and external organisational capacity. This investment enables ATS to develop win-win solutions that bridge B-BBEE compliance with lasting youth employment solutions.

4. Ownership = 25 B-BBEE Points
   Through Afrika Tikkun Investment Trust, clients are able to access a B-BBEE partner who desires long-term investment. Ownership-partnership with Afrika Tikkun Investment Trust creates a multiplier effect on all investments, since all earnings and dividends are redirected towards long-term sustainability of the NPC.
TRANSPARENT AND RIGOROUS GOVERNANCE

Afrika Tikkun’s board of directors is fully committed to the highest standards and practices of corporate governance. With a sound corporate governance framework in place, Afrika Tikkun’s business is able to harness growth opportunities with confidence.

The board meets at least four times a year, with an annual general meeting and report of the annual audited financials. Our financials are audited annually by one of the top 10 auditing firms in the country. Our Audit and Risk Committee and Human Resources Committee meet prior to all board meetings.

As an organisation, we continuously work to develop systems that analyse and oversee risk quality, procurement, finances, human resources and information management. In this way we ensure proper management and delivery of projects.

The Executive Management Committee (EXCO), which includes departmental and programme heads, is made up of professionals from a diverse range of backgrounds including law, human rights, finance and the fields of child and youth development. This team meets regularly to provide managerial direction and risk assessment, to ensure the best possible programme delivery. Our cost accountant ensures the cost efficiency of our Cradle to Career™ 360° programme across all centres.

All our systems are guided by the following policies: Human Resources Policy, HIV Policy, Financial Policy, Information Communications Technology Policy, and Child Protection Policy.

We pride ourselves in the way we conduct business and on a daily basis look at ways to enhance controls, systems of monitoring and evaluation. Risk is at all times mitigated to ensure sustainability of the organisation.

Arnold Forman
Financial Director
## Comprehensive Operating Statement

**Year ended 31 December 2015**

### Net Fundraising

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<th></th>
<th>Total</th>
<th>Alexandra</th>
<th>Diepsloot</th>
<th>Uthando</th>
<th>Orange Farm</th>
<th>Mfuleni</th>
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<td>Donations raised</td>
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<td>Marketing and Fundraising costs</td>
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### Total income received

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<th>Alexandra</th>
<th>Diepsloot</th>
<th>Uthando</th>
<th>Orange Farm</th>
<th>Mfuleni</th>
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<tr>
<td></td>
<td>R 50 928 170</td>
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<tr>
<td>Head Office expenditure</td>
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### Total project expenditure

<table>
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<tr>
<th></th>
<th>Total</th>
<th>Alexandra</th>
<th>Diepsloot</th>
<th>Uthando</th>
<th>Orange Farm</th>
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<td>Cradle to Career Expenditure</td>
<td>(R 48 022 227)</td>
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<tr>
<td>Early Childhood Development</td>
<td>(R 36 130 889)</td>
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<tr>
<td>Child and Youth Development Programmes</td>
<td>(R 6 265 161)</td>
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<tr>
<td>Skills Development</td>
<td>(R 7 569 131)</td>
<td></td>
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<tr>
<td>Social Support Services</td>
<td>(R 7 262 126)</td>
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<tr>
<td>Support Services</td>
<td>(R 8 105 536)</td>
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<tr>
<td>Community Outreach Costs</td>
<td>(R 6 928 935)</td>
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<td>Designated Community Outreach Obligations</td>
<td>(R 11 891 338)</td>
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<td>Donations in kind - designated expenditure</td>
<td>(R 431 590)</td>
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<td>Youth skills development</td>
<td>(R 1 150 493)</td>
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<tr>
<td>Adult learning skills</td>
<td>(R 2 140 490)</td>
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<tr>
<td>Gender based violence</td>
<td>(R 6 529 715)</td>
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<tr>
<td>Health Care &amp; Intervention Programmes</td>
<td>(R 1 095 712)</td>
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<td>Empowerment program for Children with disabilities</td>
<td>(R 5 240)</td>
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<td>Early childhood - community projects</td>
<td>(R 5 240)</td>
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<td>Emergency outreach</td>
<td>(R 377 31)</td>
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<tr>
<td>Employment creation - National Development Agency</td>
<td>(R 254 960)</td>
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<tr>
<td>Family support - Department of Social Development</td>
<td>(R 2 140 490)</td>
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<tr>
<td>Ancillary social projects</td>
<td>(R 7 262 126)</td>
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</tbody>
</table>

