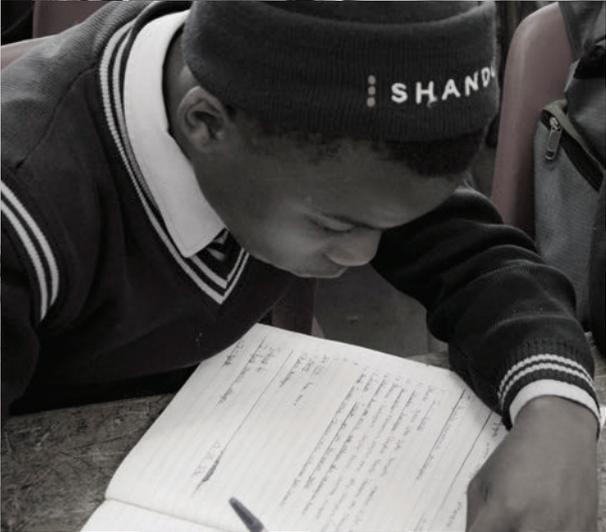


10 YEARS OF CREATING POSITIVE CHANGE

THE SHANDUKA FOUNDATION STORY







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Published for the Shanduka Foundation
by CHANGE AGENT

**CHANGE
AGENT**

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Foundation

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Here's to 10 years of building opportunities out of challenges.

10 years of proving that it takes passion, dedication
and collaboration to create the nation of our dreams.

10 years of maturing into an effective
and sustainable agent of social and economic change.

10 years of successful partnerships that make an
impact on the lives of South Africans.

Just imagine what we can achieve together in
the next 10 years.



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FOREWORD

“The time for change is upon us and we all have a role to play to create and contribute to the country we believe in. I believe everyone has the capability to collaborate and join hands to bring about meaningful change.”

Shanduka Foundation started as an idea, a sense really, that there must be more to business than simply meeting the expectations of shareholders.

In a society with such stark needs, there seemed no way that business could exempt itself from the massive effort to build a new, better nation. Business needed to do more than create jobs and pay tax. It had the resources, energy, expertise and organisational capabilities to make a far more direct and profound impact on the lives of our people.

From modest beginnings, Shanduka Foundation has dramatically expanded its reach and deepened its impact. It can point to great successes and impressive statistics. It can describe the long journey it has travelled, and the many obstacles it has overcome. Yet as much as it has changed, the fundamental intent remains the same.

Shanduka Foundation is – as it always has been – about creating opportunities and changing lives. It is about making a difference where a difference is most needed.

It is about the shy smile of the schoolgirl who has just received her first pair of glasses. It is about the chalkboard that has now come into focus and the world of opportunity that has opened up.

It is about the poor student who taught himself to type on a cardboard cut-out keyboard and who now is a successful professional.

It is about the retrenched factory worker who had the temerity to start his own manufacturing business.

It is about hours spent in new libraries, games played on new sports fields. It is about teachers confident in their subjects and learners engrossed in their lessons.

It is about the small things. School toilets that flush. Tuition fees that are paid on time. Small businesses that are tax compliant.

But it is also about schools that have been utterly transformed, businesses that have grown from one employee to a hundred, and cattle herders who have become accountants. It is about changing lives and imagining new opportunities.

Shanduka Foundation has been able to impact on the lives of so many because it has enjoyed the support and encouragement of so many. Hundreds of companies and

thousands of individuals have been enthusiastic participants in this effort. They have contributed money, time, ideas and expertise. And they have done so willingly and frequently.

They have given concrete expression to the sense that business does indeed have the means and the resolve to make a deep and lasting contribution to the development of our nation.

For many of our donors and supporters this has been a transformative experience. As they have worked to improve the circumstances of others, so too have their own lives been enriched. Many have discovered a country they never knew. Many have been touched by a deep sense of a common humanity. A shared purpose.

As it marks its 10th anniversary, Shanduka Foundation can attest to the hundreds of millions of rands invested in education, skills development and entrepreneurship. It can enumerate the classrooms built and the small businesses supported, the bursaries awarded and the work opportunities created.

But more important than all of that are the lives that the Foundation and its many partners have changed. They are the true measure of the success of this endeavour. They are the reason for its existence.

Shanduka Foundation celebrates its 10th anniversary knowing that it has made a profound difference in the lives of many people.

It does so confident that, together with its partners, it will continue to make a difference in the lives of so many more.

Cyril Ramaphosa
Chairperson, Shanduka Foundation

THE JOURNEY

“The road travelled has not always been plain sailing. But the journey certainly is one worth sharing.”



Shanduka Foundation was established to make a difference in areas that are crucial to South Africa's growth and development. It chose to focus on education and entrepreneurial development, seeing these as critical to the realisation of the true potential of South Africa's people. It believed progress in these areas would be the most direct means of improving the quality of life for all.

Shanduka Foundation had modest beginnings, but was driven by an ambitious vision.

Through Adopt-a-School Foundation and Shanduka Black Umbrellas, the Foundation sought to mobilise corporates, individuals and organisations to invest in education and small business development. Through the Cyril Ramaphosa Education Trust and the Shanduka Experiential Workplace Programme, it created opportunities for deserving young people to study at tertiary level and gain essential work experience. In all of these programmes, it encouraged its partners to develop a meaningful relationship with the beneficiaries that extended beyond the commitment of financial resources.

While the success of the Foundation has been made possible only through the support and generosity of its many partners, it owes its origins to the business philosophy of Shanduka Group. Established in 2001 as an investment holding company, Shanduka was determined to do business differently. It was convinced that the private sector had both the means and the motivation to invest in social development in a substantial and sustainable manner.

Shanduka Group set up the Foundation in 2004 with a commitment to spend R100 million on social investment programmes over 10 years. Since then, the group has contributed more than R167 million to the work of the Foundation, an amount that has been matched several times over

by the many companies and individuals with whom it has partnered.

Central to the achievements of the Foundation has been an unyielding commitment to the value of collaboration. Over a decade of learning and evolving, the Foundation has forged strategic partnerships with government, business and other NGOs to mobilise resources, coordinate efforts, share best practice and collaborate for effective implementation.

Shanduka Foundation has invested significant effort into developing programmes that have the institutional capacity to grow, learn, adapt and be sustainable. It has developed its programmes steadily, sometimes slowly, but always deliberately.

Shanduka Foundation has achieved great things. Its journey has been extraordinary. This book tells the story of this 10-year journey. It speaks of successes and setbacks. It celebrates the many people who have been with us along the way.

This is the story of a Foundation and its people, driven by the need and the obligation to make a difference. It is a story of conviction and determination, of selflessness and generosity. It is a story of mistakes made and lessons learnt.

This is a story of a group of people who dared to reach for what might have appeared to be beyond their grasp, and who now dare to reach even further.

Donné Nicol
Executive Director, Shanduka Foundation

“This is the story of a journey of small beginnings and big dreams. The story of a child learning to read in a classroom made of bricks and mortar, in a township where the school was once a shack, of university graduates fulfilling the promise of their bursaries by taking up those coveted corporate positions and the young entrepreneur setting up shop with the support and advice of an organisation that cared enough to make a difference.”

Donné Nicol, Executive Director, Shanduka Foundation



CREATING POSITIVE CHANGE

TIMELINE

“This timeline tells the remarkable story of partnerships, development and the power of collaboration in contributing to the development landscape of South Africa. It has been 10 years of creating positive change in the communities in which we operate and embodies the ethos of Shanduka in its entirety. I applaud all the work put in by the Foundation staff and we look forward to another successful 10 years for the Foundation while they strive to uplift, empower and create opportunities for those who need it most.”

Phuti Mahanyele, Chief Executive Officer, Shanduka Group

THE FORMATIVE YEARS

1996

Cyril Ramaphosa starts supporting disadvantaged students with bursaries to attend university.



1999

Cyril Ramaphosa is contacted by his former primary school, Tshilidizi, to provide a donation of a fax machine.

2000

Tshilidzi Primary School is given support by Johnnic and Goldfields.



2001

Shanduka Group is formed and a 5% shareholding in the group is set aside for two trusts: Fundani, an educational trust, and Mabindu, a small business development trust.

2002

Adopt-a-School Foundation (AAS) is officially established by a group of concerned individuals including Cyril Ramaphosa and Dr James Motlatsi.



2004



Shanduka Foundation is formally launched. Adopt-a-School Foundation and the Cyril Ramaphosa Education Trust are an integral part of Shanduka's CSI programme.

The Cyril Ramaphosa Education Trust (CRET) starts to offer holiday work to students.



8 schools are under Adopt-a-School Foundation's adoption programme.

2005

Shanduka supports 56 women at Tshiawelo station in their catering and beadwork business (Dzietele).



Shanduka Group adopts Olifantsvlei Primary School and Shanduka staff go back to Olifantsvlei to renovate the school hall. This is the first 'Olifantsvlei Day' – an annual Shanduka staff volunteer initiative.



CRET sponsors 7 students for business degrees.

Shanduka Foundation partners with Kaelo in Mount Ayliff at Dutyini Primary School.

2006



MTN installs multi-media computer centres in 10 adopted schools.



Inaugural Annual Report for Adopt-a-School Foundation.



26 schools under adoption.



Shanduka partners with Constitutional Hill Trust and Buffelshoek Trust to host a successful fundraising event.

Adopt-a-School Foundation hosts its first golf day fundraiser.

Shanduka professionals are trained on mentoring through Umsobomvu Fund and mentoring of small businesses begins.



AAS is nominated as a beneficiary of the Black Eyed Peas Peapod Foundation.

Shanduka Foundation gives its first business loan to SMME Filbert and Shela Business Enterprises.

Shanduka Foundation buys a sewing machine for Mazwe Tom to start a clothing design business.



2007



The first Back to School Party fundraiser is held.



Adopt-a-School adopts its 44th school.



Shanduka Foundation starts supporting the Reading Dynamix Literacy Project.

CRET manages the bursaries for two students sponsored by Netgroup.

Shanduka Foundation starts an in-house incubation of Filbert and Shela Business Enterprises and provides further business loans. Their story is featured on Kaelo Stories of Hope.

Shanduka Foundation gives grants to Tandla te Sive Women's project in Katlehong and Tshephang Educare Trust.

Shanduka Foundation continues to support Dzietele Women's Group in Soweto.

Shanduka offers internships to two communication graduates from Tshwane University and a student from Princeton University.

2008



Adopt-a-School hosts its first Learner Awards ceremony.



Adopt-a-School adopts its 58th school.



Adopt-a-School hosts its 3rd Golf Day fundraiser in Sun City.

Shanduka Foundation contracts an expert to work with Dzietele Women's Group and Tandla te Sive Women's Project to ensure that they become sustainable businesses and develop a manual that can be used by community projects.



Adopt-a-School builds a brand new school, Banksdrift High School in Northern Cape in partnership with Investec and the Northern Cape Department of Education.

2009



Shanduka Foundation partners with Black Umbrellas to form Shanduka Black Umbrellas (SBU) and commits R5.2m. The second incubator launches in Johannesburg. The other is in Cape Town.



Adopt-a-School starts to implement skills and social development programmes creating a new implementation model called Whole School Development.



Lafarge Education Trust adopts **11** schools in Bodibe, North West. Adopt-a-School now has **85** schools under its adoption programme.



Shanduka Foundation partners with Lilitha Trust and Alexandra Education Committee to support **6** Grade 8 school girls through high school.



SBU has **27** donors.



Adopt-a-School Foundation and Lafarge Education Trust partner with Dreamfields to bring Soccer Dream Leagues to Bodibe schools.

2010



Adopt-a-School launches an annual Essay and Art competition for its adopted schools.

Experiential Work Programme (EWP) is formalised.



SBU has **62** donors.



Shanduka Blackpages, an annual printed directory of black-owned businesses, is launched in partnership with Finweek.

Shanduka Foundation is the runner up in the corporate section of the Mail & Guardian Investing in the Future Award.

Shanduka Black Umbrellas embarks on a training programme for mentors and hosts John Cull, an international management and training consultant for the programme.

SBU opens third incubator in Pretoria.

2011

26 interns have gained valuable experience through the Experiential Workplace Programme.



Lafarge Education Trust adopts **26** schools in the Mzimela District, KZN.



Adopt-a-School Foundation adopts its **100th** school.

1000 guests attend the 5th Back to School Party.



SBU has **129** donors.

Second issue of Shanduka Blackpages is published.

Shanduka Foundation is the runner up in the Best Social Responsibility category of the Africa Business Awards.



SBU has **50** clients in incubation.



Adopt-a-School Foundation runs its first social welfare campaign with Home Affairs to bring important social services to disadvantaged learners and their families.



Adopt-a-School Foundation opens a brand new school in Barberton, Mpumalanga.



SBU Johannesburg incubator expands and relocates from Marshall Street to African Heritage Society House in Rivonia.

SBU opens its **4th** incubator in the Smart Exchange Building, Walnut Road, Durban.

2012



Adopt-a-School, with Dr James Motlatsi, adopts three primary schools in Lesotho.

Adopt-a-School Foundation adopts its first school in Mozambique in partnership with Aggreko and Shanduka Group.



Adopt-a-School pilots the Back to School for a Day initiative which encourages corporate South Africans to go back to school and spend a day with young learners.



SBU signs agreement with the Jobs Fund for the funding of the Durban incubator for three years.



Adopt-a-School adopts its 139th school.



Shanduka Foundation wins 2nd place in the CSI category of the Business Times Top 100 Companies survey.



Mavis Mahlangu, a first year CRET student, signs a Training Contract with Deloitte for 2016.

Shanduka Black Umbrellas wins the Companies doing most for Black Economic Empowerment category in the PMR awards.



SBU partners with SmartProcurement World to feature in their exhibition and conference as a way of making SBU SMMEs more accessible to procurement managers.

Shanduka Foundation gives seven small grants to SMMEs in the Shanduka Black Umbrellas stable.



SBU has 266 donors.



The Industrial Development Corporation adopts 20 schools through Adopt-a-School.

2013



First international fundraiser held in London raises over R5.2 million for AAS.



Shanduka Black Umbrellas reaches 100 clients in incubation.

Shanduka Black Umbrellas launches the Shanduka Blackpages online enterprise and supplier development portal with 1 900 members.



Shanduka Black Umbrella holds its first regional and national Enterprise Development Awards.



Shanduka Foundation partners with Kagiso Trust to form the Kagiso Shanduka Trust (KST) which partners with Free State Department of Education to work in 428 schools in the Free State province.



Kagiso Shanduka Trust launches its Empowerment and Transformation retreats in 37 schools.



CRET establishes a partnership with PwC for a Holiday work programme.



Experiential Workplace Programme reaches highest intake level at 18.



Scaw partners with CRET to sponsor 5 university students.



6 CRET students graduate (largest number of graduates in a year).



Second year CRET student, Mavis Mahlangu, is inducted on the Deloitte Honours Board for outstanding academic achievement.



Grindrod supports the CRET programme.

2013



SBU wins Impumelelo Award as Social Entrepreneur of the Year.



SBU signs an enterprise and supplier development agreement with Sanlam for the development of **25** businesses in the Cape Town, Pretoria and Johannesburg incubators.



SBU signs agreement with Lonmin to fund an SBU incubator in Mooiwool for three years.



SBU signs funding agreement with Anglo American Sebenza Fund to fund the SBU Lephahale incubator for three years.



Shanduka Foundation partners with Microsoft on Internship Programme.



SBU has **300** donors.



Adopt-a-School adopts its **171st** school.



Cape Town incubator expands and relocates to new premises in Upper Eastside, Woodstock.



SBU signs agreement with Transnet to fund the establishment and operation of SBU incubators in Port Elizabeth and Richards Bay.



Second year CRET student, Kopano Nkoana, is awarded Golden Key Society entry at Wits University

Shanduka Black Umbrellas is a runner-up in the Mail & Guardian Investing in the Future Awards.

6 Lilitha/AEC school girls matriculate and move on to the CRET bursary programme.

2014



Largest intake of CRET students at **44**, including partner companies. CRET hosts its largest holiday work programme.



SBU has **308** donors.

The Ruth Simelane Trust, Lilitha Trust and Diepkloof Social Development initiative support the CRET programme.



Kagiso Shanduka Trust launches its infrastructure programme at its inaugural bricklaying event - commencing in **120** schools. Curriculum and social development programmes commence in **95** schools. **137** Empowerment and Transformation retreats take place.



Adopt-a-School has **185** schools under adoption.



Third Back to School for a Day held on Mandela Day.



SBU signs agreement with Exxaro Coal for the development of its suppliers within the Lephahale region.

SBU signs an agreement with Transnet Capital Projects for the development of **28** suppliers within the Cape Town incubator.

CRET hosts its first student awards ceremony.



SBU has **260** clients in incubation.



Shanduka Foundation has **108** staff throughout its various entities.



SBU officially launches the Port Elizabeth incubator.

