



Afrika Tikkun

Developing Young People
from Cradle to Career



ANNUAL
REVIEW

2022

ANNUAL REVIEW 2022



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**A movement for
change and
transformation**



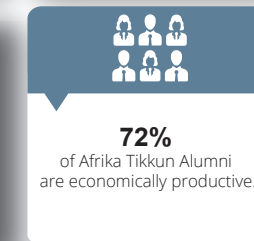
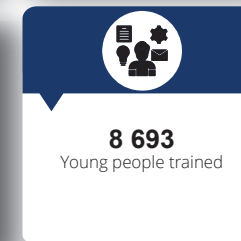
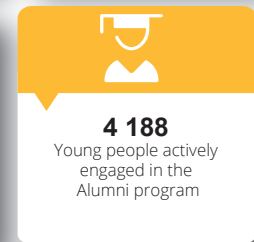
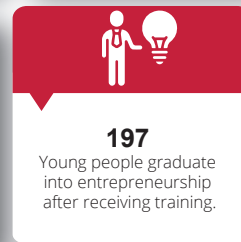
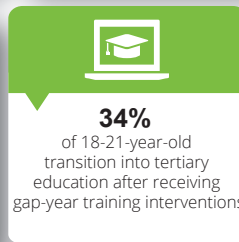
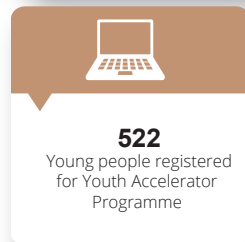
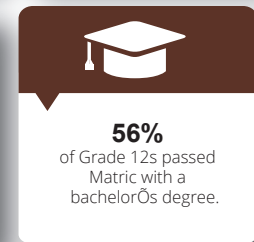
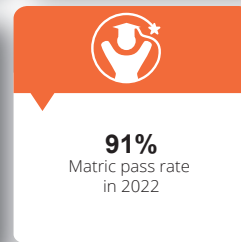
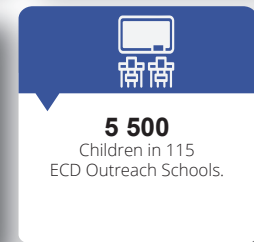
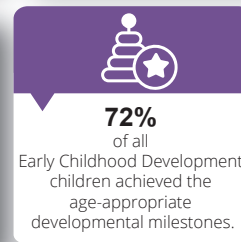
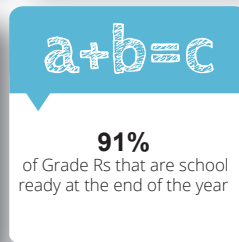
**Where potential
meets passion for
long-term impact**

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OUR IMPACT AT A GLANCE 2022





MESSAGE FROM OUR CHAIRMAN

Afrika Tikkun has, once again, weathered a difficult financial and economic year in South Africa. This is no small feat, given that South Africa's gross domestic product declined by 1,3% in 2022 and the country struggled with a 29,8% unemployment rate during that time. The consistent power cuts in the country have, in particular, impacted economic growth and investor confidence. Therefore, we remain deeply grateful to all our donors and supporters for maintaining confidence in the organisation to positively impact the lives of vulnerable young people.

I'm incredibly proud of all our beneficiaries who have worked so hard during the year, in particular our Matric learners, who achieved an 91% pass rate. This is a testament that hard work, together with the involvement of parents/guardians and support from our centre staff, yields results. Our pass rate surpassed the national matric pass rate of 80.1%, evidence that our learner support, Saturday classes and digital developments, among other interventions, are bearing fruit.

Too often, our young people are thrust into a job market that is often unable to absorb them or utilise their many talents in any real way. At Afrika Tikkun, we are keenly aware of the importance of skilling young people to respond to the growing demands of an economy like ours. With a focus on, among others, digital literacy and entrepreneurship (including within the agricultural sector), we are aiming to position our youth to go after what they are entitled to – a piece of the national pie. It is, therefore, encouraging that we provided job placements for over 7 000 young people in our Career Development Programme.