### Net funds for the year including designated funds

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Alexandra</th>
<th>Diepsloot</th>
<th>Uthando</th>
<th>Orange Farm</th>
<th>Mfuleni</th>
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<tbody>
<tr>
<td></td>
<td>R 1 176 849</td>
<td></td>
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</table>
# Comprehensive Operating Statement

Year ended 28 February 2015

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Mfuleni</th>
<th>Alexandra</th>
<th>Delft</th>
<th>Diepsloot</th>
<th>Orange Farm</th>
<th>Uthando</th>
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<tbody>
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<td><strong>Net Fundraising</strong></td>
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<td>Donations raised</td>
<td>63 143 255 R</td>
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<td>Marketing and Fundraising costs</td>
<td>(5 978 917)</td>
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<tr>
<td><strong>Other Income</strong></td>
<td>4 589 476 R</td>
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<tr>
<td>Interest Received</td>
<td>1 492 637 R</td>
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<td>Income from beneficiares</td>
<td>1 890 547 R</td>
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<tr>
<td>Events and fee income</td>
<td>1 570 763 R</td>
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<tr>
<td>Event costs</td>
<td>(533 261) R</td>
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<tr>
<td>Other sundry income</td>
<td>168 790 R</td>
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<tr>
<td><strong>Total income received</strong></td>
<td>61 753 814 R</td>
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<td>Leave pay provision</td>
<td>(591 107) R</td>
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<tr>
<td>Head Office expenditure</td>
<td>(1 937 867) R</td>
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<tr>
<td>Re-organisation &amp; Retrenchment Costs</td>
<td>(616 336)</td>
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<tr>
<td><strong>Cradle to Career Expenditure</strong></td>
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<tr>
<td>Early Childhood Development</td>
<td>(4 734 591) R</td>
<td>(1 125 593) R</td>
<td>(1 841 884) R</td>
<td>(1 678 040) R</td>
<td>(1 347 315) R</td>
<td>(938 391) R</td>
<td>(1 105 443) R</td>
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<tr>
<td>Child and Youth Development Programmes</td>
<td>(10 175 216) R</td>
<td>(1 647 040) R</td>
<td>(2 413 588) R</td>
<td>(1 933 049) R</td>
<td>(1 602 338) R</td>
<td>(1 615 782) R</td>
<td>(2 325 752) R</td>
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<tr>
<td><strong>Community Outreach Costs</strong></td>
<td>(22 690 822) R</td>
<td>(6 545 576) R</td>
<td>(6 006 670) R</td>
<td>(4 013 043) R</td>
<td>(6 976 639) R</td>
<td>(8 206 018) R</td>
<td>(5 992 691) R</td>
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<tr>
<td>Designated Community Outreach Obligations</td>
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<tr>
<td>Donations in kind - designated expenditure</td>
<td>(5 054 955) R</td>
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<tr>
<td>Youth skills development</td>
<td>(4 322 100) R</td>
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<tr>
<td>Adult learning skills</td>
<td>(106 613) R</td>
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<tr>
<td>Gender based violence</td>
<td>(2 627 973) R</td>
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<tr>
<td>Health Care &amp; Intervention Programmes</td>
<td>(7 747 963) R</td>
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<tr>
<td>Empowerment program for Children with disabilities</td>
<td>(8 981 161) R</td>
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<tr>
<td>Early childhood - community projects</td>
<td>(304 481) R</td>
<td></td>
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<tr>
<td>Emergency outreach</td>
<td>(186 483) R</td>
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<td></td>
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<tr>
<td>Employment creation - National Development Agency</td>
<td>(83 236) R</td>
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<tr>
<td>Family support - Department of Social Development</td>
<td>(418 837) R</td>
<td></td>
<td></td>
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<td>Ancillary social projects</td>
<td>(940 020) R</td>
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<tr>
<td><strong>Net deficit for the year including designated funds</strong></td>
<td>(1 822 955) R</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
THANK YOU FOR YOUR PARTNERSHIP