SHANDUKA

SHANDUKA
Foundation

DONNÉ NICOL
EXECUTIVE DIRECTOR
MELANIE SPENCER
OPERATIONS MANAGER
MIMASA NKGADIMA
PERSONAL ASSISTANT



ADOPT-A-SCHOOL

STEPHEN LEBERE
EXECUTIVE DIRECTOR



EMPLOYEES
26



KAGISO SHANDUKA TRUST

STEPHEN LEBERE &
THEMBA MOLA
DIRECTORS



EMPLOYEES
14



CYRIL RAMAPHOSA
EDUCATION TRUST

CHANTELLE OOSTHUIZEN
COMMUNICATIONS
& PROJECTS MANAGER



EMPLOYEES
2



EXPERIENTIAL
WORKPLACE
PROGRAMME

MARK FRANKEL
CHIEF EXECUTIVE OFFICER



EMPLOYEES
63



SHANDUKA
BLACK UMBRELLAS

MARK FRANKEL
CHIEF EXECUTIVE OFFICER



EMPLOYEES
63

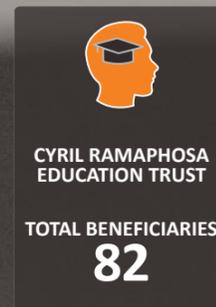
SHANDUKA FOUNDATION IN NUMBERS



SMALL BUSINESS DEVELOPMENT: OUR CULTURE OF EARNING



EDUCATION: OUR CULTURE OF LEARNING



SHANDUKA PLANTS THE SEED



“Apart from creating value for our shareholders, Shanduka also creates value in broader society by collaborating with hundreds of organisations.” Phuti Mahanyele, Chief Executive Officer, Shanduka Group

Shanduka is the Venda word for change. When he founded Shanduka in 2001, Cyril Ramaphosa set aside five percent of its shareholding for two trusts, the Fundani Education Trust and the Mabindu Business Development Trust.

These two trusts were to become Shanduka Foundation, which was formally established in November 2004 to contribute to bring about tangible and meaningful change within education and small business development in South Africa. At its formation, Shanduka Group undertook to invest R100 million over a 10 year period.

Shanduka Group seeks to do business differently, to be a responsible corporate citizen that creates value for shareholders and helps transform the lives of the people in the communities in which it invests.

According to Shanduka founder Cyril Ramaphosa: “We believe that real change can only come about through the combined efforts of all South Africans. Our rainbow nation is held together in part by the spirit of Ubuntu and we believe that each one of us has a role to play in making our country a better place. Ten years ago, the Shanduka Group wanted to change the paradigm of business – by investing in businesses and then re-investing in society. This was accomplished through the Shanduka Foundation and its strategic supporters.”

What began as a response to a particular social need has evolved into a range of complementary programmes that seek to address critical moments in the development of human potential.

One of the pillars of Shanduka Group’s growth strategy is a focus on the promotion of social and economic transformation. Through its contribution to Shanduka

Foundation, it seeks to advance transformation, empowerment and equality through education and small business development.

A decade after its formation, Shanduka Foundation is a key role player in South Africa’s development landscape. Driven by the group’s social development philosophy, Shanduka employees have been instrumental in the growth of its Foundation. As a collective, the staff makes a donation from their individual salaries each month to Shanduka Group’s adopted school, Olifantsvlei Primary School. This contribution is matched by Shanduka Group.

For the past nine years every staff member has spent time with the learners and teachers at Olifantsvlei. Many staff members have become mentors to the recipients of the Foundation’s bursary and experiential work programmes, while many more have donated over and above this to the Foundation’s work.

Shanduka Group’s significant contribution over the last 10 years has enabled the Foundation’s programmes to direct other donor funding towards the actual implementation of programmes. Most recently, Shanduka Group has helped the Foundation establish the Shanduka Foundation Investment Trust. With a view to the future sustainability of the Foundation, the Trust will participate in broad-based empowerment transactions and manage their assets for the benefit of the Shanduka Foundation’s programmes.

Through its commitment to the Foundation, Shanduka Group has proven that real change is achievable. It has demonstrated the value of collaboration and partnership. It has been true to its character and has proven itself deserving of its name.



“Together with our partners, we are changing this country one school at a time, one child at a time, and one business leader at a time. Without the initiatives of the Shanduka Foundation there would be no school in a deep rural area with a strategic vision and a mission for their school. There would be no child from a poor family being the first generation to attend university. There would be no budding entrepreneur seeing their dreams become a reality and changing the economic landscape of this country. I am amazed at the way my life has changed since I started working for the Foundation. I have never been in a position where I can rest assured that today I have played an active role in a better and brighter South Africa.”

Ditshego Tsebe, Programme Manager, Adopt-a-School Foundation



In 2012 Yvonne Themba successfully summited Mount Kilimanjaro and raised over R90 000 for Adopt-a-School Foundation.

“At Shanduka the work of the Foundation is lived and breathed. We tend to leave a legacy as the beneficiaries pay it forward – hereby impacting more people than those directly in the programmes.”

Yvonne Themba, Group Human Capital Director, Shanduka Group



OLIFANTSVLEI DAY

The Shanduka family is committed to giving back to society. Every Shanduka employee donates time, passion and money to support projects of the Foundation. This willingness to effect change is evident in the progress at one of Shanduka's adopted schools, Olifantsvlei Primary School near Eikenhof, south of Johannesburg.

Employees donate a percentage of their monthly salary to Olifantsvlei Primary, which is matched rand for rand by Shanduka Group.

Once a year, employees visit the school for a day where they spend quality time with learners, playing sports, reading, painting and hosting talent shows. Employees also contribute to the upgrading and maintenance of the school's infrastructure, where they have painted classrooms and tended the vegetable garden.

Since Shanduka Group adopted Olifantsvlei Primary in 2005, over 9 000 learners have benefited from a new school wing, including a library, science laboratory and art centre. In addition, the school has been renovated and five classrooms and an administration centre have been built. Shanduka's support has opened the door to further partnerships for Olifantsvlei Primary. In 2006, architecture students from the University of Innsbruck in Austria partnered with Education Africa and Adopt-a-School Foundation and undertook construction of a new Grade R facility. The result was a facility that combined educational functionality with creative design.

Exclusive Books has donated books to the school library, while the Room to Read initiative has promoted literacy in the school. Steve van der Klis, a past employee of Shanduka Group, built a combination court, a facility

suitable for several sporting disciplines. The court was funded by Steve personally, as well as by donations from his friends in lieu of gifts for his birthday.

With the contribution of Shanduka staff some 110 jobs have been created, 29 small businesses have benefited, and over 35 educators have been developed in literacy and language, library management, science, technology, remedial skills and counselling skills. Overcrowding in the classrooms has been reduced by over 50%.

Shanduka's support has also extended beyond the school. In an effort to alleviate poverty in the community, Shanduka employees have donated solar lamps, winter clothing and food parcels to the children. In 2013 the Dischem Foundation donated 2 000 blankets.

Workshops are held withW parents on an ongoing basis to motivate them to be involved in school activities, promote good parenting skills and share information that will help parents and the community fight crime and abuse.

In partnership with the Department of Home Affairs, Adopt-a-School Foundation runs sessions to assist learners and parents to obtain the necessary documentation to apply for social grants.

Learners have thrived in this improved environment. Educators have a sense of pride in the results of their students and a deeper sense of custodianship towards the school's overall results. Olifantsvlei Primary has become one of the most popular schools in the area. Learners love their school and carry that sense of pride in their education into their community, so much so that current applications exceed capacity.



“I am learning to give without wanting anything in return. It is a beautiful feeling. Olifantsvlei Day gives school children and their families hope for a brighter future.”

Mmasa Nkgadima, Personal Assistant,
Shanduka Foundation





“At the heart of the Foundation is a wonderful initiative to recognise that we are all responsible for the world in which we live and how it will be shaped for generations to come. The Foundation reaffirms that our role in resolving the plight of education will not only improve the lives of learners but will assist in the empowerment of individuals to make informed choices about their futures. I would like to salute the men and women who have dedicated their time to improving the lives of learners. I know many stories of how employees have interacted with learners personally. They have shared how they have been mentors, fathers and mothers to these children. This has impressed upon me that we should always seek ways to be helpful as we rebuild our nation.”

Shanduka employee



“I want to be an astronaut”

Learner, Olifantsvlei Primary School





ADOPT-A-SCHOOL

“Adopt-a-School is an integral part of the CSI of Shanduka and attributes its success largely to the support it receives from Shanduka and its committed staff. Its support includes the provision of office infrastructure, financial contributions for operations and administration, strategic guidance and inspiration.”

Stephen Lebere, Executive Director, Adopt-a-School Foundation

Quality education is critical to breaking the cycle of poverty. Through quality education, people are exposed to more opportunities, are able to secure meaningful employment and can help themselves and their families escape a life of poverty. Adopt-a-School Foundation is committed to helping create conducive teaching and learning environments in disadvantaged schools. Its long-term objective is to ensure that South Africa's youth receive quality education and the opportunities that arise from such schooling.

Education is a developmental priority. It is a key focus of the National Development Plan, which is the country's strategic vision to 2030. Despite the many achievements since the dawn of democracy, which include access to schooling for hundreds of thousands more children, many schools do not have adequate resources and are not producing acceptable results.

The story of Adopt-a-School Foundation began in the late 1990s when Stella Nemukula, then principal of Tshilidzi Primary School in Soweto, appealed to the school's alumni to help secure some of the items on her school's wish list.

The plea reached Cyril Ramaphosa, who attended Tshilidzi Primary School as a young boy. He returned to the school to donate a fax machine. This simple interaction between an educator and a past learner set off a chain of events that resulted in Tshilidzi Primary School receiving the classrooms and facilities it desperately needed and, beyond that, better schooling for hundreds of thousands of children.

It laid the foundation for an initiative that would demonstrate the power of collaboration. It is an initiative that proves that companies and individuals can provide the resources, skills and knowledge needed for sustainable solutions to the challenges in our education system.

In 2002, Cyril Ramaphosa, James Motlatsi, Donné Nicol and others formed Adopt-a-School Foundation with a mission to mobilise the private sector, organisations and individuals to support schools.

In those early days, the Foundation focused primarily on building essential facilities and renovating disadvantaged schools. A community-centric building model was developed, which proved to be both cost-effective and sustainable.

Through this model, the Foundation provides temporary employment for unemployed parents of learners and transfers useful skills such as bricklaying, painting and plastering.

The Foundation also uses small businesses in the school community, such as electricians and plumbers, to supply materials and provide services. Not only has this empowered these communities and provided many opportunities, but these communities are able to take ownership of the school, actively working to maintain the facilities and prevent vandalism.

Based on its early experience, Adopt-a-School realised that bricks and mortar alone would not effectively change the education environment. It was just one factor in a myriad of challenges that needed to be addressed.

In 2009 Adopt-a-School introduced development programmes for educators, assisting them with the curriculum, teaching methodologies and experiential teaching. Over the next few years, the Foundation and its partners developed a holistic and integrated model that addressed other elements needed to improve the academic, physical and social environment in schools. This model is called Whole School Development.

Adopt-a-School's adoption process begins with a school strategy session for the governing body, management team and educators. It assesses the school's needs and develops a strategy to create an environment conducive to excellent teaching and learning.

The model recognises that each school has different needs, making strategic planning vital to set the course for success.

Strategic planning sessions enable the school to identify areas of weakness, develop action plans and set perfor-

mance targets for the years ahead. They have also proven to improve morale and motivation.

Adopt-a-School then partners with other non-governmental organisations (NGOs) and relevant service providers specialising in various fields in the education sector. These include mathematics, science, accounting, management training, librarian training, pre-school (or Grade R) education, literacy and languages.

Adopt-a-School also seeks to address the basic needs of learners by focusing on aspects of social welfare such as health and nutrition.

To address the reality that many learners in South Africa go to school hungry, the Foundation encourages each adopted school to grow vegetable gardens to supplement school feeding schemes. Extra produce is taken home to families in need.

Those eligible for social grants are assisted in making application to the departments of Home Affairs and So-

cial Development for welfare grants, birth certificates and other government services.

Adopt-a-School also runs a visual support programme that provides eyesight testing clinics at schools. This programme supplies spectacles to those with poor eyesight. Learners with more serious ophthalmological conditions are referred to specialist clinics.

In 2012 Adopt-a-School Foundation crossed South African borders to adopt three primary schools in Morifi village, Lesotho and a primary school in Ressano Garcia, Mozambique. Dr James Motlatsi funds the schools in Lesotho. Aggreko and Shanduka Group fund the school in Mozambique. This expansion resulted in a number of strategic challenges, such as dealing with different schooling systems and political landscapes and various language barriers. Valuable lessons were learnt along the way. A successful partnership with the Africa Foundation for Sustainable Development, based in Mozam-

“Strategic planning is the foundation to transform a school into a place where excellent teaching and learning can take place.”

Donné Nicol, Executive Director, Shanduka Foundation

bique, on the Ressano Garcia project helped the Adopt-a-School team understand and overcome many of these challenges.

Adopt-a-School recognises the important role of successful partnerships. A case in point is the relationship with Lafarge Education Trust, which adopted 11 schools in Bodibe in North West and later adopted another 26 schools in the Mzimela district in KwaZulu-Natal. Our Whole School Development model was shaped through this partnership.

In 2012, the Industrial Development Corporation (IDC) partnered with the Foundation to adopt 20 schools across the country, with an annual investment of over R20 million.

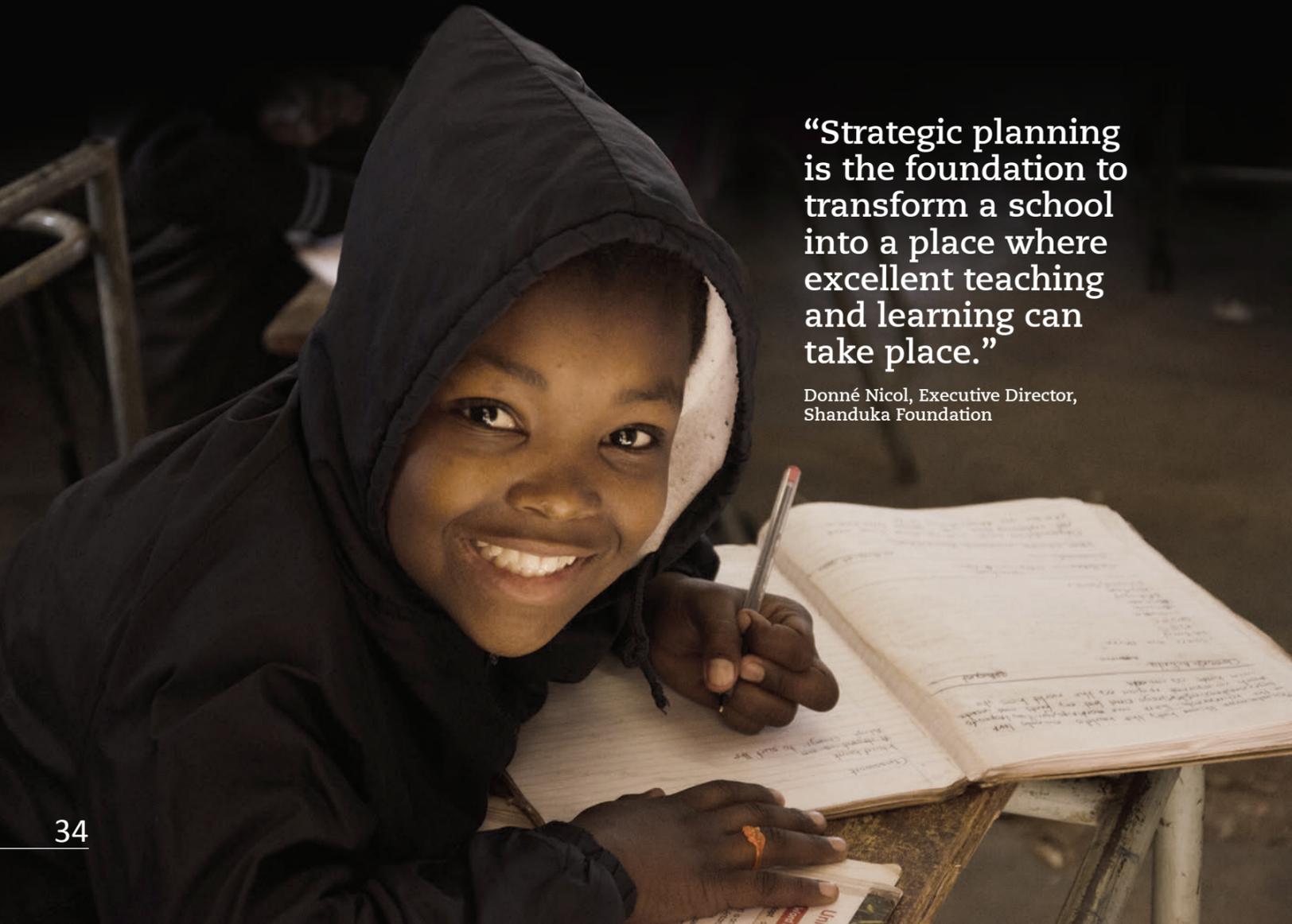
Collaborative partnerships are fundamental to the success of this venture – which has seen government, other non-profit organisations, corporate donors and a

multitude of service providers work in the communities surrounding these schools.

The achievements of Adopt-a-School have been made possible by partnerships with over 75 companies that have adopted schools, over 80 NGOs specialising in different sectors of development, and thousands of individuals who have contributed their time, money and skills.

Adopt-a-School will continue to improve the educational landscape by empowering school communities, raising awareness and connecting private individuals and corporate social investment funds to South Africa’s neediest schools.

The Foundation will continue to go back to the chalkboard to reassess, refocus and re-evaluate strategies to implement a model that is robust, replicable and relevant.