ARNOLD BASSERBIE

CHAIRMAN

These young people now have the potential to contribute to transformation in the workplace and to national development as a whole.

Amid a difficult social and economic climate, we are confident that Afrika Tikkun remains a community pillar that can be trusted and relied upon to serve as a safe and inspiring environment for our young people. We do not take for granted donors' belief in us, in our ability to channel resources in an efficient and effective manner to those at the grassroots level. Given this, in 2022 we deemed it prudent to tighten our financial controls. This was a thorough process supported by all management and staff.

We are confident that streamlining our processes and ensuring the creation of more robust systems will only improve the effectiveness of risk management, control and governance processes.

By strengthening our internal controls, we refine our systems for accountability and transparency. This is a critical line of defence against mismanagement, fraud, and non-compliance with policy, regulations and legislation. I am pleased that all board members were invested in the efforts to enhance the financial health of our organisation and, as always, their strategic guidance and direction have been instrumental in steering Afrika Tikkun to continued achievement and success.

The year ahead is somewhat uncertain. The war in Ukraine has led to a significant increase in food and commodity prices, including energy. All, disproportionately those living in vulnerable communities, feel this impact. From a fundraising perspective, we know that we are wading into uncertain financial waters; it, therefore, requires us to be more strategic and creative in how we source funding opportunities and how we maintain existing and new donor relationships. I am certain that our sterling management team and everyone who is part of the Afrika Tikkun family will do their utmost to ensure we remain relevant, sustainable and impactful in our target market and beneficiary communities.

As we reflect on the accomplishments of this year, we acknowledge that none of it would have been possible without the continuous guidance and dedication of our esteemed board members. Your willingness to dedicate your time, expertise, and resources inspires us to reach greater heights and strive for lasting impact. Lastly, to our Afrika Tikkun Management Team and to Marc Lubner, our Group CEO, your visionary leadership has been instrumental in steering our organization towards success, allowing us to make a positive impact on the lives of countless individuals and our select communities. Your strategic insights, wise counsel, and governance have been a beacon of inspiration, guiding us through

both challenges and triumphs.

I'm ending on a somewhat sad but nevertheless poignant note. We recently lost one of Afrika Tikkun's founding members, Ann Harris. Along with her husband, the late Rabbi Cyril Harris, Ann had been a tireless champion for civil and women's rights in South Africa. A lawyer by profession, she was also a member of the board of the Cape Town Holocaust & Genocide Centre. Ann helped sow the seeds of what Afrika Tikkun is today. Her legacy is deeply felt and reflected in every smile, every milestone, and every achievement made by our young people. Go well, Ann Harris.

Arnold Basserabie
Chairman, Afrika Tikkun Foundation

MESSAGE FROM OUR GROUP CEO

Someone once described Afrika Tikkun as “a port in a storm”. Perhaps not the most lyrical of phrases but it sums us up perfectly: strong, dependable, functional, even as the storms around us rage and mutate. In South Africa, such storms can refer to global and national crises but more often than not, it is the everyday structural violence we have grown too accustomed to. It is the high levels of poverty, inequality and unemployment, stifled local economic development and a bleak outlook for young people eager to make their mark in the world. Amid all this, Afrika Tikkun’s award-winning Cradle to Career (C2C) model remains steadfast and responsive.

The beginning of 2022 found us confidently emerging from the pandemic while also responding to the smouldering effects of the previous year’s unrest. Too soon, however, the shadow of war loomed. Russia’s invasion of Ukraine has had a devastating effect on food and petrol prices on the continent as a whole, resulting in modest incomes in under-resourced communities having to stretch even further. Hard decisions are taken at the household level with families having to choose between healthy food, medicine, transport or whether early childhood development (ECD) is really necessary. Couple this with South Africa’s youth unemployment rate of 51.5% and rolling power blackouts, and once again, the storm is here and vulnerable families are paying the price.