SOUTH AFRICA

Thank you for your confidence in us. Your investment and partnership is certainly the reason we still exist and are able to achieve what we have in the 10 short months of 2015. If there is anyone who ought to take pride and full credit for our achievements as an organisation, it is you, our beloved partners.

Like you, we strongly believe that every young person in South Africa deserves the opportunity to be the best that they can be. Many young people participating in our Cradle to Career™ programmes are able to realise their dreams of becoming value driven, responsible and productive citizens because of you. You have certainly enabled us to realise the inherent potential of thousands of South African children, many of whom are now able to access the economy and are therefore sustainably empowered. Thank you for continuing to choose us as your preferred partner.

Board of Directors: Arnold Basserabie (Chairman), Herbert Rosenberg (Executive Deputy Chairman), Marc Lubner (CEO), Arnold Forman (Financial Director), Moonyeen Castle, (Alt Li Boiskin), Ann Harris, Rabbi Dovid Hazdan, Wendy Lucas-Bull, Karuna Mohan, Peet van Der Walt and Azola Zuma.

UNITED KINGDOM

Merci, Tack, Danke, Grazie, Spasibo and Thank you. Afrika Tikkun UK would like to express our thanks for the support we receive from our committed donors in Europe and beyond. Our strategic partnerships help to create sustainable lasting change within communities in South Africa.

Belron, Afrika Tikkun’s biggest donor, once again superseded our expectations raising € 800,000 in 2015. Their 2015 fundraising culminated in a spectacular event, The Spirit of Belron Challenge, which saw over 1,500 people participating from 22 different countries. Thank you to everyone who contributed to this achievement.

Bertie Lubner was the inspiration for our UK office. His passion, energy and humanity will be greatly missed by all of us in the UK team.

Board: Gary Lubner, Jennifer Miles, Andrew Nolan, Brian Susskind, Leslie Bergman, Gary Millner, Hagai Segal, Jacques Van Niekerk, Nitzan Olsha, Roni Witkin and Jen Janson.
United States of America

This year was a great year for Afrika Tikkun USA and we are so proud to be active partners in positively changing the lives of children, youth and families in South Africa! At Afrika Tikkun USA this year we strengthened our ability to support all of the wonderful programmes delivered by our programme heroes in South Africa.

This year we welcomed exceptional leaders to our Board of Directors, Advisory Board and Junior Board. We also created new partnerships with foundations, corporations and government entities. For example in September 2015, we served as a marketing partner for the U.S. Government’s largest trade mission to Africa—Trade Winds Africa. This partnership was a true win-win for all parties involved, particularly given that it enabled us to share Afrika Tikkun’s unique value proposition for American corporations and investors in South Africa by providing brand-building opportunities in townships, employee engagement, tax reduction, and regulatory compliance support to enable them to leverage the Broad-Based Black Economic Empowerment (BBBEE) Codes of Good Practice.

Our participation in Trade Winds Africa also provided us with a historic opportunity to host Marcus Jadotte, U.S. Assistant Secretary for Industry & Analysis at our Community Center in Alexandra Township, led by the ever charismatic and inspiring, Bertie Lubner, whom we all will miss.

Additionally, we are also proud to announce our new partnerships with Delta Air Lines, McCann Worldgroup, Overcoming Obstacles, Shea Yeleen, and Singita, among others. We thank all of our friends, colleagues and Partners in Mission, both in the USA and around the world for supporting us during our transition and we look forward to partnering with you for many years to come!

Board of Directors: Scott Booth (Chairman), Elizabeth Ngonzi (Chief Executive Officer), Peter Jacobson (Vice Chairman & Finance Chair), Tassilo Baueuerle (Innovation Chair), Karen Blumenstein (Governance Chair), Nicole V. Cramer (External Affairs Chair), Steve Katznelson and William Recant.