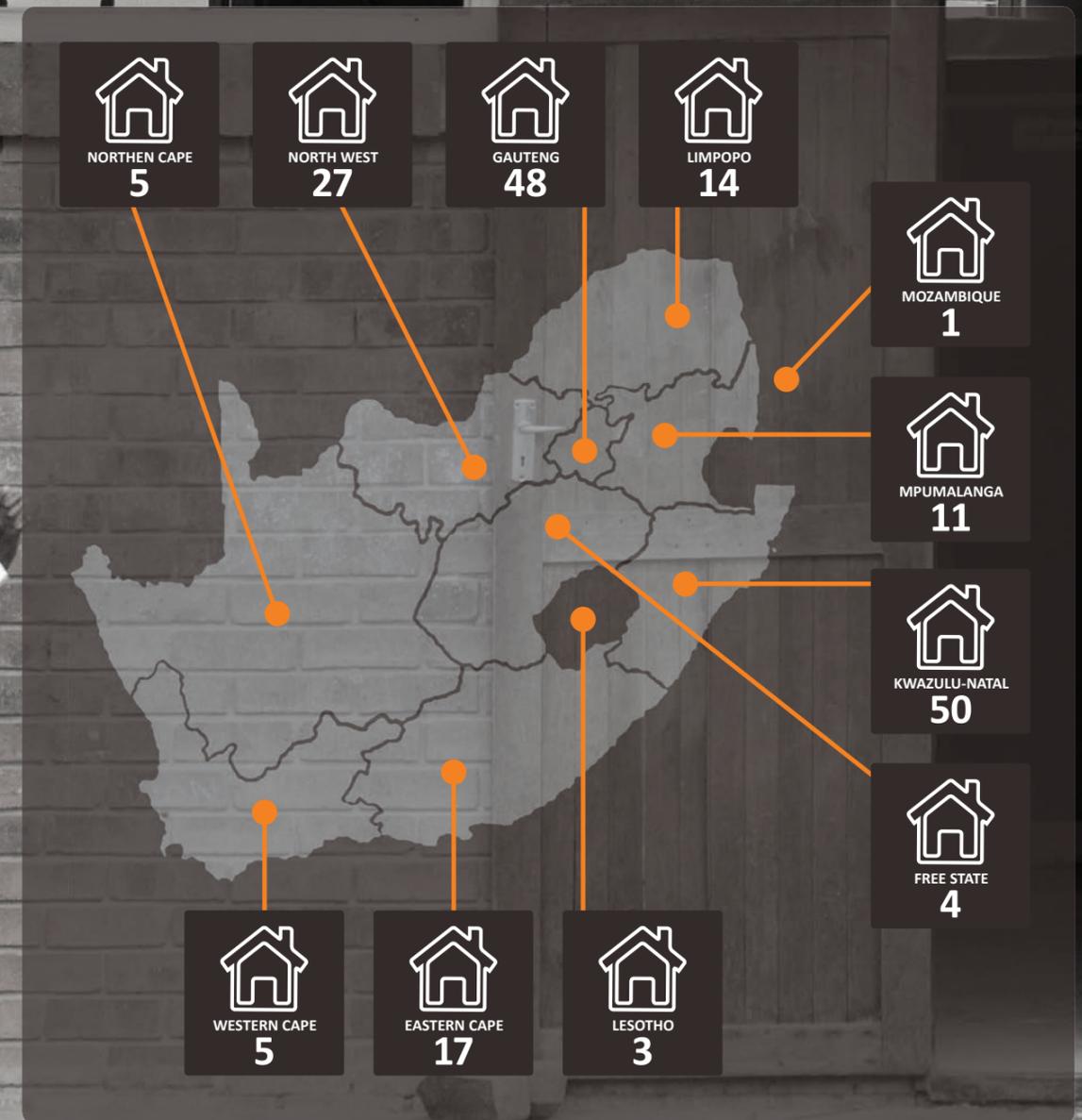


ADOPT-A-SCHOOL IN NUMBERS

Since its inception in 2002 Adopt-a-School has created positive change at over 185 schools and changed the lives of learners, teachers and communities through its holistic approach to education.



ADOPT-A-SCHOOL FOOTPRINT



So much has been achieved through the interventions of Adopt-a-School. Herewith some of them:

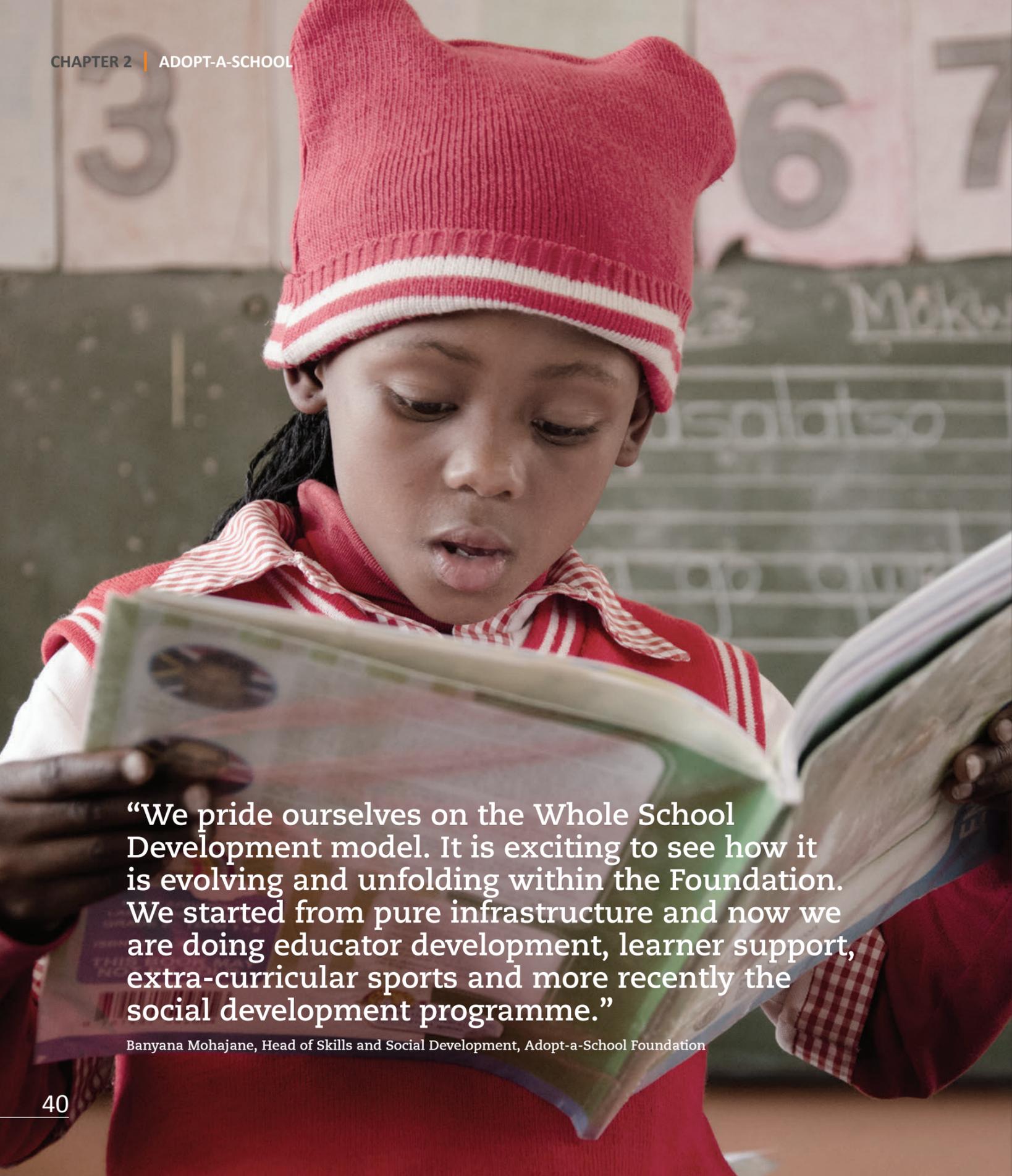
- More than **R157 million** has been invested in school development
- A total of **185 schools** are under adoption, with some **491 572 learners** and their families benefiting.
- **186 classrooms**, **10 feeding scheme kitchens**, **36 ablution facilities**, **21 administration blocks** and **three new schools** have been constructed.
- **Fifteen** Grade R facilities have been built with their own bathrooms, classrooms and kitchens.
- **58 schools** have been renovated.
- **Twenty seven** schools have received new computer centres.
- **Twelve** libraries have been built and many more libraries have been stocked with books.
- **Fourteen** science laboratories have been built and equipped and science educators have been trained.
- **Hundreds** of educators and principals have received computer training, counselling skills training and leadership training.
- Over **50** strategic planning workshops have been held with educators and governing and management bodies.
- Educators and parents have been trained in library skills and First Aid and schools have been given the means to set up environmental clubs for learners.
- **Seven** schools have received sports facilities.
- Support has been offered to school feeding schemes and many adopted schools have enjoyed year-end functions sponsored by their adopters.
- Some **500** soccer and netball sports kits have been donated.
- Scientific calculators, uniforms, shoes and food packs are regularly donated to learners.
- Over **5 600** temporary jobs have been created and **563** SMMEs have been supported.
- Some **180** children and their families have received support from the Department of Home Affairs through the Foundation's social welfare programmes. They have been assisted with ID books and birth certificates. As a result many of these families now have access to social grants.



“To invest in change we develop the youth. They will shape their own tomorrows.”

Stephen Lebere
Executive Director,
Adopt-a-School Foundation





“We pride ourselves on the Whole School Development model. It is exciting to see how it is evolving and unfolding within the Foundation. We started from pure infrastructure and now we are doing educator development, learner support, extra-curricular sports and more recently the social development programme.”

Banyana Mohajane, Head of Skills and Social Development, Adopt-a-School Foundation

THE WHOLE SCHOOL DEVELOPMENT MODEL





Adopt-a-School Foundation defines a successful and sustainable school as one which has:

- A consistent pass rate of between 80% and 100%, where at least 60% of matric pupils qualify for entrance into tertiary institutions and where learners have mastered basic literacy, numeracy, mathematics and English.
- A clear vision, mission and school improvement plan.
- Sound management structures and systems that enable the school to govern and teach the curriculum effectively.
- Excellent and accountable leadership.
- Adequate and fully equipped facilities - both basic and specialised - that are effectively utilised.
- Clean and well maintained facilities.
- An acceptable learner:educator ratio.
- Disciplined, motivated and enthusiastic educators, learners and leadership.
- A safe and secure environment for learners where their welfare is prioritised.
- Active parental support and community involvement in the development of the school.
- Committed and highly competent educators.
- Well-established career guidance and high uptake of key subjects, such as mathematics and science.
- Learners who are fully empowered and capacitated to establish and run life skills and wellbeing programmes on their own.
- A balance between curricular and extra-curricular activities.



Adopt-a-School recognises that change requires more than once off interventions. Before any work is conducted at a school, a thorough needs analysis is completed, highlighting all the challenges and needs. To ensure its interventions are holistic, long-term and sustainable, the Foundation recommends that adopters commit to a five year adoption process. The Foundation signs an annual contract with the school and monitors it throughout the year. It conducts an end-of-year evaluation before continuing the adoption for another year.



“We have recognised the importance of leadership and governance in this model. Without strong leadership other interventions are seldom sustainable.”

Banyana Mohajane,
Head of Skills and Social Development,
Adopt-a-School Foundation.

“We have started to see the number of seemingly small things that we neglected before in a different light. Previously, staff meetings saw very little participation by educators. Now, decisions that are taken are agreed upon by all, and implementation is a collective effort. For example, using English as the language of teaching was largely ignored. The collective decision to conduct all teaching strictly in English was made and is now being adhered to.”

Principal, Welabasha High School,
KwaZulu-Natal

“I have seen a change in the habits and attitudes of the educators. Before this programme, educator absenteeism was rife and our sick leave policy was abused. This no longer happens. They are proactive and adhere to administering weekly tests. The educators have taken it upon themselves to conduct afternoon classes each day in an effort to improve learner performance. There is a definite change in the mind-set and practices of the educators and school leadership.”

Principal, Kgomotso High School,
Northern Cape

BODIBE VILLAGE

“We can’t do it alone. We need to collaborate with government, work closely with communities and bring the private sector on board. By working together we can make a significant impact in these schools.”

Stephen Lebere,
Executive Director, Adopt-a-School Foundation

Adopting 11 schools in Bodibe village

Bodibe is located in the North West province, 20 kilometres from the small town of Lichtenburg. In 2009, Lafarge Education Trust adopted the eleven schools in Bodibe with a vision to transform the education landscape in this rural community. It was a difficult road, wrought with obstacles. The community was restless, torn apart by poverty and a lack of leadership. The environment in the schools was dysfunctional and not conducive to effective teaching and learning. It was in these difficult conditions that Adopt-a-School, in partnership with Lafarge Education Trust, piloted the Whole School Development model and was able to achieve meaningful and sustainable results over a period of five years.

The development has included:

- The building of 20 classrooms, 3 ablution facilities, 4 libraries, 4 computer centres, 2 computer centres upgraded and revamped, 3 science laboratories, 2 administration facilities, 2 Grade R facilities, a borehole, a play pump and general renovations to all 11 schools.
- Development training in early childhood development, science, mathematics, library management, literacy and languages for 185 educators.
- Strategic planning, leadership, governance and teambuilding for all 11 schools.
- Executive Leadership training for 11 principals and 1 circuit manager at Wits School of Education.
- Computer training for 60 members of the school community.
- Literacy support programmes and resources for all Grade 1- 3 learners.
- Dental Care Programme for over 840 Foundation Phase learners.
- Eye-sight testing for learners from 8 primary schools. 450 learners received spectacles.
- A Lafarge Dream League comprising of 22 soccer teams for both boys and girls, provision of soccer kits and awards on an annual basis.
- Introduction of netball and sports training for 23 soccer coaches.
- Motivational talks in all schools and career guidance in the secondary schools.
- Donations such as library books, indoor games and indigenous trees in all schools.
- An awards programme for the schools and larger community.
- HIV/Aids awareness life skills programmes and training on setting up of environmental clubs.

These interventions have resulted in systematic changes that have had a meaningful impact on the lives of over 5 400 school children and their families. This is evident in the:

- Strategic visions for the schools and their passionate leadership.
- Improved infrastructure and availability of educational resources.
- Environmental awareness and cleanliness of the schools and surrounding community.
- Security of the schools.
- Punctuality, improved attendance and general discipline.
- Participation in extra mural and sport activities.
- Motivated teachers who are equipped to teach within their learning areas.
- Boosted self-esteem of learners.

Over **1 200** temporary jobs have been created and 14 small businesses in the community have been supported. In Tau Rapulana, the village’s only high school, the matric results have leapt from **38%** in 2008 to **89%** in 2013. It has been a long and challenging journey, but the roads in Bodibe have become paved with hope and opportunity.



“It’s been a challenging road resulting in a culmination of consultations with government, business, tribal councils, local non-profit organisations and other community structures. It’s about getting a better educational outcome. It’s about equipping learners with the tools to find better jobs, to become better citizens in our country and to ultimately contribute towards our economy. The only way we can do that is to understand that there are different role-players without whom these children won’t progress. First there are the parents. We believe that a functional school governing body is an absolute prerequisite and it can make a big difference in a school. So we invest a lot in the parents, educating them about what their rights and what their responsibilities are. We invest a lot in the teachers, who work incredibly hard. We want to give them their dignity back and we want to instil a sense of pride and responsibility. Last but most importantly, we invest in the learners - their academics and welfare. It has all come together - the teamwork between educators, parents and learners, and then ourselves as external facilitators. I think Adopt-a-School is really getting it right. What I love most of all about them is that they learn with us. We have learnt so much because of the collaborative way in which we have worked.”

Cheryl Carolus, Chairperson, Lafarge Education Trust



“I have learnt that the role of a principal is to make sure that the school becomes a community centre. Once you have involved people in the school they have a sense of ownership of the school. They become responsible and want to protect the school. Once you have created such an environment, it affects the learners in terms of discipline and attitude. And at the same time they become committed to education. This is how I have seen my school change. When the environment started to change, the learners became so motivated. They started to study very hard – they did not want to disappoint us. And slowly our pass rate started to improve. Shanduka Foundation, Lafarge Education Trust as well as Adopt-a-School Foundation made us feel that even if we are in a rural area, we are important. Bodibe has become one of the top performing districts in the province. I am so proud.”

Mr Buthelezi, Principal, E.H. Mogase Secondary School

Stakeholder support

The success of the Bodibe story is attributed to the many organisations that have partnered with Adopt-a-School and Lafarge Education Trust.

- Old Mutual: Contributed R50 000 for the visual support programme
- Dreamfields: School Soccer League
- Colgate: Dental Hygiene Project in 2011
- Biblionef: Donation of books
- Infinite Family: Mentorship and Coaching Programme for learners
- Bridge: Coaching and mentorship for principals
- Lafarge Community Trust: Annual Community Awards Programme
- Department of Health: Healthcare support
- Shanduka Foundation: Two classrooms, essay competition and annual learner awards



KING SHAKA

“Today is better than yesterday, but it is my dream to make tomorrow much better than today.”

Philile Mbotho, Grade 9 learner and a member of the King Shaka Activist group

King Shaka High School is located in Umlazi in Kwa-Zulu-Natal. This school was once a place of despair in a community plagued by drug and alcohol abuse, gangsterism and violence. In 2009, Grindrod selected Adopt-a-School Foundation as their partner to turn King Shaka High School into a centre of excellence for the community.

Over the past five years, Grindrod has supported the development of the school through significant infrastructure upgrades, educator development and support programmes, focusing on the social welfare of

orphans and vulnerable learners and investing in the school leadership. Today there are 870 learners who actively participate in their education and are excited about their future. Youth leadership programmes have empowered learners to influence the education environment in their school. The passion for teaching has been reignited and educators are deeply committed to improving the quality of results. Close to 50 temporary job opportunities have been created and there has been significant investment in a number of small businesses in the community.