This is why Afrika Tikkun’s long, expansive and holistic view of economic empowerment and youth development continues to drive the design and implementation of C2C. We are one of the few organisations that takes a whole-life approach and recognises the positive domino and multiplier effects



MARC LUBNER

GROUP CEO

that our model can have on each stage of life. Afrika Tikkun Foundation (ATF) establishes the building blocks for a rewarding ECD, primary and secondary school experience. But we know that after 12 years of organised schooling, the next step into the big, wide world can be intimidating. This is why our programmes such as the Youth Accelerator Programme (YAP) help high school graduates to identify their passions and strengths, pursue bursary opportunities, and develop sought-after skills that help position them to seek work and entrepreneurship opportunities. It is incredible that Afrika Tikkun Services (ATS), our Level 1 BBBEE placement and training arm which implements our Career Development Programme (CDP) has provided

over 7 000 work placement opportunities for our young people. Our Alumni Programme is a friendly army of champions, replicating our organisational values and advocating for social change. What is instilled here is a sense of self, a quiet belief that success is within reach. There is perhaps no way to quantify such an amazing outcome but we do hope that in the long run, this reduces the number of young people who become dependent on social grants.

One of the many aspects of C2C that I love is its ability to be so many things to so many people. The most important impact, rightly so, is felt by the most vulnerable but as a model, it remains a highly effective vehicle through which a range of actors can contribute to the economic empowerment of young people. The educational and psycho-social components of our model assist government to reach those that may otherwise fall through the cracks. By offering a comprehensive rather than a narrowly-focused programme, we demonstrate the continuity of our offerings, the way each speaks to a larger whole. An example of this in 2022 is our Memorandum of Understanding with the Department of Basic Education (DBE) on ECD which led to deeper discussions about collaborations on job skills, inclusion and disabilities, among others.

We are a preferred partner because philanthropists and high-net worth individuals are assured that their donations are used efficiently with long-term impacts. Similarly, corporates that invest in our programmes can see demonstrable results as their support equips young people with both the hard and soft skills to be productive in the workplace. By leveraging these contributions and catalysing these partnerships, we are able to broaden the scope of our work and reach many more young people while helping our partners meet their own objectives.

In recent years we have successfully combined an unwavering focus on C2C with emergency relief initiatives such as those related to COVID19 and the 2021 social

unrest. Whilst we were called upon to assist with the national response such as through, among others, the Solidarity Campaign, we found ways to integrate these efforts into our core programmes. In fact, refining and strengthening of our core activities was a clear constant throughout 2022. We also brought the Afrika Tikkun Outreach Movement (ATOM) into our core programmes, negating the need for a separate structure. ATOM is an initiative born out of the decision to share our intellectual property with community organisations in areas outside our current sites. With our programmes enjoying the benefit of regular monitoring and refinement over time, we believe that sharing aspects of our model will contribute to leading youth into eventual productive career pathways.

Our varied fundraising efforts throughout 2022 paid off, resulting in a substantial annual income amounting to R406 million. However, unforeseen expenditure impacted our overall bottom line: anticipated funds from USA and Netherlands that did not materialise until 2023. In addition, we recommitted to focus on raising funds for core projects as opposed to responding to external, shorter-term community shocks. We also incurred unexpected costs in servicing the SMEs that were impacted by the riots in 2021; these costs were not included in funding received from corporate and State agencies and had to be borne by us so we could deliver to the expected standards. For the first time in our history, we concluded our 2022 year with a deficit of approximately R3.1million. We are not disheartened by this but see it as an important learning curve. We view it as a figurative step back, one that is required before a running and motivated leap forward. However, we leap forward with insight and knowledge about how to avoid this in the future. To mitigate against a repeat of such events we have established new board structures and developed a fund raising strategy for the USA and The Netherlands.