Advisory Board: John Chalsty (Chairman), Jon Gosier, Sanjay Gupta, Lisa Issroff, Andrew Levy, Teboho Moja, James Newlands, Tiffany Norwood, Ife Osaga-Ondondo, Christine Salerno, June Tatelman and Adaora Udoji.

Junior Board: Shreyas Gupta (Co-Chair), Grace Lampert (Co-Chair), Rory Julian (Advisor), Mara Booth, Ari Hirsch, David Hurly, Jordyn Hurly, Benjamin Jacobson, Taylor Panagakis and Nathan Pitock.

Australia

Our most sincere and humble gratitude to all our loyal and generous supporters in Australia who continue to demonstrate incredible support even for an initiative that is so far from its shores but obviously not far from their hearts. Notably our deep gratitude to the likes of Obrien Glass and their staff, The Vaughan and Jacqui Blank Family and Annie Crawford and Simon Buckingham for their ongoing commitment and sacrifice to enable us to provide necessary relief for some of South Africa’s impoverished.

With my deepest and most sincere thank you.

Scott Booth
Chairman

Elizabeth Ngonzi
Chief Executive Officer

Richard Lubner
Chairman
Our Partners

CORPORATES

A2A Safaris
ABSA Wealth
Absolute Computer Solutions
Acceleration SA
ActionAID South Africa
Adreach
Advance Seed (Pty) Ltd
African Hotels & Adventures
African Oxygen Limited (Afrox)
African Resonance Business Solutions (Pty) Ltd
Alchemy Development
Anglo Gold Ashanti Ltd
AON South Africa (Pty) Ltd
ApexHI Properties Limited
Aramex S.A. (Formely Berco Express)
Autoglass Limited
AVI Anglovaal Industries Limited
Azura Worx
Barclays ABSA
Barloworld Limited
Becton Dickinson South Africa
Belron
Blue Label Telecoms (Pty) Ltd
Blue Sky Foundation
Brian Heineberg & Associates
Cape Union Mart Group/K-Way(Pty) Ltd
Carglass (International)
CBA Netbank
Consol Limited
Constantia Insurance Group
Continental Outdoor Media
Cottonfield 17(PTY)LTD-T/A Goldenmarc
CQS Technology Holdings Pty Limited
Cummins
Data World
Datatec Group
Deloitte & Touche
Delta Air Lines
DEM Equipment
DHK Architects
DHK Thinkspace
Discovery Holdings
DLA Piper
EaziSales
Edcon
EOH Mthombo (Proprietary) Limited
Famous Brands
Fluxmans Attorneys
Futuregrowth Asset Management
Gammatec NDT Supplies Soc Ltd
Gearhouse In2 Structures Pty Ltd
Group Five Pipe
GT247.COM
HSBC Bank
Hudaco Trading
Hurtigruta (Carglass Norway)
Incomati Warehousing & Distribution
Indwe Risk Services
Internet Solutions
Interpublic Group (IPG)
Intershu
Investec (Pty) Ltd
Invicta Holdings
ITEC Central
Jayson Chin and Associates
JSE Limited
Kalan Wealth
Kathisa Promotional Gifts
KFC Social Responsibility Trust
Kinetic Events
KPMG
Lewis Group Ltd
Mi Latex Products (Pty) LTD T/A The Kit Group
Macquarie Group
Macsteel Service Centres SA (Pty) Ltd
Maersk Line South Africa (Pty) Ltd
Mango Airlines
Masterskill
Melbro Holdings
Microsoft SA
Mint Management Technologies
Multisoft SA (PTY) Ltd T/
A Integrity Software SA
McCann Worldgroup
Mvelaphanda Group Ltd
Natalie Knight Production CC
Nedbank SA Charity Golf Day
Netcare 911 (Pty) Ltd
Netsurit (Pty) Ltd
Netsurit Tennis Rentals (Pty) Ltd
Newmark Hotels
Norcros SA (PTY) LTD
Northcliff Auto
O’Brien Glass Industries Ltd
Pareto Limited
Platinum Life
Popimedia Innovations (Pty) Ltd
Premier Verification (Pty) Ltd
Pretoria Portland Cement Limited (PPC)
Protea Hotel
Premier Soccer League
Pyramid Day Spa
Ram Group
RGA Reinsurance Company of South Africa Limited
Rockwell Automation
Royal Bafokeng Holdings
SA Airlink
Safelite
Sage Pastel
Sage Pay SA - (Softline) Ltd
Samsung Electronics South Africa
Santam
Sasfin Bank Limited
Silvasale
Silversoft SA
Smith and Smith New Zealand
Spark ATM Systems
Spoor & Fisher
Stallion Security
Synthesis Software
Terebinth Capital Pty Ltd
The Bidvest Group Limited
The Cyest Corporation
The Green House
The High Road Fine Wines
The New Age Newspaper
Thetha FM
Tiger Consumer Brands LTD
Total SA
Tourvest Holdings (Pty) Ltd
Traficc
Trencor Services (Pty) Ltd
Tri Alpha Investment Management
UBS Bank Holdings SA (Pty) Ltd
UBS Securities LLC
Vestacor Limited
Virgin Money Giving
Vox Datapro (Pty) Ltd
Vukile Property Fund
Webber Wentzel
Werksmans Attorneys
Who Owns Whom (Pty) Ltd
Wings Travel Management
Wits Health Consortium
Woolworths (Pty) Ltd
WSP Group Africa (Pty) Ltd
Xylem Water Solutions South Africa
Zurich Insurance Company South Africa Limited