“Leadership training dramatically changed our lives. This is evident in the changes in our attitudes towards education and life. We realised how privileged we are to be part of this kind of programme and we felt obliged to influence our peers positively. We formed a team called ‘King Shaka Activists’ and we are making big changes in our school.”

Philile Mbotho, Grade 9 learner and a member of the King Shaka Activist group

“It is our responsibility to inspire other learners at school, encourage them to do better and influence them positively. We have started a reading and study club in Grade 12 and will be encouraging all the grades to start one. The library is utilised by English classes on a weekly basis and this is encouraging our reading club. The truth is we used to take the small important things for granted - we were not that serious about our education and our future. We used to say things that we didn’t mean – now we live everyday with an intention of greatness.”

Nothando Shabalala and Busisiwe Dumezweni, beneficiaries of the Cell C Institute of Mentorship

Investment in King Shaka has included:

- General renovations and upgrades to all of the existing school buildings
- Computer laboratory and computer training
- Consumer studies laboratory, educator training and teaching resources
- Scientific calculators, school uniforms, stationery
- Administration facility
- Library, librarian training and books
- Music and art centre
- Wi-Fi network
- School furniture
- Strategic planning session
- Governance and leadership workshops
- Teambuilding workshops
- Language and literacy programme
- Career guidance programme
- Youth leadership camps
- Mentorship programme



From the school leadership...

“A person who has not seen this community, particularly this school, in the last eight years or so wouldn't notice the difference but I've been here for the past thirteen years and I have seen the difference.

They've developed the school infrastructure which has improved our self-esteem. Learners and teachers alike have realised that they are important. Now we've got a school, which is not like any other school in this community. We have world-class facilities – a physical science laboratory, a computer laboratory and I think that we are the only school in Umlazi that has got an arts centre. We've got our own new admin block. Many of our learners are orphans and they cannot afford to go to the libraries because they are far away. Now with the Wi-Fi network, everything will be accessible from our fully resourced library. The teachers who want to empower themselves further, can get the information they need right here in the school. It feels like we are witnessing miracles.

There's a huge difference in terms of attitude both from the parents and from the learners.

Ever since our marriage with Adopt-a-School, I've seen a new commitment to learning and a new sense of pride with the learners. In the past, our community, particularly the parents, were not involved in the school. Since Adopt-a-School's involvement, we run sessions where we involve parents, where they are really part and parcel of the school. So that's what I have witnessed in the past 6 years - a change of attitude. We have had over 200 parents attending our recent school meetings. They noticed that this is the best school. They realise that good education is right here in their midst. That is the attitude that I have and which I appreciate every day.”

Thembisio Mqadi,
Deputy Principal, King Shaka High School

From the adopter...

“Our involvement with King Shaka came about after we had studied the demographics of our employees and learnt that many of them came from one of the most violent and under-developed areas in Umlazi. We purposefully selected working with King Shaka High School, one of the only high schools in this area, and took on what we knew would be a big challenge.

I have been actively involved with the work of Adopt-a-School. I've been very personally involved in the adoption process and I have grown to love everyone and I know everyone at the school by name.

I think we have transformed this entire school. More than that, the entire community. In 2008 I met many parents who were angry, disinterested and irresponsible. It is a completely different story today.

As a business, we don't focus on the numbers only – our annual report includes pictures of kids and the stories from King Shaka High School. It's a feature on our agenda. Our investment has increased from R1 million a year to R3.3 million this year.

In 2008, I was really the only one that was so involved in King Shaka. On Mandela Day 2013, I had to hire two buses to take our employees to the school.

What inspires me most about my work with Adopt-a-School is the sense of commitment they have shown and demonstrated to our school and the learners.

Our school had a rate of teenage pregnancy right across from Grade 8 to Grade 12, of at least 32 scholars per annum. And for the past two years, we've had zero pregnancies. There was drug abuse, alcohol abuse, you name it. If I, as a corporate, had gone to that school, donated money and walked away, the pregnancy rate and all those social transformations, would not have happened. Forget the beautiful achievement of improving performance from a 32% pass rate to 70% pass rate. But they have managed to transform the individuals and the school and they have exceeded my expectations.

One of the Adopt-a-School Project Managers, Bakang, has such a passion for our school. If all of us had his passion, we could transform not only our lives but our communities significantly. I firmly believe that when you walk into that school it's not the money, it's not the buildings, it's not the library, it's not all the other things that we have done but it's the passion that Adopt-a-School carries and it is contagious. And we see it in the teachers; we see it in the learners and the parents. So if there could be many people like that, and if the media could focus on such positive stories, I think all of us would wake up on a high every day.

We used to adopt one school a year, we now want to adopt three schools a year. And we have adopted three schools a year, beginning this year. I can only feel proud.”

Bongiwe Ntuli,
Executive, Corporate Services, Grindrod

“One of the other reasons I enjoy working with Shanduka Foundation is because they do not take the responsibility away from where it sits. So the Department of Education's responsibilities remain intact. The school governing body's responsibilities remain as they are - they harness and enhance and guide those various bodies into creating a harmonious and highly effective environment for the learners.”

Bongiwe Ntuli, Executive, Corporate Services, Grindrod



MOSES MAREN



“They have the right to education - they have the right to be children.”

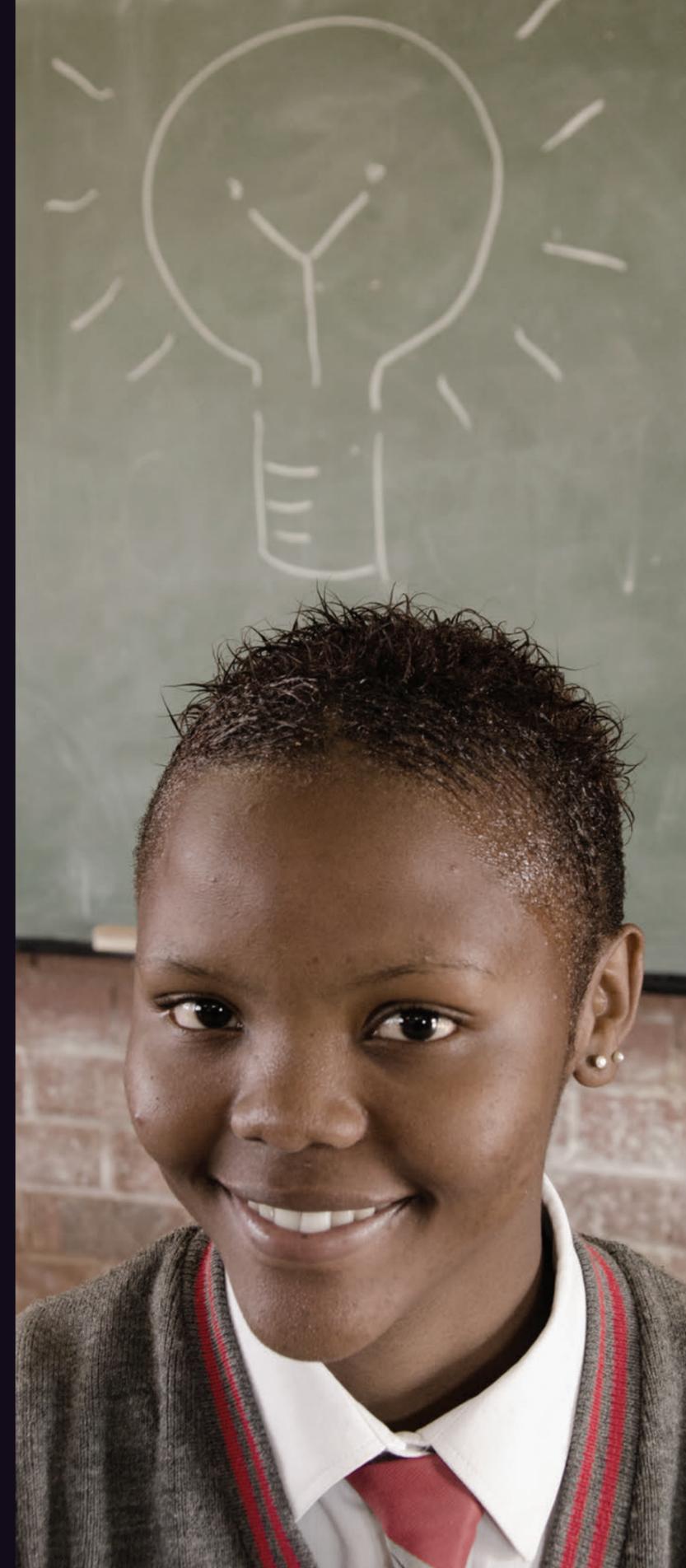
Mrs Ella Matlejane, Principal Moses Maren Mission Technical Secondary School

Moses Maren Mission Technical High School is located down a gravel road opposite Shanduka Group's adopted school, Olifantsvlei Primary School in Eikenhof. Eikenhof is a farming community located just outside the hustle and bustle of Soweto. The grounds are covered in gravel and red dust but the air is filled with the jovial laughing of school children. Ella Matlejane, the school principal, has an evident passion for education that she passes on to her students. She believes that with a great attitude and a solid education, they are capable of a great future. This is the atmosphere that pervades Moses Maren.

In 2007, Shanduka Group sponsored the building of 3 classrooms. A few years later, the school was adopted by the Industrial Development Corporation (IDC) and Adopt-a-School has embarked on the regeneration of the school through Whole School Development. A strategic planning, leadership and governance programme was implemented and the school has subsequently revised their policies and management style. A fully resourced science laboratory has been built, educators have been trained and learners have been supported in both mathematics and science. Career Guidance programmes and motivational talks occur regularly at the school and social welfare activities are a big part of the adoption process. The IDC's Women's Legacy Programme has seen health and sanitation workshops held at the school. In partnership with the Department of Home Affairs, Adopt-a-School was able to support over 20 families in their applications for ID documents, passports, social grants and even potential foster care. On Back to School for Mandela Day, IDC employees planted trees to provide shade for the barren school grounds, which will, one day, bear fruit for the learners to enjoy.

“I have learnt how important it is to not give up. When I was at Olifantsvlei Primary, I learnt that no matter where you come from, no matter what is happening in your life, with a good education you can do anything. Olifantsvlei Primary School taught me to hope. Moses Maren has since taught me how to set goals and is giving me the tools to achieve them. I believe that knowledge is so important because it is the one thing that no one can ever take away from you.”

Thembi Diamond, Grade 11, Moses Maren Mission Technical High School



BACK TO SCHOOL FOR A DAY

Just one day of collective action can have a huge, life-changing impact on pupils.

Through the Back to School for a Day programme South Africans are invited to go back to school to enrich the lives of pupils by sharing their time, skills and knowledge. The Adopt-a-School Foundation piloted the initiative in 2012 – when a few hundred volunteers from 16 companies went back to about 40 schools. The day also provided the opportunity for Cyril Ramaphosa to be reunited with Stella Nemukula, as he returned to Tshilidzi Primary School to practice reading skills with the Grade 3 learners. In this pilot initiative, over 2 000 learners were exposed to career guidance programmes, debating workshops, literacy activities and motivational talks. Many of the schools received the added bonus of having infrastructure upgraded. Classrooms were given a fresh coat of paint, vegetable gardens were tended and sports facilities were repaired. Since the commencement of the initiative, close on 100 companies and over 4 000 volunteers have taken part. More than 150 schools across the country have been involved and tens of thousands of learners have benefited from these visits. The initiative gives companies that have adopted schools a chance to see the outcome of their investments first-hand. It also introduces many other organisations, corporates and individuals to the work of the Foundation. Not only has this initiative inspired hundreds of corpo-

rate volunteers to share their time, skills and material resources, but it has also proven the value of and need for active citizenship in addressing South Africa's education challenges.

Back to School for a Day on Mandela Day 2014

In 2014, the Foundation and its partners went Back to School for a Day on Mandela Day, paying homage to Nelson Mandela and his passion for education. The "required" 67 minutes were discarded as corporate volunteers devoted hours of service to schools across the country. They descended on schools, armed with paint brushes and spades, to clean up classrooms and playgrounds. Libraries, classrooms, administration facilities and feeding scheme kitchens received make-overs. Much-needed resources – such as stoves, printers, food items, cupboards, furniture, stationery, chalkboards and books – were also supplied. Many schools received educational resources, equipment for their administration and feeding schemes and donations for vulnerable learners. The total value of the donations far exceeded R2 million. The Back to School for a Day initiative is part of a broader effort to highlight the potential for private sector participation in education.





BACK TO SCHOOL PARTY

Adopt-a-School has a legendary fundraising initiative that puts the fun right into the fundraising mix. The annual Back to School Party celebrates the Foundation's success and acknowledges its partners at one of the biggest events on the corporate social investment calendar. The first party was held in Johannesburg in 2006, when 300 guests arrived, dressed in school uniforms. Since then the party has grown – and it's attended by over 1 000 generous individuals (still in school uniform). In seven years, these parties have raised over R22 million for Adopt-a-School Foundation.

“Ordinarily, a 1 000-person party in this age of austerity is mind-boggling. But, when unpacked, the Foundation’s Back-to-School party is a singular statement of immense magnitude, showing what can be achieved and genuinely celebrated when true partners come together to do good things! I am humbled yet proud to be a part of something so pure and good.”

Dave Govender, Strategic Operations Executive, Shanduka Group



KAGISO SHANDUKA TRUST

In 2011 Shanduka Foundation and Kagiso Trust started a conversation on how they might work together to achieve a greater impact on education transformation. There were a number of synergies in the models of the two organisations and great synergy in their values and vision.

The discussion resulted in a joint model being developed which combined the best practices of the two organisations into an integrated whole school development model which could be implemented at district level.

Kagiso Trust, a leading development non-governmental organisation in operation since 1985, and Shanduka Foundation then began discussions with the Free State Department of Education who embraced the concept and in March 2013 an agreement was signed and Kagiso Shanduka Trust (KST) was born.

The KST project is a large scale project and will support the development of 428 schools in the province's Fezile Dabi and Motheo districts over a period of five years.

The investment of the three parties into the project is significant and Kagiso Trust and Shanduka Foundation have each committed R100 million. The Free State Department of Education has matched this investment, bringing the total investment to R400 million.

The partnership between KST and the Free State Department of Education is unique in that it offers a platform whereby trust, shared vision and vast experi-

ence will be utilised for the benefit of future education in the country. KST has been welcomed into the strategic planning and decision-making spaces within the Department and this clearly demonstrates the level of trust and cooperation between the entities. All entities are committed to transparent processes and focus on the relative strengths of each organisation rather than the gaps.

The programme is measured by key success indicators. These include improved performance, effective leadership and community involvement. All interventions aim to impact on achieving these outcomes.

The project started in 2013 with an extensive analysis of the needs of all the schools in the selected districts. Schools are then phased into the programme through an Empowerment and Transformation Workshop or "retreat". These workshops are attended by the educators, the school management team and the leadership of the learner organisations. The teams have open and honest discussions on the factors affecting the school's performance and develop a strategic plan to ensure long-term success and sustainability.

During 2013, a total of 37 high schools were phased into the programme by participating in the retreats. The results were closely monitored using the 2013 Matric results and we were pleased to see the following significant improvements:

- The average improvement was 15%.
- 20 out of the 37 schools achieved the target of 85% and above for Matric results, and therefore qualified for incentive infrastructure for their school.
- Three schools improved their pass rates by large increases: Qalabotjha Secondary, from 38% to 91%; Popano, from 32% to 84% and Sediti from 31% to 72%.

The retreat programme continued in 2014 and, to date, 174 school have participated in retreats. In April 2014 work began to provide basic infrastructure – including ablution facilities, classrooms, fencing, desks and chairs. Schools achieving a matric pass rate of 85% or more qualify for additional incentive infrastructure such as science laboratories, computer centres and libraries. A total of 125 schools will receive basic infrastructure in 2014, while 20 schools will receive incentivised infrastructure.

To date, a total of 520 temporary jobs have been created through this programme and 34 SMMEs have been supported. This is already having a hugely positive effect in the communities and as the project scales up, will be felt even more.

The curriculum programme began in June 2014 in a total of 95 schools. The programme will provide educator development and learner support in English and Mathematics (Grades 1-7) and Mathematics, Science and Accounting (Grades 8-12). The programme concentrates on improving ANA results, as a long-term strategy to support improvements in the higher grades.

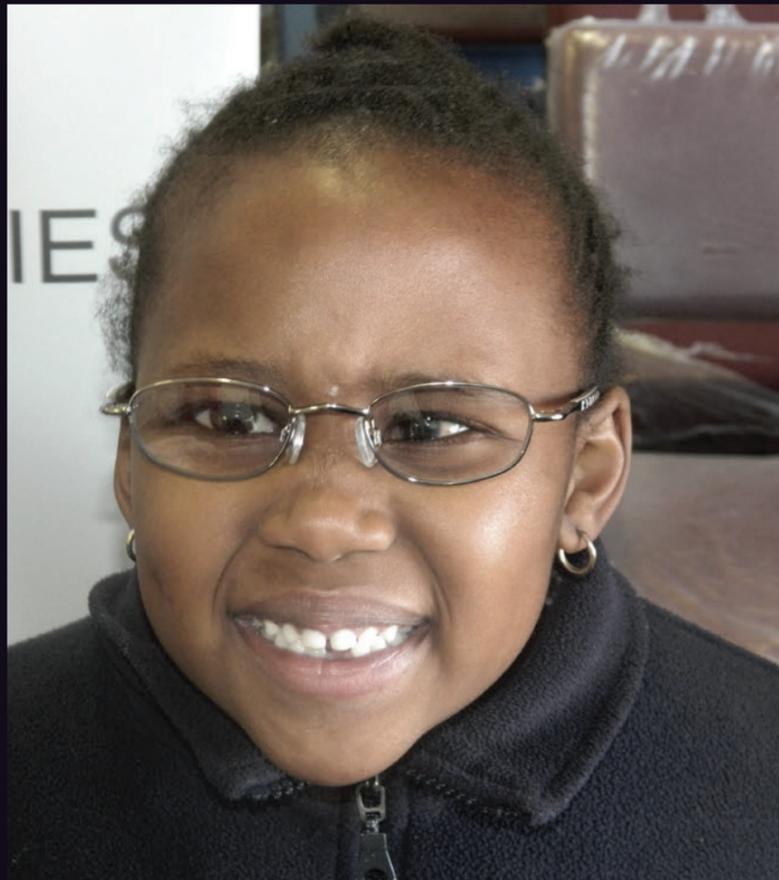
The success indicators for the curriculum programme are currently being compiled jointly by KST and the Department of Education, and will track progress across both ANA grades and Grade 12. They will be indicators for both the learners and the educators.