We're particularly excited that in 2022, we began to increase our reach to empower children with disabilities.

The Lubner Family Foundation, one of the two shareholders of Afrika Tikkun, has a long history of supporting children living with disabilities. This is a sign of our belief in Afrika Tikkun's ability to bring scalable change to South Africa's most disadvantaged disabled and impoverished children, leading them ultimately to productive employment and breaking the cycle of victimisation. Our partnership with the Department of Social Development and the DBE in Mpumalanga to support a conducive learning environment for children with disabilities, is part of our broader strategic goals around inclusivity. We are also becoming much more nuanced in this work, appreciating that disability is not homogenous and crafting tailored responses. We have begun to work with children with autism spectrum disorder, designing a particular C2C pathway for them so they are well-skilled and ready to access economic opportunities. It is our dream to see more young people with disabilities enjoying life as vibrant, productive and civic-minded members of society. From a social development perspective, this can also contribute to a reduction in a dependency on the disability grant.

We have known for some time that we can never go it alone. More and more, I've come to realise that even within the Afrika Tikkun family, the various entities depend on and enrich each other in a remarkable way. From my unique vantage point as Group CEO, I see the obvious as well as the invisible threads. I see Afrika Tikkun Bambanani laying important foundations for success as it focuses on the standardization of the ECD curriculum across South Africa. I note just how ATF moulds the minds and hearts of young people and hands over the proverbial baton to ATS. Behind the scenes so to speak, I'm intimately involved in the way Afrika Tikkun Investment (ATI) works to secure investments and unlock value from underlying investee companies for financial and social returns. All these incredible units orbiting the young African child. The young people in our programmes receive various benefits and can access different spaces according to the specific focus of each company. Yet, it is all, and in essence, the glow of one

light. It therefore makes strategic sense to synthesise processes, dovetail visions and create one well-oiled machine for overall greater impact. Our goal in the near future is to move towards a structure I like to think of as One Afrika Tikkun, a vehicle that would allow us to deliver as one entity, with one voice, with more cohesiveness, efficiency and effectiveness.

Lastly, the above achievements and future plans would not be possible without the extraordinary leadership of our Chairman, Arnold Basserabie. We are nothing without

the integrity sown into our governance processes and Arnold has been a champion in this regard. I also extend thanks to our other board members for their guidance and support during the year, and to our management and staff for their strong commitment towards meeting our objectives. I'm also deeply grateful to the boards of our Afrika Tikkun-related entities in the UK, USA and The Netherlands. Their leadership continues to give us insight into partnership opportunities with the consistent reminder that ultimately, we remain upwardly accountable to our partners in tandem with our accountability to the vulnerable communities we serve.

Marc Lubner,
Group CEO, Afrika Tikkun

MESSAGE FROM OUR ACTING CEO

As I sit down to write my first Annual Review letter as Acting CEO, I find myself optimistic and energized by what lies ahead for Afrika Tikkun.

2022 was arguably one of the toughest years in our recent history. Despite that, we soldiered on, doing what we do best, what we are built for as Afrika Tikkun: the long-term transformative investment into the lives of young people and youth, responding to crises as they took place in our country, and looking for opportunities to create useful impact in the communities that we serve and beyond.

We have, as an organisation, faced some operating challenges as we have grown in scope and scale. We innovated to respond to the floods and looting, launching a responsive team that worked to counter the impact of these on some of our communities. We partnered with major funders, providing logistical support in the identification of beneficiaries and distribution of much needed financial, food and business resources. We learnt a lot during this process, both as a Group and as the Foundation. This expanded capacity and work in new areas grew and tested us in unexpected ways. It was also very clarifying, resulting in a stronger structure that is leaner and more focused.

As we reached the end of the year, we made important adjustments to the way that we work and made a renewed commitment to our core work which sits at our five Centres.

I joined the Afrika Tikkun Foundation in the middle of 2022 as the nation, the organisation, the communities we work in, and the staff, were in recovery from the most recent past events.