TRUSTS, FOUNDATIONS & EMBASSIES

1st For Women Foundation
AA Newman Charitable Trust
Abe and Lily Swersky Charitable Trust
ABSA Foundation
Ackerman Family Foundation
Anglo American Chairman’s Fund
Australian High Commission
CB & HH Taylor Charitable Trust
Chief Rabbi CK Harris Memorial Foundation
Comair Charitable Trust
CS Mott Foundation
David Graaff Foundation
Deutsche Bank Africa Foundation
Dis-Chem Foundation
E. Bellairs Trust
Eliot & Myra Osrin Trust
Eliot & June Tatelman Family Foundation
Ellerine Brothers Trust Fund
Ginger Hilda Spiegel Trust
Goldschmidt Family Foundation
Harold & Beatrice Kramer Foundation
Harry and Bertha Tuch Charitable Trust
HCI Foundation
Heneck Family Foundation
Hersov Foundation
Isidore Theresa & Ronald Cohen Charitable Trust (CCT)
Issroff Family Foundation
International Diplomatic Spouses Association
Jack and Ethel Goldin Foundation
JEDS Foundation
K E & M Maisel Trust
Kirsh Charitable Fund
Kirsh Philanthropy
Kurt & Joey Strauss Foundation
LM Miller Charitable Foundation
Leo & Patricia Fine Foundation
Leon and Sybil Wilder Foundation
LV & I Middleton Charity Trust
Making an Immediate Difference Foundation
Metz Family
MMI Foundation NPC
Nedbank Eyethu Community Trust
Nelson Mandela Children’s Fund
Oppenheimer Memorial Trust
Overcoming Obstacles
Philip Schock Foundation
Rachel & Jimmy Palmetto Trust
Read Education Trust

Our Partners
Our Partners

Reed Foundation
Robert and Monica M Cole Foundation
Rubi and Anne Chaitman Foundation
Saad Mered Family
Sabinet Chairperson’s Fund
SG Menell Charitable Trust
Shalom
Sophie Jacob Memorial Grant
Stanley & Zea Lewis Family Foundation
Starfish Greathearts Foundation UK
Stonehage Charitable Trust
Stop Hunger Now – Southern Africa
Suidpunt Besigheidstrust
The George Elkin Charity Fund
The Graham and Rhona Beck Foundation
The Mauerberger Foundation Fund
The Susman Charitable Foundation
UJA Federation of New York
United Way of Central Ohio
Viking Social and Upliftment Trust
Wyfold Foundation

GOVERNMENT

City of Cape Town
City of Johannesburg
Department of Health (WC)
Department of Social Development (G)
Department of Social Development (WC)
H & W SETA
HM Revenue & Customs (UK)
South African Social Security Agency

“Developing and sustaining relationships is at the core of what we do.”