The Social Programme offers vision testing and the provision of spectacles, as required. By July 2014, 6 217 learners had been tested in both districts with 226 receiving spectacles and 45 referrals made to provincial hospitals.

One of the service providers, Premier Optical, has actively developed solutions to optimise time and resources and ensure the transfer of skills. They have trained two educators as well as a number of officials from the Department of Education in the fundamentals and techniques of vision screening.

Premier Optical has also approached the Health and Welfare SETA to access their database of trained community health workers and identify young people to employ on a temporary basis. This programme has created six jobs.

The Trust has set up offices in both districts. These teams are made up of the district manager, an administrator, two infrastructure managers and one curriculum project man-



ager. The staff of these district offices work directly in the schools and closely with the Department's district officials, thereby ensuring essential alignment on the project.

The KST project is overseen by committees comprised of members from both Kagiso Trust and Shanduka Foundation. The current chair of the executive committee is Kgotscho Schoeman and the chair of the management committee, Stephen Lebere. There are also governance committees in place which interact with the Department of Education at both district and provincial levels. The Advisory Board meets annually and is attended by, among others, the MEC of Education in the Free State and the chairpersons of both Kagiso Trust and Shanduka Foundation.

Monitoring and evaluation will be conducted throughout the implementation process and is a key component of the project. Independent specialists will evaluate the implementation and record lessons learnt that will assist the development of the model.

The project will adhere to sound financial principals and corporate governance. It will ensure that expenditure on projects and administration is cost-effective without compromising quality of delivery and will maximise resources available to deliver maximum benefits.

Partnership and collaboration is a critical part of this

intervention, harnessing the resources of many partners to achieve a meaningful and lasting impact on the education system. To date, strategic partners include Cliffe Dekker Hofmeyr, DRA, Holley & Associates, Corobrik and AfriSam.

Collaborative discussions are ongoing with private organisations working in the educational development sector in the province, such as Sasol, Tshikululu, Old Mutual, De Beers and the University of the Free State.

The KST partners acknowledged upfront that the R400m budget would not adequately address all the needs of the schools, and therefore the partnership is actively engaged in mobilising additional funds to ensure the project is fully implemented.

The project has been a learning curve for all involved and valuable lessons have been learnt on how to effectively work together to achieve meaningful change.

The KST partnership is a significant step for the Shanduka Foundation into a mature collaboration with government and Kagiso Trust. It is envisaged that the learnings from this programme will result in sustained improvements in education in the two districts in the Free State and ultimately form the basis of a model that can be utilised in other provinces.

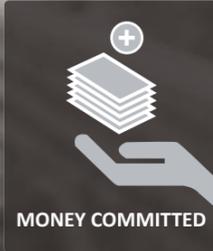
“Everything will be done in the interest of the children. So we are expecting a lot from our partnership with Kagiso Shanduka Trust and our teachers.”

Tate Makgoe, MEC for Education in the Free State.



KAGISO SHANDUKA TRUST IN NUMBERS

Starting in the Free State, the Kagiso Shanduka Trust is a bold step towards developing an education transformation model for South Africa.



SHANDUKA FOUNDATION
R100
MILLION
OVER 5 YEARS*



KAGISO TRUST
R100
MILLION



FREE STATE EDUCATION DEPARTMENT
R200
MILLION



TOTAL COMMITMENT
R400
MILLION

*To date Shanduka Foundation has contributed R43 million. The balance will be paid over the next 3 years.



SINCE MARCH 2014



“All the people that are working here are members of the community, I think Kagiso Shanduka Trust has brought hope to our community. The school is much safer now and they are building more classrooms to reduce overcrowding. Our whole community will benefit, just as our school is benefiting.”

Nthabiseng Selemela, Foundation Phase Educator, Meduwaneng Primary School

“Education will liberate people out of poverty.”

Dr James Motlatsi, Deputy Chairperson, Adopt-a-School Foundation

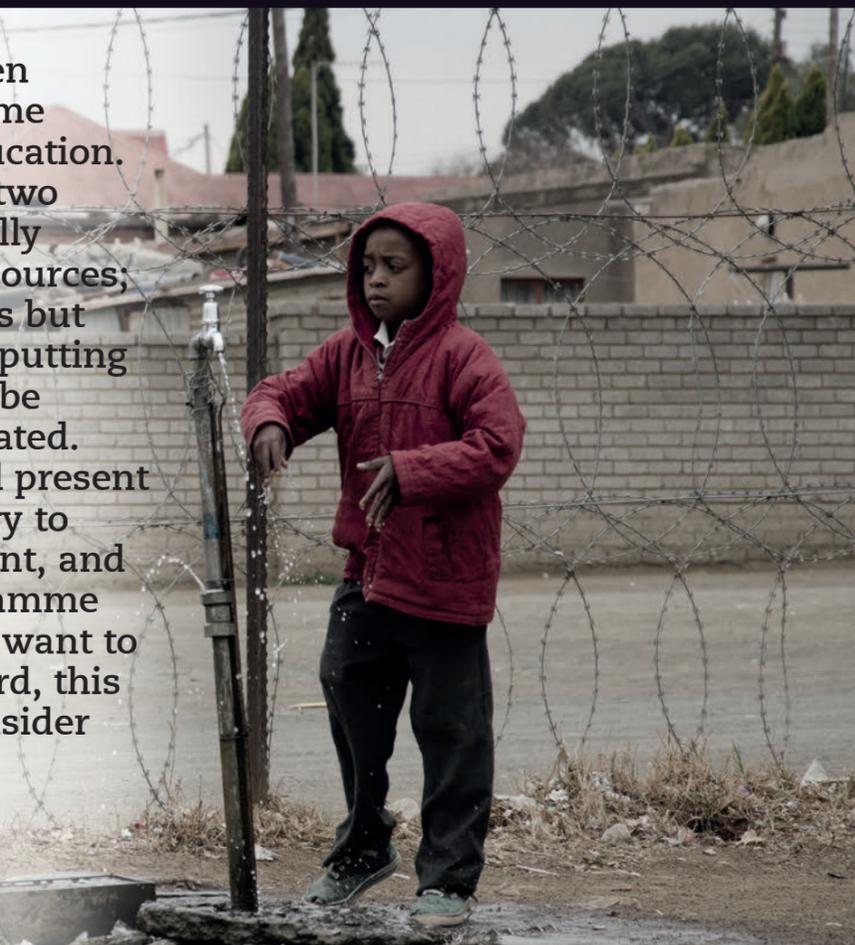


Elsy Rutse is managing the infrastructure team which is building a kitchen and Grade R facility at two schools in Qalabotja, Villiers. All of the KST Infrastructure projects utilise local labour and to date the project has created 37 temporary employment opportunities for women.



“Kagiso Shanduka Trust is driven by the belief that we need to come together to do something in education. KST is a collaboration between two black-led organisations that really wanted to put together their resources; not just their financial resources but technical know-how as well, in putting together a programme that can be tested on the ground and replicated. Five years down the line we will present it to government and the country to say, look this is what we’ve learnt, and this is what we think our programme has been able to achieve. If you want to invest in education going forward, this is how we think you should consider doing it.”

Kgotso Schoeman, CEO, Kagiso Trust



“Both entities were looking at collaboration. We both had the experience but could not have as much impact on our own. So we found each other on the path. I always talk about it as a courtship: we dated for a while, we liked each other a lot, we attempted an engagement, liked each other more, and then we got married and formed the Kagiso Shanduka Trust. I think we are going to see great things come from this partnership in the future.”

Donné Nicol, Executive Director, Shanduka Foundation

“Shanduka Foundation has enlightened me on the true meaning of community and the importance of every person and entity making their contribution to our fellow citizen’s well-being.”

Melanie Spencer
Operations Manager, Shanduka Foundation



CHAPTER 4

CYRIL RAMAPHOSA EDUCATION TRUST

“We are all challenged to give back to the society that has made us and shaped us into what we are today.”

Cyril Ramaphosa, Chairperson, Shanduka Foundation

In 1996 Cyril Ramaphosa began supporting disadvantaged students with bursaries to attend university. He did this by donating money he earned from his public speaking engagements. This resulted in the establishment of the Cyril Ramaphosa Education Trust (CRET) in 2000.

Some 18 years after that initial action there is a growing hall of fame as CRET-enabled graduates realise their dreams of becoming highly qualified professionals.

In 2004, when the Shanduka Foundation was formed, CRET was provided the opportunity to grow significantly – and it did. From an initial commitment to sponsor five students studying towards business degrees, CRET has developed with the support of corporate sponsors and partners. In 2014, as Shanduka Foundation celebrates its 10th anniversary, there are a record number of 44 students participating in the programme.

CRET has a different approach to the management of

its education programme and aims to recruit candidates that would ordinarily be overlooked by other bursary programmes, which only seek out the top achievers. Rather, selected candidates demonstrate potential that will develop further with the right nurturing, financial support and psychological and social grounding.

This is a bursary scheme that considers the holistic needs of the student as well as their potential. As such, it offers bursaries tailor made to the student's needs.

The CRET bursary generally covers tuition, accommodation, books, stationery and a personal allowance stipend. Alongside this financial support there is mentoring from what is now commonly referred to as the Shanduka family.

All students attend intensive holiday work experience programmes twice a year, where they get hands-on experience of the “real-world” office environment and can network with each other and industry leaders.

“I never miss an opportunity to share my experiences of what being a CRET student meant to me. It was not luck. It was, and still is, a privilege. Besides the support I received in achieving my dreams of an education, there was something more I learnt through Shanduka, and that is the importance of family. My Shanduka family meant the warmest welcomes from all the Shanduka staff who were so generous in giving us excellent advice and mentorship during our holiday work programmes. It means that I still have the Bursary Manager's number and even the Executive Director's – and am able to call them at any time – even now that I have graduated. That personal interaction is rare on other bursary programmes. It also meant personal interactions with Mr Ramaphosa and when he could not meet with us during the holiday programme, he would send us personal letters of encouragement. Those letters from Mr R were so motivating and stayed on my bedroom wall throughout my studies until I graduated.”

Mxolisi Zulu, Senior Trainee Internal Auditor, KPMG, Durban

Exposure to some of these business leaders includes mentorship from the Shanduka CEO, Phuti Mahanyele, who addresses the students on a regular basis, the Managing Director of McDonald's, Greg Solomon, and our chairperson Cyril Ramaphosa. These interactions lead to further opportunities such as that provided to one CRET student, Mxolisi Zulu, who shared a platform with Ramaphosa and the Minister of Basic Education at a school launch in KwaZulu-Natal.

Students are further exposed to team-building activities, general personal development and, most of all, a supportive and cohesive family environment which is where the CRET programme really shines.

The programme also encourages students to embrace the Group's ethos of “giving back” by remembering those in need. For instance, students work at selected welfare organisations during their holidays – and they also distribute donations of clothes, food and other essentials from the Shanduka Group community.

This encourages a culture of social responsibility that also grounds many of the students. Senior CRET students and alumni take on the roles of mentors to new students, while others contribute financially to the programme. Some have even gone on to implement their own corporate bursary programmes.

The story of CRET is one of incredible youngsters developing into incredible individuals.

But it is also the story of how support and a personalised approach can create change for the future skill set of South African youth.





“I have gained a second family through CRET”

“My CRET family supported me at my worst, constantly encouraging me. They have rejoiced with me at my peak, proud of my accomplishments, and have moulded me into the driven individual I am today. They always encouraged me to strive higher and excel beyond measure. Cyril Ramaphosa did not have to create this trust, it was from the goodness of his heart and that gesture has created purpose in me. My specific dream is to give back to rural schools where food and stationery are a necessity for our children who cannot concentrate if they are hungry. So one day I would like to have my own foundation to help other children as I was helped. I have learned that it is a gift to receive and an even bigger one to give back. Who I am is because of other people who believed in me, and the talents I have are not mine alone, but are to be shared with others. To everyone at Shanduka, thank you so much for the support you have given me, the knocks you have instilled in me, that ‘Don’t ever give up, push, push, and push!’ Thank you for being there at every single moment through my downfalls; through my achievements. I wouldn’t have asked for a better family and I am truly grateful that I got to meet every single one of you. You have all been an inspiration to me and I believe that I wouldn’t be where I am without your guidance, your love and your motivations. I hope that you continue encouraging other students and giving this kind of support to everyone else and sharing it with the rest of the world because I truly believe it is a gift.”

Tracy Sondezi, Trainee Accountant, Grant Thornton, Durban

“I am now positive about my future”

“Having the opportunity to study has been a source of refuge from my troubled life. It has allowed me to forget the physical and emotional pain I endured every day. Prior to CRET coming into my life, nothingness and hopelessness dominated each and every aspect of my being. My life situation and the consequences of mistakes I made resulted in me becoming ill. I fell into such a dark place and had lost hope of ever having an opportunity to achieve anything – or to even live for anything. Through all my darkness, I still loved to read and wished to study further. But I did not think this would ever be possible, until CRET resurrected my dreams. I have gone on to be more positive than ever before about my life. I have hope. I am positive of a great future. The power of education has made me forget all the physical and emotional pain of my past. My education, the special family I have, and a renewed interest in life are the reasons I am alive and ready to fulfil my purpose. I thank my CRET family for my education and for giving me a chance to live for a purpose. So today, my once broke soul, is studying towards a degree which seemed impossible before.”

Brian Maluleke, Bachelor of Communications Science student, University of South Africa, Johannesburg



From medical student to aspiring teacher



Catherine Reynders entered her first year of university as a medical student, thanks to her seven distinctions in matric. After receiving distinctions in her first year, she revealed to her parents that her true passion lay in education and specifically in becoming a maths teacher. But, bursaries for BEd degrees are limited and Reynders parents were unable to fund her change of study path. CRET agreed to support her – with a commitment that she would give back to schools within the AAS programme. Reynders continues to excel with distinctions. She has attended the Back to School for a Day initiative and tutors children at a local orphanage in Pretoria. Her vision is to ensure that disadvantaged children in South Africa are given the opportunity to be taught by passionate, dedicated teachers.

CRET Alumni

CRET has proven how dreams, seemingly out of reach, can be realised, by providing support to disadvantaged youth. These are the words and stories of some of the CRET Alumni:

“I was welcomed into the Shanduka family at the end of 2009 when I was privileged to be selected as a CRET student. Five years later, I am writing this as I sit on a business flight to Port Elizabeth. What has happened in between can be summed up in one word: ‘opportunity’. From calculating potential sales figures of a new menu item at McDonald’s head office to shaking hands with Richard Branson as a delegate at One Young World 2013 - I have been given opportunities and learned from those experiences. The philosophy of ‘purpose before profit’ is at the heart of my career and I believe that Shanduka is largely responsible for my commitment to contributing to change.”

Chan Hee-Lee
Creative and Marketing Manager,
Perfect Solutions, BTW Marketing
Agency, Cape Town

“CRET has given me the keys to open many doors. The mentoring and special attention provided enhanced my self-worth and confidence that created a sense of loyalty and motivated me to be diligent in my studies and apply myself in the work environment.”

Samukelisiwe Khawula
Audit Manager, Auditor General
South Africa

“CRET came into my life at a time when I was facing a serious challenge. I wanted to become a chartered accountant but my parents could not afford university fees. I had already applied for five other bursaries before CRET afforded me an opportunity. Through this support and the belief CRET had in me, I have been able to achieve my goal of qualifying as a chartered accountant and I have inspired others. Thank you for what you did in my life and for what you do for other people too.”

Cyril Madiba
Product Control Group
Junior Controller USD Swaps
Trading Desk Barclays Africa Group,
Johannesburg

“If every child were to experience the work of the Foundation, the world would be a better place. After receiving their support for my studies and then the opportunity of experiential work following my graduation, I realised that when others open their hearts to you, you can do the same to others.”

Khanyisa Maphaha
Communication Assistant, Adopt-a-
School Foundation

“Thanks to the support of CRET, I have realised my dream. The CRET bursary is not a typical bursary. It goes beyond a financial contribution to students. Life skills are learned and holiday work experiences give an insight into the working environment. It is an honour to have been a custodian of CRET and I will continue flying the flag high.”

Nkululeko Mindu
GBF Analyst and Deal Support,
Rand Merchant Bank, Johannesburg

“I will always be grateful to CRET for the opportunities granted to me over the years. Although I was a partner company student (Rentworks), I’ve always felt at home at Shanduka. During my undergraduate degree, I was exposed to various companies through projects organised by CRET and this has contributed immensely towards my studies. Happy 10-year anniversary Shanduka Foundation! We need you to continue changing the lives of the South African youth!”

Susan Makete
Postgraduate Accounting Student
(aspiring CA)University of
Johannesburg

HOLIDAY WORK PROGRAMMES

Twice a year CRET students attend a unique holiday programme where they are not only exposed to workplace experience, but to self-development and team building initiatives too.



CRET AWARDS

CRET recognises its students in many ways. The first CRET Awards ceremony – acknowledging graduates and exceptional achievers – was hosted in 2014.



“CRET has given me the keys to open many doors.”

Samukelisiwe Khawule, Audit Manager, Auditor General, South Africa

Themba Mthembu The nurtured becomes the nurturer



Themba Mthembu was born into a rural community in KwaZulu-Natal. Growing up with four brothers and two sisters, supported by the single income from his bricklayer father, life was not easy.

Mthembu realised that, if he wanted to change his world, he would need to study and achieve good results. And he did; matriculating in 2000 with five distinctions.

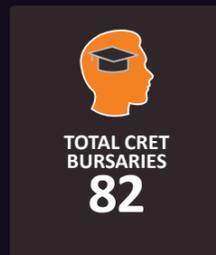
He was accepted to study for a Bachelor of Commerce degree at the University of KwaZulu-Natal. Mthembu received his funding via CRET, which paid for his tuition, books and meals, as well as planned study holiday breaks to work at the Shanduka head office in Johannesburg.

It was here that Mthembu learnt valu-

able lessons alongside senior members of staff, not least Cyril Ramaphosa, whose approach to the world and his business acumen left an indelible impression on the talented youngster.

After obtaining his degree in 2004, he moved to KPMG to complete his articles. Encouraged and humbled by the support he received from CRET, Mthembu and his colleagues at KPMG started the Isibani Education Fund. The KPMG team donates a portion of their salaries to this fund, which supports two learners at Sacred Heart College. This is the ethos embodied in the Shanduka Foundation where paying it forward is what makes the world of difference.

CRET IMPACT TO DATE



EXPERIENTIAL WORKPLACE PROGRAMME

“If your vision is for a year, plant wheat. If your vision is for a decade, plant trees. If your vision is for a lifetime, plant people.”

Chinese Proverb

In South Africa unemployment amongst the youth is a major problem. Yet, employers struggle to find people with the right entry-level skills. In an effort to help young people successfully achieve the transition from education to employment, the Shanduka Foundation introduced the Experiential Workplace Programme (EWP). This programme was started in 2010 and has already impacted on the lives of some 64 young people. This programme offers young people the opportunity to gain practical knowledge and experience in the workplace. In so doing, they get the opportunity to apply the skills they have acquired from studying at university, college or school.

It is also about providing guidance for the often-unsettling transition from university to the world of work. There are many practical elements to this EWP and candidates acquire a barrage of practical skills. For instance, they build CV credentials, make contacts and gain a professional network all while earning a salary. Mentorship is an important aspect of the EWP, and the young people

gain an understanding of where their strengths lie. Thereafter, the Foundation works to ensure that the youngsters receive adequate opportunities to use and grow those talents.

In 2013 EWP partnered with Microsoft to provide learning opportunities for unemployed youth who are receiving training through EWP within the Shanduka IT Department.

Ultimately EWP is about transforming young graduates into young working professionals. The programme is also firmly founded on the principle that the outcome needs to be positive for both the individual and the organisation where they are placed. On conclusion of the programme, the intention is for the graduates to secure formal employment or even to start their own businesses one day.

Thus, Experiential Workplace Programmes such as that offered by Shanduka Foundation are proving their worth in providing growth opportunities for graduates, employers and the economy as a whole.

“With your help and guidance I was given a lifetime opportunity to learn and grow with the Foundation.”

Konanani Muthaphuli, Quantity Surveyor, Department of Basic Education

“After 16 months at Shanduka, I have learnt so many things, not only about the work of a communications professional, but about myself as well. May you continue to touch lives of young work seekers.”

Ziyanda Gxuma, Social Media Assistant, PPS Insurance

“If it was not for the guidance and nurturing I received from the Shanduka finance team, I would not be where I am today.”

Tshifhiwa Radzilani, Finance and Investment Accountant, Shanduka Group



From classroom to boardroom

It is the intention of the Foundation to embark on collaborative efforts, not only with partners, but across the various entities under the Shanduka Foundation umbrella. Beneficiary, Loftty Mmola, is representative of such efforts.

US football star Tony Dorsett once said that to succeed you need to find something to hold on to, something to motivate you, something to inspire you. Loftty Mmola found this and more as a beneficiary of the Shanduka Foundation. Having been recognised as a young achiever in one of the “adopted” schools, he was ultimately awarded a CRET bursary and today is undertaking an internship at Shanduka Group - with further aspiration to one day be a sustainable business owner in his own right. Mmola’s story is one of hope and inspiration for learners, and one of motivation and recognition for the work of Shanduka Foundation.

This young man grew up in the impoverished community of Kagiso, northwest of Johannesburg. He attended Thutuzekani Primary - a school of more than 1500 pupils - which was adopted by the Adopt-a-School Foundation.

“Thanks to Adopt-a-School our school was given classrooms, desks and chairs, chalkboards and stationery. It made me aware that someone out there was concerned about us when we were trying to learn without books or even walls around us. This motivated me to work hard.”

The young Mmola’s efforts were soon recognised and in Grade 7 he was awarded the Cyril Ramaphosa Floating Trophy for Academic Achievement. On moving to Lodirile High School, another school under the Adopt-a-School adoption programme, he continued to impress and received the Top Learner Award over a number of consecutive years. A solid matric result saw Mmola earmarked for a CRET bursary.

“When I heard that I had been awarded a bursary to study a Bachelor of Commerce degree at UKZN, I was so excited, but also really scared,” he confided.

Despite his life ambitions, Mmola had never travelled beyond the borders of his hometown, had never been to Sandton, flown on an aeroplane or stayed at a guest house.

Being a CRET bursary recipient presented new frontiers. Mmola quickly embraced the Foundation ethos and the CRET holiday work programme motivated him further to mentor fellow students as he progressed in his studies. He also returned to his former schools to motivate young learners.

Mmola graduated with his BCom Economics degree in 2012 and achieved his honours a year later. In 2014 he received the CRET Student of the Year Award, in recognition of his overall contribution to the programme. He continues to be instrumental in mentoring other students. He has already made a notable impact as an intern within Shanduka’s Resources division. Interestingly, he still dreams of owning his own business one day. When this dream is realised, Mmola will have completed the Shanduka Foundation’s envisaged cycle of offering opportunities from classroom to boardroom.

EWP IMPACT TO DATE



SHANDUKA BLACK UMBRELLAS

“Foundations should be a catalyst to spark new social innovation, pilot ground-breaking initiatives and leverage support to take these to scale. The Shanduka Foundation has been a living example of this and enabled Shanduka Black Umbrellas to forge meaningful partnerships and support in all we do across the country.”

Mark Frankel, Chief Executive Officer, Shanduka Black Umbrellas

To contribute towards small business development, a sector critical to economic growth and job creation in the country, the Shanduka Group established the Mabindu Business Development Trust.

In its formative years, Shanduka Foundation supported a number of community projects to assist in transforming these entrepreneurial initiatives into sustainable businesses.

In addition they provided loans to qualifying businesses giving them the financial leverage to acquire bigger contracts.

After exploring several initiatives on its own, the Foundation sought to find an existing enterprise development project to partner with, in order to leverage the support it could provide to achieve greater impact and reach more businesses.

After a period of consultation and engagement with a number of entities, the Black Umbrellas project was selected as the partner of choice as it offered an holistic approach to drive economic transformation. Black Umbrellas was originally conceived by Mark Frankel (now CEO of SBU), and social entrepreneur Charles Maisel (Director at SBU), as an enterprise development initiative of Master Currency, South Africa's first black owned financial services company.

Black Umbrellas was integrated within Shanduka Foundation and officially launched as Shanduka Black Umbrellas (SBU) in 2009 with the primary objective of addressing the low level of entrepreneurship in the country, reducing the high failure rate of 100% black owned emerging businesses and creating jobs.

Today, Shanduka Black Umbrellas assists aspiring black entrepreneurs around the country to create sustainable businesses and contribute towards the economic development of South Africa.



“Shanduka Black Umbrellas has come of age since it began operations in 2009. The past 18 months have been a period of unprecedented growth. The organisation has doubled the number of incubators it operates around the country, growing from four to eight regional incubators with the latest opening at Lephalele. SBU was named the Social Entrepreneur of the Year at the 2013 Impumelelo Awards. We are making a tangible difference to the businesses within the incubators and we thank them for choosing SBU as their business development partner.”

Yvonne Themba, Chairperson, Shanduka Black Umbrellas



SBU Incubation Programme

SBU's strategic objective is to open 10 business incubators across South Africa, support an average of 50 SMME clients per incubator and ensure that 50% of these businesses become sustainable, which includes each graduate creating at least four jobs by the time they leave the incubator. A 50% sustainability rate would more than double the current established business rates of 10% to 20% without such an intervention.

Qualifying 100% black owned businesses are developed to a level where they may meaningfully access procurement, finance and networking opportunities via a structured, subsidised incubation programme including office infrastructure, mentors, resources, equipment and business training.

Applicants undergo a stringent screening process to assess the viability of their business models. Induction begins with the submission of a business plan, the forerunner to a strategic timeline which maps and measures performance against specific outcomes. An enterprise development manager is available at each of the incubators for full time support and business courses pro-

vide a framework of knowledge for emerging businesses. Each client is paired with a volunteer mentor once they enter the full incubation programme. Clients have often described this as the most meaningful part of the programme – because this is when ideas and planning come to fruition and the knowledge and experience of the mentor helps to ensure potential pitfalls are avoided.

In addition, SBU provides a mechanism for the private sector to enhance their enterprise and supplier development scorecards by making enterprise and supplier development contributions to the organisation and providing preferential procurement opportunities within their supply chains to supported 100% black owned businesses.

In only five years, Shanduka Black Umbrellas has opened eight incubators, supported 521 clients, achieved a 70% success rate in clients graduating or remaining within the programme and facilitated the creation of over 2 200 jobs. In 2013 alone, Shanduka Black Umbrellas doubled the number of incubators across the country, particularly focusing on supplier development relationships.

Purposeful Partnerships

It is critical that the private sector, government and civil society work together if we wish to see the creation of sustainable small businesses and a significant growth in the number of jobs which is required to grow the economy and alleviate poverty.

Shanduka Black Umbrellas has benefited from successful collaboration in a number of areas:

- Transnet have funded the establishment and operation of business incubators in Port Elizabeth and Richards Bay specifically focused on the development of 100% black owned businesses in these regions for Transnet Supply Chain opportunities. Transnet Capital Projects has also funded supplier development activities within the Cape Town incubator;
- The Jobs Fund has provided funding for the Durban incubator and has approved a funding application for the Pretoria incubator;
- Anglo Zimele has provided significant funding for the Lephalale incubator;
- Lonmin has funded the establishment and operation of the Mooinooi incubator as well as providing supplier development support and preferential procurement opportunities for local businesses within its supply chain;
- Over 300 companies, many of them SMMEs themselves, support SBU as part of their enterprise and supplier development initiatives;
- SBU has supplier development relationships with Transnet, Lonmin, Sanlam and Exxaro Coal;
- Working relationships exist with the Small Enterprise Finance Agency, Small Enterprise Development Agency, National Empowerment Fund and National Youth Development Agency;
- The Chartered Institute of Purchasing and Supply have signed an MOU with SBU to develop a South Africa specific supplier development programme;
- Business and Arts South Africa has signed an MOU to develop businesses in the arts sector;
- Professional firms such as Norton Rose Fulbright, Webber Wentzel and Grant Thornton provide pro bono training within SBU and participate in the volunteer mentorship programme;
- Over 150 volunteer mentors provide development assistance to SBU businesses.



INCUBATING FOR CHANGE

The tiny mining town of Mooinooi, located in the platinum belt of South Africa's North West province, has hit hard times since the 2008 global recession. Once booming on the crest of platinum demand, Mooinooi's economy has suffered in the wake of declining metal prices and rising unemployment.

Mooinooi's story is one that is shared across the country, reflected in the daily struggle of South Africans to locate work and survive in an economy hamstrung by unemployment, reaching levels of 25.50% in 2014.

In the context of this adversity stands a vital catalyst for change and opportunity. Located within Mooinooi is a business enterprise incubator, funded by Lonmin, currently one of eight across South Africa under the Shanduka Black Umbrellas initiative. This incubator has 34 businesses who have continued trading and generating millions in turnover following the five month long strike, bringing hope back to Mooinooi.

In 2014, the creation of a new ministry of Small Business Development in South Africa, headed by Minister Lindiwe Zulu, was a significant step towards developing a nation

of entrepreneurs rather than job seekers. With one of the lowest rates of entrepreneurs, contributing 35% to the GDP compared to 60% for countries such as Brazil and India, South Africa has earmarked this vital sector as a route to economic transformation.

The National Development Plan has identified small and expanding businesses as the vehicle for 90% of job creation by 2030.

Small businesses play a vital role in harnessing skills, encouraging broader ownership, and responding rapidly to market demands. They tend to be far more innovative, as they are steered by individual passion and are driven to deliver outcomes.

Yet research shows that some 80 to 90% of small companies fail in the first three years of operation, primarily due to insufficient funding, a lack of business acumen and lack of access to access to markets.

Business incubators play a pivotal role because they nurture, develop and support entrepreneurs during the critical stages of their new businesses.

“It has changed my life. I’m able to support my family now. I’ve managed to stand on my own and build this brand, from the beginning, all with the help of Shanduka Black Umbrellas. I’m able to give a better future to my young child and wife and to help my brothers with their studies.”

Michael Mzingisi
M-Games, Cape Town



INSIDE AN INCUBATOR

Passion, perseverance and determination are all traits that Michael Mzingisi has applied in his entrepreneurial journey.

Mzingisi is managing director of M-Games, an entertainment company supplying arcade games and pool tables to township areas in the Western Cape. He is occupying an important gap in a market by offering an alternative stream of recreation for communities.

Mzingisi started by buying four pool tables. In 2013 he received a grant from South African Breweries to further develop his business and joined the SBU programme.

“It has changed my life. I’m able to support my family now. I’ve managed to stand on my own and build this brand, from the beginning, all with the help of Shanduka Black Umbrellas. I’m able to give a better future to my young child and wife and to help my brothers with their studies.”

Michael Mzingisi
M-Games, Cape Town

Ntlokolo Joseph Madingwaneng, is a self-starter and completed his business management studies at Witbank College in 2000, after being chosen as the best entrepreneurship student a year earlier.

Moyeng Engineering became operational in 2010 and specialises in flow management and electrical and mechanical engineering services.

Moyeng Engineering was awarded two engineering contracts at Eskom’s Kriel power station with a combined value of more than R4,2 million.

As a result of these two contracts, Moyeng Engineering employed 31 staff members on fixed term contracts.

Ntlokolo Joseph Madingwaneng
Moyeng Engineering, Pretoria

Indrani Govender was involved in two armed robberies in 2009. Now five years later she runs a successful construction company that employs those who are out of work so that they don’t have to turn to crime.

RicinZ Construction specialises in landscaping, building and electrical and mechanical work. Her message to other people who want to start their own business is to never give up as it took her 36 attempts before landing her first contract. From then the business took off and has steadily grown into the operation it has become today.

Govender currently employs more than 30 people and she sees her company expanding in the next five years into manufacturing. She has also entered into a collaboration deal with an engineering company in India to start a manufacturing plant which will lead to more job creation.

Indrani Govender
RicinZ Construction, Durban

“What inspires me most are the small business clients that we serve. We see them on the first day with just an idea and a hope. Then we witness the transformation in their personal lives, in their confidence, as they start to see their business model become a reality and then start generating turnover. This is my inspiration.”

Seapei Mafoyané, Chief Operating Officer,
Shanduka Black Umbrellas.