Herbert Rosenberg  Exec Deputy Chairman
Onyi Nwaneri  HOD Development & Marketing
SCHOOLS & UNIVERSITIES

King David High School Linksfield
Royal Grammar School
American University of Paris
JHB Junior and Mini Council
University of Johannesburg
Wits University
University of the Western Cape
University of Cape Town

INDIVIDUALS

Adam Victor
Adrian Gore & Family
Andrea Hill
Andrew & Mickie Jacobs
Barbara Baumstein
Barry Swartzberg
Basil Hersov
Becky Hughes
Bergman Leslie
Bertie Lubner
Brian Susskind
Bruce Harrison
Caron Schnaid
Cecil Wulfsohn
Christopher Grundberg
Clifford Rosenberg
Clifford V Amoils
Cyril Ramaphosa
Daniel Dos Santos
Daniel Ginsburg
Dave Meller
David Unterhalter
Dr. Farrel Spiro
Eliot Osrin
Eric Samson
Errol Gregor
Gary Lubner
Gary Millner
Gerald B Rubenstein
Gerard Damski
Gill Marcus
Harry & Adele Jacobs
Hazel Grasslin
Herby Rosenberg
Holder Family
Howard Sackstein
Ian Weetman
Ira Rapp
Irene Menell
Jacques van Niekerk
Jean-Pierre Bizet
Jeff Boekstein
Jennifer Janson
John Chalsty
John Considine
Jonathan Reader
Joseph Goodman
Karen Blumenstein
Kevin Amoils
Lance Katz
Larry Nestadt
Leon Liebenberg
Lisa Issroff
Lorraine Munitz
Mahua Heath
Marc De Souter
Marc Immerman
Martin & Judy Moritz
Matthew Shepherd
N.D. Fynn
Neal Menashe
Neil Ginsburg
Nicole V. Cramer
Niki Judelman
Penelope Jill Hinde Gerber
Peter Jacobson
Raymond Ackerman
Ronnie Lubner
Russel & Joanne Zimmerman
Saul Mervis
Shachar Shlesinger
Scott Booth
Sean Melnick
Simon Buckingham
Solly and Denese Zaslansky
Steve Katznelson
Steven & Jackie Fish
Stuart Stone
Tassilo Baeuerle
Tim Wootten
Timothy Spira
Trevor John Muller
Trevor Turner
Vaughan Blank & Family
Yvonne Chaka Chaka
Over 30% of our population are of an age capable of working and our experience of township youth at our Afrika Tikkun Centres of Excellence reflects a strong desire for meaningful employment.

CONNECTING YOUTH TO THE ECONOMY

Afrika Tikkun continues to pioneer delivering services which, whilst charitable in character, are indeed driven towards social impact. The crisis of youth unemployment cannot be ignored as half the population under the age of 35 remain unemployed and GDP growth prospects dip below 1% for the 2016 year. Public and private sectors are still not focused on collaborative efforts towards addressing a common outcome addressing youth unemployment.

But we have a deep labour pool. Over 30% of our population are of an age capable of working and our experience of township youth at our Afrika Tikkun Centres of Excellence reflects a strong desire for meaningful employment.

The introduction of more stringent BBBEE codes in 2015 means that companies, formerly trading with a significant BBBEEE status, could see their score dropping considerably. This may affect their ability to trade with other organisations, ultimately leading to reduced income and, in drastic cases, resulting in retrenchments and even closure.

Afrika Tikkun Services (Pty) Ltd (ATS) offers clients technical BBBEE advisory and solution crafting services, conducting transformation audits and creating bespoke solutions to ensure both sustainable impact and compliance.