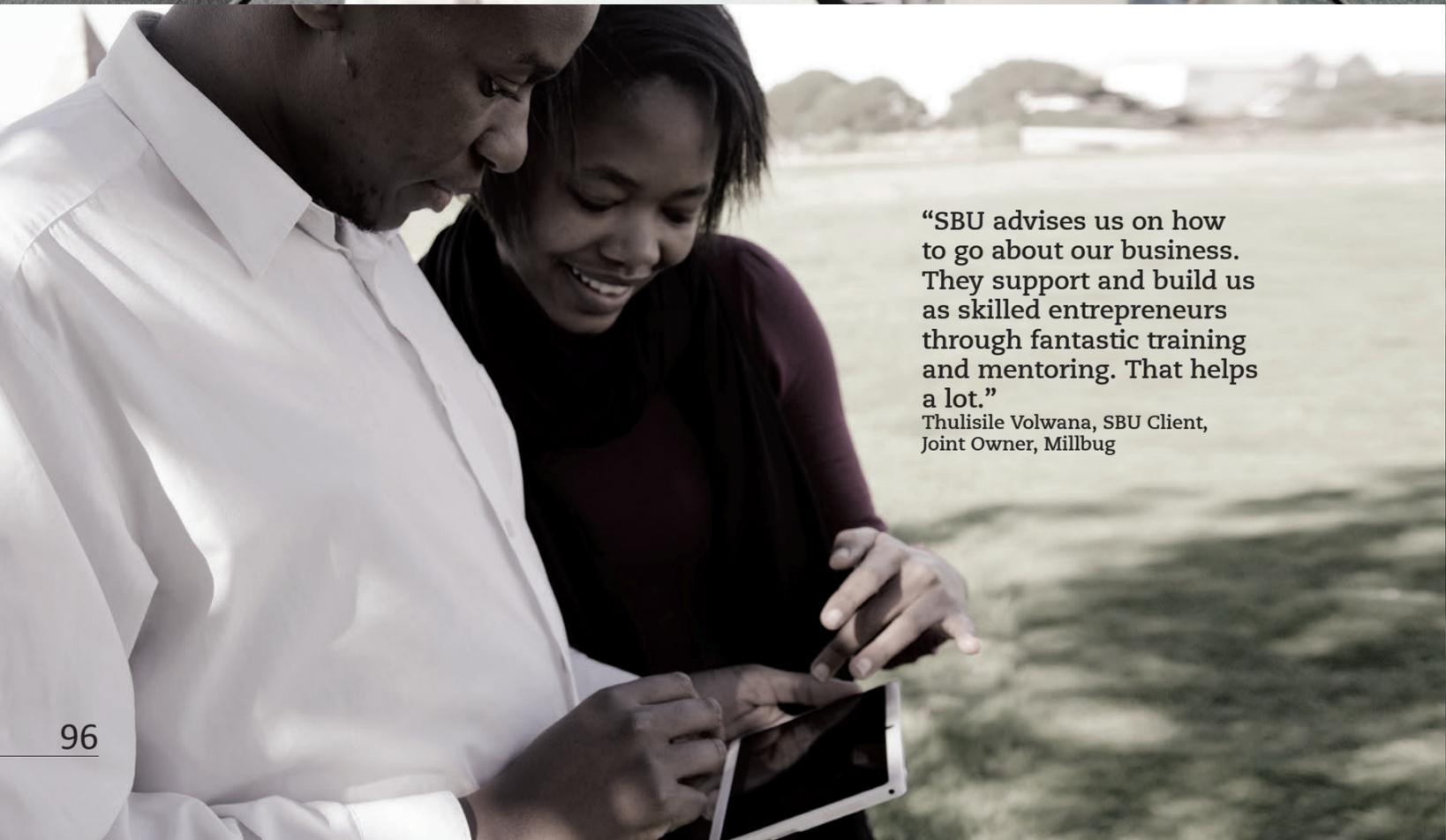
“Self-employment is very challenging, but I’ve never looked back. Today, I not only write my own pay cheque, but also pay salaries to others. That is very fulfilling.”

Kelebogile Mooketsi,
Founder, Good Life Debt Counsellors
and SBU Graduate



“The most fulfilling aspect of mentoring is seeing other people benefit from your life experiences, applying that and learning from it to fast track their success. Because ultimately their success is your success.”

Jennifer Naiker, SBU Mentor,
Owner, Tutuwa Consulting



“SBU advises us on how to go about our business. They support and build us as skilled entrepreneurs through fantastic training and mentoring. That helps a lot.”

Thulisile Volwana, SBU Client,
Joint Owner, Millbug

SHANDUKA BLACK UMBRELLAS IN NUMBERS

Fewer than 20% of SMMEs survive their first two years in business. At Shanduka Black Umbrellas we are changing those numbers. Over the last five years Shanduka Black Umbrellas has had a remarkable impact on 100% black owned SMMEs in South Africa.



INCUBATORS

8

2014



CONTRIBUTIONS MADE
R155
MILLION



CLIENTS

256
SMMEs CURRENTLY IN INCUBATION



CLIENTS RECRUITED

521
SMMEs RECRUITED INTO INCUBATION



CLIENTS



2 221
JOBS



MENTORS

206
VOLUNTEERS



DONORS

537
CONTRIBUTORS



ENQUIRIES

12 551
PROGRAMME ENQUIRIES



5 175
MEMBERS



ENTERPRISE DEVELOPMENT AWARDS

The SBU programme was launched in 2009 with an ambitious vision to increase the number of successful black entrepreneurs.

Shanduka Black Umbrellas (SBU) established the Enterprise Development (ED) Awards in 2013 to reward and acknowledge those businesses in its programme which are making a difference and creating employment.

The 2014 regional awards were held at the SBU business incubators in Cape Town, Durban, Johannesburg and Pretoria at the beginning of the year. The regional winners then competed at the national awards that were hosted in Johannesburg in June, 2014.

The categories for award selection included job creation, best performing company and the company who was the best SBU ambassador. These awards also recognised SBU's top performing incubator.

Johannesburg electrical engineering company, Nerm Applications and Testing, was named overall winner in 2014. The company is involved in the testing of electri-

cal protection equipment and metering in substations and employs eight people on a full-time basis. Owned by Dorian Engle, Mduduzi Motsa and Reginald Nkosi, it has a substantial contract with Ekurhuleni Municipality and is expanding operations into Africa with advanced negotiations underway to do work in Kenya.

Indrani Govender of Durban-based Ricinz Construction took top honours in the Jobs Created category, while best Performing Company (based on profit generated and net asset value) went to another KwaZulu-Natal company, M&L Business Solutions, owned by Nokwanda Kambuwa. Samson Sekgolea, of Midrand company, Time Keeper Trading, which supplies protective equipment for mining and construction companies was named best SBU Ambassador. The SBU Durban incubator took the honours in the Incubator of the Year category.

“We have reached an important juncture as we introduce the inaugural national Shanduka Black Umbrellas Enterprise Development Awards. It provides us with an opportunity to acknowledge the courage and determination of our clients, express our gratitude to them for choosing SBU as their business development partner, and celebrates their achievements in the time they have been with us.”

Cyril Ramaphosa, Chairperson, Shanduka Foundation, Inaugural ED Awards, 2013



“It’s about how to create solutions that will make their tomorrow as good as my today.”

Yvonne Themba,
Chairperson, Shanduka Black Umbrellas

SHANDUKA BLACKPAGES

A portal that is changing black-business development.

The Shanduka Blackpages enterprise and supplier development portal was launched in May 2013 by Shanduka Foundation Chairperson Cyril Ramaphosa.

The portal developed in partnership with the Supply Chain Network and in association with ABSA, provides powerful technology to connect procurement managers with 100% black owned companies and is a fast, cost effective and reliable solution for companies that want to bring black businesses into their supply chains. Additional functionality has been incorporated to enable Shanduka Blackpages members to access free online business development tools and discounted products, helping them reduce their operating overheads.

At its inception in 2010, Blackpages was an annual, printed directory of black owned businesses. The vision was for Blackpages to be the procurement managers' definitive directory of black-owned SMMEs. In line with enterprise development objectives, it was also the aim to provide a vehicle to assist companies in diversifying their spend and supplier base, thus supporting a culture of entrepreneurship and ultimately small business sustainability.

With a print run of 50 000 copies per annum from 2010 to 2012, some 30 000 Blackpages were distributed each year as a supplement in Finweek, a leading finance magazine. Remaining copies were distributed to the listed SMMEs for their personal use, and to a comprehensive database of procurement managers and all government departments.

While the printed version of the Blackpages proved to be meaningful in linking procurement managers to 100% black owned companies for procurement purposes, the format was limited with no search functionality available and limited opportunities for Blackpages members to access training and development. For this reason the Blackpages printed publication was discontinued and replaced by the Shanduka Blackpages enterprise and supplier development portal.

It was thus, through integrative learnings, that Shanduka Blackpages become an invaluable asset in the growth of developing businesses because of its role as a national marketing tool enabling small businesses to gain exposure and access to markets by linking them to the supply chains of procuring entities.

It is envisaged that the Shanduka Black Umbrellas and Shanduka Blackpages initiatives will enable 100% black owned businesses anywhere in the country to receive holistic enterprise and supplier development assistance in order to meaningfully access markets, finance and networks.

Members of the portal have access to the following services:

- **Procurement:** The online procurement portal provides access to markets, an easy-to-maintain online company profile, a national tender bulletin, and other benefits. Buyers benefit from supplier search tools and filters, automated document management and access to verified supplier profiles.
- **Training:** Free online training courses are available to all registered members, covering essential business issues like BEE requirements, financing decisions, tax, human resources, legal compliance and financial management.
- **Enterprise and Supplier Development:** Established companies can select supplier development beneficiaries from the premium member database and use online tools to assist them in developing their businesses. The corporates earn enterprise and supplier development points while the businesses gain valuable support and advice.
- **Discounted Products and Services:** Premium members can access discounted products and services, including a discounted BEE EME certificate or affidavit offering from Empowerdex, free accounting and legal software from Sage Pastel and discounted stationery, travel and personal income tax returns.
- **Finance:** Premium members may apply online for finance from a range of finance service providers.

“Small to medium enterprises have significantly contributed to job creation in many countries. In South Africa, this sector has the potential to do the same. However, to succeed, these enterprises need to be nurtured and developed. That is why this initiative is so important.”

Mark Frankel, Chief Executive Officer, Shanduka Black Umbrellas



“The Shanduka Foundation has highlighted to me what a critical and significant role corporate South Africa plays in the building of our Rainbow Nation and I am glad to be a part of it.”

Julian Mixon, Transactor, Shanduka Group

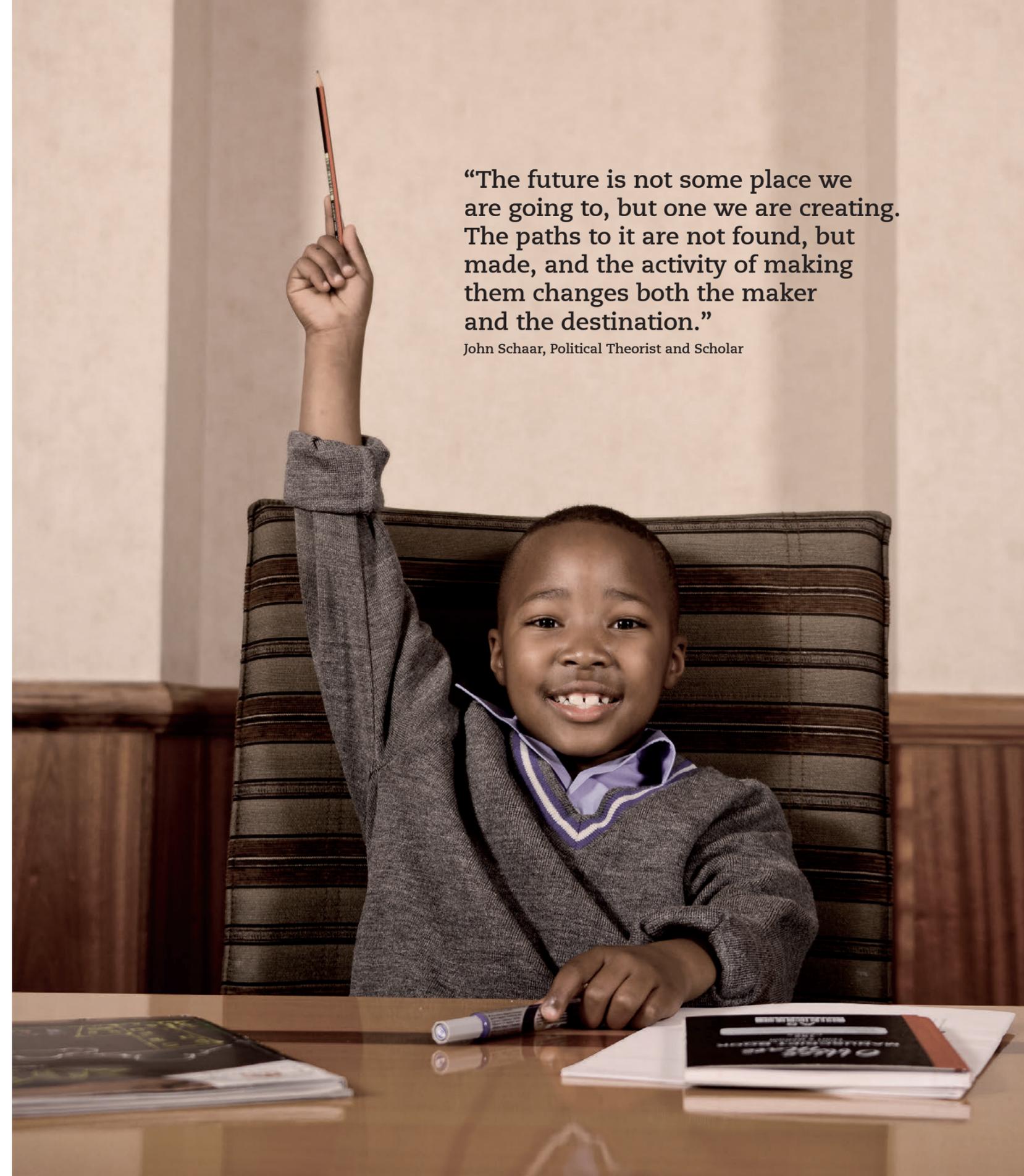


AFTERWORD

Shanduka Foundation marks its 10 year anniversary with a sense of purpose; a determination to continue to make a deep and lasting contribution to the development of South Africa. May these stories continue to be told through the thousands of individuals and organisations that have chosen to be part of the Foundation's journey.

“I'd like to give a huge thank you to the supporters, the collaborators and all the people that have been supportive of the work that is done by the Shanduka Foundation. I'd also like to reach out to those organisations that we are not yet working with, to say 'come and work with us, I think there's a lot that we can do together in changing the future that we have for ourselves in South Africa'.”

Phuti Mahanyele, Chief Executive Officer, Shanduka Group



“The future is not some place we are going to, but one we are creating. The paths to it are not found, but made, and the activity of making them changes both the maker and the destination.”

John Schaar, Political Theorist and Scholar

ACKNOWLEDGEMENTS

The positive change achieved in 10 years would not be possible without the hundreds of companies, organisations, NGOs and individuals who have contributed along the way. Shanduka Foundation acknowledges those who have made financial contributions, adopted schools, powered incubators, provided mentorship, supported its fundraising events, taken part in volunteer initiatives, shared skills and resources and walked alongside on this journey.

ADOPT-A-SCHOOL FOUNDATION

A

Aard Mining Equipment
ABSA
ABSA Capital
ACTIS Africa
Ajcor Mining and engineering
Adreach
AECOM
Africa Empowered
African Rainbow Minerals
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AfricostEngineering
Aggreko
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Amalgamated Beverages Industries
AMB Capital
Andreas Berger
Andrew King
Anglo American
Anglo American Platinum
AngloGold Ashanti
Aon Benfield
Aspen Pharmacare
ATIO
Athena Capital
Atterbury Property Management
Aurecon
Auriant Mining
Avusa

B

Barefoot Foundation (Pies Descalzo Foundation)
Barberton Mines
Barloworld Logistics
Battlebay Foundation
Basil Read
BDO
Beiersdorf Consumer Products
Berge Farrell
Betelgeuse
Beulah Van Wyk
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Bidvest Group
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Bloomberg
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Bowman Gilfillan
BP Southern Africa
Brait Foundation
Brainwave Careers NPC
Brian Dames
Build-a-Bear
Business Connexion

C

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Chevron
Chivas
Cliffe Dekker Hofmeyr
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Coca-Cola Shanduka Beverages
Coca-Cola South Africa
Credit Suisse Securities
Johannesburg
Cyril Ramaphosa

D

Dataflow
Daudet Seke
David Brown
David Cruickshank
Dankira Properties
DDB

De Beers

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DRA

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Ethos
Exclusive Books
Exxaro

F

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G

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Goldfields
Grandmark International
Greater Good South Africa
Greg Solomon
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Grindrod Family
Grindrod Rail
Growfinity South Africa
Guma Group

H

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Hatch Goba Engineers
Hazel Farber
Henk Deist
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Howard Pims S/C Trust
Huawei Technologies
Huhtamaki South Africa

I

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Illiad Africa
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J

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Johan van Zyl
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Jonathan Beare
Johnnic
Johnson Matthey
J.P. Morgan

Julian Roberts

Julius Baer International Limited
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Kagiso Tiso Holdings
Kagiso Trust
Kangra Coal
Kapara Holdings
The Kellys
Khokhela Consulting
Kintetsu World Express
Kojo Mills
KPMG
KreditInform
Kunene Brothers

L

Lafarge Education Trust
Lafarge Mining South Africa
Lance Hunter
Lead Wires
Liberty Group
Liberty Properties
Limestone Property Investment
Lion of Africa Insurance
Liviero
Lonmin
L'Oreal
Lynne Estates

M

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Macsteel
Mail & Guardian – The Teacher
Mala Mala Game Reserve
Mark Collier
Massmart
Maths Centre
McCain
McCreedy Friedland
McCarthy Kunene
McDonalds
McDonalds Blackheath
Mentor
Merafe Resources
Mercedes Benz South Africa
Merrill Lynch
Mick and Barbara Davies
Microsoft
Mildstorm Group
Miles Morland Foundation
Mineworkers Investment Company
Mohale Ralebizo
Molteno Institute
Mondi Group
Mondi Shanduka Newsprint
Moses Temb
Moses Sibiya

Mpact

Mpowered
MTN Group
Multichoice
Murray & Roberts
Mvelaphanda Holdings
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Nedbank
Nedbank Capital
Nedbank Foundation
Nedbank Private Wealth
Netgroup
Nestlife Insurance
Neotel
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PDNA

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Pinnacle
Polarbus Limited
PPC Cement
Premier Optical
Price Waterhouse Coopers
Primedia
Public Investment Corporation
Putprop Limited

Q

Quality Sugars
Quest Research

R

Rajesh Govender
Rand Merchant Bank
Raphael
RDC
Real People
Rentworks
Röhlig-Grindrod Logistics
Rothschild SA
Route Management
Rowan Smith
Rupert Soames
Rute Moyo

S

SAB Miller
SAB Foundation
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Sandton Sun
Sanlam
Sanlam Private Equity
Santam
SA Post Office
Sasol Nitro
Sasol Oil
Sasol Community Trust
Sasria
Scaw Metals Group
Seacom
Sekela Consulting
Shanduka Beverages
Shanduka Black Umbrellas
Shanduka Coal
Shanduka Foundation
Shanduka Group
Shanduka employees
Sifiso Dabengwa
Singular Systems
Slate Architects
Smile Communications
SMEC Consulting
SMEC Foundation
Solo Resources
South African Reserve Bank
Southern Power maintenance
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Standard Bank Graduates
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Strate
SRK Consulting
Sumitomo Corporation
Suzanne Weil and Nine Squared
Suzlon Wind Energy

T

Talamati Asset Managers
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TBWA
Teba limited
Teljoy
Telkom
Telkom Foundation
Thaleka Logistics
The Trust
Thando Sishuba
Themba Nyemba
Thomas Reid
Thornburn Security Solutions

Thras Moraitis

TGR Attorneys
Tiso Foundation
Tiger Brands
Travel with Flair
The Todwill Company of South Africa
To the Point Promotions
Tsogo Sun
Toni and Dovi Krok
True North Recruitment
Tyre Corporation Holdings

U

UJ Alumdraai Ladies Day House
UJ IT Department
Urnsizi Sustainable Social Solutions
Unicorn Calulo Bunker Services
Unified Risk Solutions
Unilever
UNISA
Unitrans
University of Innsbruck

V

Vancut
Vanguard Rigging
Varsity College
Vega School of Brand Leadership
Vermont Sales
Vodacom
Volkswagen SA
Waggener Edstrom South Africa
Waltons
Waterkloof High School Learners
Wayen Elsom
Werksmans
Who Owns Whom
Wings Travel Management
World Leisure Holidays

X

Xstrata
X2 Resources

Y

Yikusasa Building Contractors
SA
Yvonne Themba
Zelda Du Preez
OTHER
94.7 Highveld Stereo
1 Time

KAGISO SHANDUKA TRUST

AfriSam
Cliffe Dekker Hofmeyr
Corobrik
DRA Holley & Associates

CYRIL RAMAPHOSA EDUCATION TRUST

Aurecon (formerly NetGroup)
Cobus Loots
Carmen Lawrence
Charleen Clarke
Cyril Madiba
Cyril Ramaphosa

D

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Diepkloof Development Trust
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F

FeverTree Consulting

G

Grace Hoffman
Grindrod

H

Hewlett Packard

J

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Julian Mixon

L

Lebogana Mosiane
Lilitha Trust

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Nonkosi Mngxali

Phuti Mahanyele

R

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Ruth Simelane Trust

S

Scaw Group
Sechaba Serote
Shanduka Group
Stephen Lebere

T

Thandeka Ncube
Tiny Mabelane
Tshifhiwa Radzilani

EXPERIENTIAL WORKPLACE PROGRAMME

Microsoft
Shanduka Group
Waltos

SHANDUKA BLACK UMBRELLAS

DONORS

A

AJ Truter Engineering Enterprises
AA Alloy Foundry
Aard Mining Equipment
ABM Office National
Above and Beyond Concepts
Accura Development
Management
Action Bolt
Active Industrial Engineering & Supplies
Adlam Engineering
Adreach
Advanced Vehicle Engineering
AE Transport Consultants
Afika Promotions
Africa 2.0 Foundation
African Compass International
Cargo
African Cork Suppliers
African Distribution Network
African Maritime Services
African Overall Logistics
Agama Energy
Air Select
Ajax Manufacturing
ALE Heavylift SA
Algoa Controls
Algoa Park Motors
All Electrical Distributors
All Power Trust
Allsteel & Tool
All Phase Electrical
Alpro Medical
AM Harbron
Amagratings
Amakhulu Bag
Amalgamated
Telecommunications
Contractors
Amatrola Irrigation
Amec Plastics
Amnion Automation & Robotics
Ampy Investments 46
Amtec Techniquip
Anglo American Sebenza Fund
Anthony Richards & Associates
ANZ Chemicals (Cape Town)
Apollo Air
Applied Media Logic
APR Centre Engen Algoa Park
Arc Spray
Athkey Trading
Aurecon RSA

B

B&C Steelwork Manufacturing
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South Africa
Barry Levin Investments
Beacon Lighting
Bear Creek Investments
Bearing Warehouse
Beef Up Butchers
Berco Indoor Gardens
Berco Investments
Berco Technology Solutions
Bester Feed & Grain
Bextrans
Bidvest Afcom
Bindpro
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Bosch Uniform Supplies
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Brandsigns
Brentwood Electronics
BridgePort Consulting
Broadway Heat Treatment
Services
Bronkmann Pyp en Staal Bk
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Division of McCarthy Limited
Business Presentation Group
BVI Consulting Engineers
Western Cape

C

405 Calibre Brand Solution
Cable & Wire Electrical
Wholesalers
Calibre Consulting
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Cape Empowerment Trust
CargoWorks
Carnival City
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Caxton Books
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Cedric Welsh & Associates
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Century Electrical Wholesalers
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CG Terblanche & Seuns
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Chapman Brothers
Chobe Plant Hire
Christina Fishing
CIP Industries
Clear Pack
Clyde Steel
Colourworks
Colvic Marketing & Engineering
Commercial Brake Components
Community Chest
Concrete 4 U Logistics
Craiegburn Farming
Croptek
Crystal Couriers
Customer Care Solutions
D
D Financial Services Africa
Dacmac Logistics
Datona Crane Services
DB Thermal
DES Engineering and Ship
Repairs
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De Villiers and Hulme (Western
Cape)
DeLaire
Delpordtupreez
Denver Agricultural Tractor
Spares
Derbigum Manufacturing
DG Murray Trust
Diamond Abrasives

D

Digigraphix
Digiserve
Discount Flooring Centre
Dolphin Bay Chemicals
Dorma SA
Douglas Jones Trading
DRA Mineral Products
DSTV Media Sales
Dumisk Crop Care
Dura Paints
Dynachem
Dynaform
E
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E.P. Electro Products
Earthcore Drilling
East Cape Welding Supplies
East London Shipyard
Eastern Switchgear
Eaton Towers
EFS Labour Consultants
Eden Landscaping
Elan Polo SA
Electrical Contractors
Association (SA)
Emtec
Engine Man
Engineering & Hydraulic
Services
Entramarc
Eurafruit Local
Expert Tech Engineering &
Maintenance
Express Welding Services
Exxaro Coal

F

F S Smit Manufacturing Division
Farber Sabelo Edelstein
Attorneys
Fast Lane Solutions
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Association
FHB Du Pisani Riviera Boerdery
Fire Appliance Services
Fire Raiders
Firefly Advertising
Firmtrans
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Fish Online
Forbes BEE
Ford Foundation
Forensic Security Solutions
Africa
Four Seasons Corporate Gardens
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F-Wise Capital
G
G&J Autobody
Gartech Equipment
Geberit Southern Africa
Gencom Technology
Germac Trading
GL Specialized Inks
Global MBD Africa Publishing
Global Payment Technologies
Global Specialised Systems
GlueData Master Data Solutions
Goldee Trading 418
Goldmann Engineering
Gomes Sand
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Greater Good SA Trust
Gridnic Agencies
Grobir Medical Suppliers
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Grosskopf, Lombart,
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GUIA Engineering
GV Supreme Group Engineering
H
H R Ingenieurswerke Bk
Hansen Land Surveyor
Hansgrohe South Africa
Hard Hat Equipment Hire
Hartwood Digital Printing

Harvey World Travel Rivonia
Haslop and Mason Engineering
Hatz Diesel SA
HBC-Radiomatic SA
H.B. Airconditioning
Hencrist Construction
Hencrist Creditors
Heneways Logistics
Heron Foundation
Heydenrychs Butchery
Heydenrychs Meat Processors
HGF Plate Heat Exchangers
High Performance Carriers
Hill and Levitt
Hoegh Autoliners
Holdfast Manufactured Products
Holmes and Savage Feeds
HP Cranes Consulting
HSE Supplies
Hudson Rubber
Humansdorp Community
Factory Workers
Hydracor Hydraulics
Hydraform SA
Hyman Masterfence

I

I & S Concrete
Ilitha Project Services
ImageTek
Imex Tyres & Accessories
Imibala Graphics
IMP Calibration Services
IMP Scientific & Precision
Impact Plus Trading 392
Imperial Independent African
Mediation
Imtech Marine SA
Inani Professional IT Services
Incon Health
Industrial Controls
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Industries Education and
Training Institute
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Intaba Construction
Intaka Omililo Construction
Integer Marketing
Communications
Integr8 IT
Integral Safety Products
Interfreight
Intergral Safety Products
International Flavors &
Fragrances SA
Intsimbi Industrial
Manufacturing
I-Soft Net
ITC Business Administrators
Itec East Cape

J

JCR Artisan Recruitment &
Engineering
JCR du Toit Vervoer BK
Jetflex Hydraulics
JH Spies Consultants
JNW Cleaning Solutions RSA
Jobs Fund
John Dirker Engineering
Johnson Vervoer Edms Bpk
Juli Lifting Equipment
K
Kapara Insurance Brokers
Katdoringvlei Grondrehabilitasie
Katiso Bohumi Mining Services
Kaytrad Commodities
KC Roofing
Kenzel Engineering Trust
Kerston Foods
KH Trekkerdienste BK
King Glory Packaging
Kline Engineering
KMH Architects
Knights Sales
Knysna Fishing Company
Kumbula Engineering
Kyta Manufacturing Industries

L

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Materials Testing Services
Laser Fix

Labuschagne Konstruksie &

Vervoer
Labonte S
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Lanprop Construction
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Lipco Group
Living Your Brand
Load Mass Crane Services
Loerie Processed Veg
Logistic Business Partners SA
Lonmin Platinum
Losika Consulting
LR Office Design
Lynco Projects
Lynray Engineering
L&K Print

M

M Richter Scale Co
M.E.D Joinery
Major Tech
Malvon Equipment
Manlimeli Construction &
Engineering cc
Margot Swiss International
Maritime Motors
Marketworks Datamonitor
Marla Builders
Martin Graphix
Master Cargo
Masterwheels Vervoer
Matase Power Systems
Max Arcus & Son
Maxam Dantex South Africa
MDSA Project Management
Mech-Africa Projects
Media24 Limited
Mediplan Designs
Melt Wahl Concrete Services
Merrill Lynch South Africa
MTL Application Systems
Merward Engineering
Metacom
Metaplast Chemicals
Metate Construction
M.G. Mopp Construction
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Multi-Pro Cost Engineering
Muvhuyu Projects &
Construction
MVD Consulting Engineers
(South Cape)
MWR InfoSecurity
My Office Furniture
Mzansi Africa Civils

N

NC Jig & Tool Manufacturers
NCS Engineering A Division of
Cocompact Technology
Nel Tanks CC
Neovia Logistics Services S.A.
New Edge Technology
New World Communications
NN Architects
Nordson SA
NPF Creditors
NSDS Cape
NSDS Digital
NSDS Gauteng
NSDS KZN

O

Objective Labour Solutions
Objective Outsourcing
Objective Personnel
Ocean Engineering
Oculus Operational Innovations
Ompethat Project Management
On Tap Mossel Bay
On Tap Paarl
Open Society Foundation for
South Africa
Optimum Production Direction
Orley Foods
Osmosis Experiential Marketing
P
P Wilson Electrical Supplies
P.A. Fouche Vervoer
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T
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The Building Company
The Deli Factory
The Maslow
The Publishing Partnership
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Transworld Fabrications
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Management
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Truvelo Manufacturers
Tseba Construction
Tshwane Verpleegagentskap
Tsitsikamma Express
TTM Fishing
Turfmanzi Irrigation
TWC Safety Equipment
Two Way Exhibitions and Events
Tyolumnqa Civils
U
UH Medical Solutions
Uitenhage Super Steel
Ukuloba Distribution
Ukuloba Kulungile Investments
Unicorn Calulo Bunker Services
Unifish Ltd
Unisys Africa
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V and S Automation
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Waboomsrivier Wynkelder
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Waterman4U
Wavespec Installations

Silver Pinnacle Trading 6

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Siyathemba In-flight Catering
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SK Technologies
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Smart Office Services Eastern
Cape
Softline Pastel
Sonnekus & Toerien
South Cape Fruit
Southern African Expo Solutions
Space Age Technologies
Spectra Carbide Tooling
Technology
Spectra Spray
Springbok Motor Rewinds
SSC Infrasek
St Francis Sea Products
Staffing Logistics
Stephan Vervoer
Stols Hydraulic Services
Store Maintenance and
Installation Specialists
Storm Waterproofing Systems
Sunrise Energy
Sunset Body Works
Supreme Shopfitters
Surplan
SVR SA Quantity Surveyors and
Project Mangers
Swift Micro Laboratories
Swift Silliker
Synchronised Traffic Systems
T
TBWA Hunt Lascaris (Cape
Town)
TCS Hydraulic & Engineering
Teloc Waste Management
TeraByte Telecomms
Terry Moss Racing Trust
The Building Company
The Deli Factory
The Maslow
The Publishing Partnership
Thurlow Investments
Timboard
Titan Wheels SA
Top Crop Carriers
TP Taylor & Associates
Trans Afrique Cargo
Transatlantic Medical Supplies
Transnet SOC
Transworld Fabrications
TriAlpha Investment
Management
Tribeca Public Relations
Truvelo Manufacturers
Tseba Construction
Tshwane Verpleegagentskap
Tsitsikamma Express
TTM Fishing
Turfmanzi Irrigation
TWC Safety Equipment
Two Way Exhibitions and Events
Tyolumnqa Civils
U
UH Medical Solutions
Uitenhage Super Steel
Ukuloba Distribution
Ukuloba Kulungile Investments
Unicorn Calulo Bunker Services
Unifish Ltd
Unisys Africa
Uys Cage Manufacturing
V
V and S Automation
Van Der Westhuizen Climate
Control Consulting Engineers
Van Dyk Precast
Van Schaik Publishers
Victory Electrical
Vonkprop Isolasie Panele
W
62 Waters
W Voigt (Cape)
Waboomsrivier Wynkelder
Edms Bpk
Waterman4U
Wavespec Installations

WD Hearn Machine Tools

Webber Wentzel
Westacor Engineering
Western Star Fishing Enterprises
Windmeul Ingenieurswerke
Wire Products Stainless Steel
WMartinteriors
Woodwork Specialist
World Travel
WP Timber Products
Wright Dixon Engineering
X
Xone Control Room
Management
Xone Integrated Security
Y
Yellowwood
Yokogawa South Africa
Z
Zana Manzi Services
Zaremburg CC
ZD Stander Hydraulics & Spares
Zone Intergrated Security

MENTORS

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Nosi

Nosi Ncoyo

Ntando

Ntando Mbuyeleni

Nthobi

Modise

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Oupa Mbokodo

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Sello Mokhanzi
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Chumani Maqina
Clara Cheung
Craig Harding
Cristina Krintea

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Vanto Vanto
Vasco Grilo
Victor Song
Vinod Kalicharran

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Warrick Hammond
Willem Kloosterman
William Ramaila
Wim Wesselius

X

Xhanti Mtongana

Y

Yogan Nadoo

Yugen

Pillay

Z

Zanele Matome
Zweli Sapula

SHANDUKA BLACKPAGES

Adreach

Finweek

TBWA

“The Foundation has provided people from all walks of life with an opportunity to contribute however much they can to the betterment of our country. They do this knowing that whatever they have given, be it time or money, will touch someone’s life and make a difference. I believe that anyone, regardless of their background, can become anything if someone gives them an opportunity.”

Nonhlanhla Baloyi, Operations Manager,
Adopt-a-School Foundation

“To hear the voices of young children proudly going to school, to see the face of a student being awarded a CRET bursary, to feel the success of another small business that has made it – these are the palpable moments we live for. I am a more compassionate individual knowing, seeing, feeling and touching the changes we’re achieving in South Africa, one mortal brick in time, one mortar brick at a time.”

Chantelle Oosthuizen, Communications
and Projects Manager, Shanduka Foundation

“Shanduka Foundation gave me a once in a lifetime opportunity to work in the corporate world, in schools and in different communities. This organisation has developed me from a student to a project manager, and for that I’m grateful.”

Solomon Mahana, Project Manager, Adopt-a-School Foundation

“The skills shortage is in fact a major thing that stands between this country being a good country and a great country. My vision is that we’re going to start getting it right, because if there’s any group of people who is owed anything in any society, it’s the next generation. It’s about the legacy.”

Cheryl Carolus, Chairperson, Lafarge Education Trust

“My deepest good wishes go to you and all of the team for the meaningful difference you have made in many thousands of lives and the shift in attitudes that you have effected in both sponsors and beneficiaries. I sincerely hope to celebrate the 20th anniversary of the Foundation in 2024.”

Alan Schlesinger, Shanduka Group Board Member

“We believe that education is a national responsibility. It’s a responsibility of all of us equally and undivided.”

Dr James Motlatsi, Deputy Chairperson,
Adopt-a-School Foundation

“Each day I witness how we impact the lives of so many people and how we are encouraging our future leaders to become active citizens of change. The future is bright and I hope to be part of the amazing change the Foundation is making for a very long time!”

Keri Francis, Communications and
Fundraising Manager, Adopt-a-School Foundation