WHAT WE DO:
• BBBEE element optimisation
• A 360 degree solution for transformation activities
• Support with regard to governance and regulatory requirements
• Measurable and sustainable social impact
• Industry-specific skills development
• Section 18A tax deductibility status
• A sustainable BBBEE partnership
• Project management stretched up to reporting

OUR GOALS:
• A skilled and capable workforce supporting an inclusive growth path: Our track record shows that ATS can successfully supply motivated, trained and valuable employees from a previously untapped talent pool via our Cradle to Career Model and partners, while improving retention rates and lowering HR and training costs.
• An efficient, effective and transformation-oriented service: We drive sustainable transformation with your investments, keeping an eye on both transformational impact and your compliance objectives.
• Decent employment through inclusive socio-economic development: We aim to achieve sustainable equity returns on investments by aligning the scorecard element outcomes to your strategic business imperatives.

Figure 1: Distribution of sources of revenue: percentage contribution

Learnerships have grown exponentially to become the majority contributor to the revenue of the company, exceeding 50%.
Career Readiness: During the reporting period, 576 learners participated in the World of Work career readiness programme.

Learnerships: 217 learners participated in learnerships during the reporting period. Almost 30% of these participants are persons living with disability. This achievement speaks directly to our focus which is enabling youth who are truly marginalised and have little or no access to skills or employment opportunities.

ATS was able to source education or income generation opportunities for 262 youth, during the reporting period.

To date, our candidate database consists of 2080 applicants. Selections for various opportunities are made from this pool through a process of matching the applicant’s assessment scores (capability) to the applicant’s goals (suitability).
**THE FUTURE: 2016**

We are pleased to report that 2016 has kicked off to a positive start. A substantial percentage of learners who participated in the 2015/2016 learnership will be absorbed into long term income generating opportunities during the current year. 30% of learners will proceed with the more advanced National Qualification levels of training in their respective programmes. A further 70% of learners have been absorbed into permanent employment. A number of learners are still completing their learnerships while the balance have been flagged on the database as being in search of employment.

2016 has seen at least 60 new learners commence with a Johannesburg based learnership during February and March. With much enthusiasm, we also launched the first ATS managed Cape Town based learnership project, comprising 25 youth.

Further learnerships are set to continue throughout the year.

**2016 PRODUCT OFFERING**

1. **Skills Development Advice and Support**
   - Optimising skills spend.
   - Creating training solutions including accredited training and electives.
   - Creating and managing supplier network.
   - Sourcing accredited training.
   - Handling all processes around registering learnerships.
   - Developing skills programmes and creating and offering hosting solutions.
   - Providing a Workplace Skills Plan (WSP) and Skills Development Facilitator (SDF).
   - Facilitating tax rebate and scorecard impact.

2. **Project Management** (Enterprise/Supplier Development and Skills Development)
   - Project outcome management (time, impact and budget).
   - Overall operational process management.
   - Project administration including (reporting, monitoring & evaluation).
   - 3 view reporting (theory, practical, personal).
   - Resourcing and deployment.
   - Selection, assessment, matching, prepping of a candidate, follow up.
   - Resource management (personal mastery interventions).

3. **Consulting**
   - Advice on BBBEE related spending based on one or multiple elements.
   - Crafting BBBEE activation projects aligned with the group or client’s outcome requirements.
   - Executive BBBEE strategy development related to targeted BBBEE level or business impact.
   - Creating tangible return on investment for transformation investment.
   - Creating models for youth employability linked to the BBBEE scorecard elements.

Our existing clients and ED grant makers have journeyed with us since our days as the fledging organisation in 2013, to the impactful organisation we are becoming! We continue to make strides in the skills development and youth empowerment arena, and, with your ongoing support, we are sure to impact the lives of thousands of deserving young people, from every corner of the country.

**Errol Pillay**
Chief Executive Officer
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We Are Who We Are Because of You

The Standard Lorem Ipsum Passage

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FROM CRADLE TO CAREER

Mpho
6 years

Mpho
26 years old
Accountant