AGNES SIBANDA

Acting CEO
Afrika Tikkun Foundation

While there were an unusual number of simultaneous challenges this past year, the reality is that if you operate in a large, dynamic economy with many socio-economic issues, conditions rarely stay the same for long. This on-going combination of local and macroeconomic conditions, as well as operating inefficiencies have presented us with new challenges.

As an example, we had taken on quite a lot of projects that responded to the environment, and while these were very much within our scope as a Group, they were not always within the Foundation's. We then spent much of the latter half of the year refining our pipeline alongside our sister structures.

The result is that we have moved all skills development work that impacts young people (agriculture, teacher training and entrepreneurship) to Afrika Tikkun Services, leaving the focus of the Foundation as school-going young people ages 2 – 18. This includes Early Childhood Development, Child and Youth Development and Youth Accelerator Programme.

We have always responded to family level challenges in our communities through our 360 Social Support Services and, in 2022, we expanded our work in disability inclusion. This has become a priority across the Cradle to Career model and has included the implementation of both our own content and strategies as well as that of partners who are specialists in this area across age groups. We hosted the Disability and Inclusion Conference in November as part of this commitment – an exceptional information-sharing and gathering event.

Our environment and challenges are ever-changing and the reason that I am optimistic about our future prospects is because I have watched our teams embrace and respond to the changes with great courage and commitment.

Over the last several months, we took a deep look across the Foundation, division by division, to confirm our commitment to every activity that we have and the manner in which it contributes to the transformation of the lives of young people and youth. This has included the kick-off of a project to review our curriculum and ensure that it is fit for purpose as we prepare for our 30th birthday in 2024 and consider our future expansion plans.

We have also launched a major digitisation and technology project, investing in it as an enabler not just for our five Centres, but also as a pathway for deploying our content nationally. We look forward to updating you on this next year.

We also looked hard at how we were working together

as a team and asked everyone to return to the office. In these trying times, we are convinced that managing change collaboratively is easier and more effective when we're working together and learning from each other in person.

A critical challenge we continue to tackle is the rising cost of goods and services that enable us to serve our beneficiaries. We've made several changes that we believe will meaningfully improve our beneficiation and make us more efficient. Over the last several months, we've scrutinized every process path in all our sites and redesigned scores of them, resulting in steady productivity gains and cost reductions. We recognise that we have more work ahead of us but are pleased with our trajectory and the upside we see ahead of us.

We strive to be the best place for funders to invest their philanthropic spend and see near and long-term opportunities that will help us achieve that mission. With continued investment in refining our Cradle to Career model, our aim is to create value for partners through the impact that we make on an individual and community level.

We also see a future opportunity to thoughtfully partner with organisations that are interested in macro-solutions in communities beyond the five that we work in. 2022 saw the integration of the Afrika Tikkun Outreach Movement (ATOM) into our core programmes, and included the roll-out of our internationally recognised Afrika Tikkun Bambanani ECD methodology as well the CYD and YAP programmes for high schoolers. These have been rolled out both in the greater Gauteng area as well as into other provinces. Even as we are focused on refining our work, we are continuing our commitment to the creation of long-term experiences that can meaningfully impact everyone that interacts with us.

We believe that we've only scratched the surface of what's possible to date, and plan to keep building the Afrika Tikkun that South Africa needs.

So, in closing, I remain optimistic that we'll emerge from this challenging time in a stronger position than ever. It is not, and will not be easy, especially not in the immediate short term. The landscape has changed significantly, the funding environment is tougher than ever, but the need has multiplied.

It is these crises that cause our best selves to rise with courage and creativity, finding the opportunities in the obstacles. I strongly believe that our best days are in front of us, and I look forward to working with my team and our partners to make this happen.

Agnes Sibanda

Acting Chief Executive Officer

Afrika Tikkun Foundation

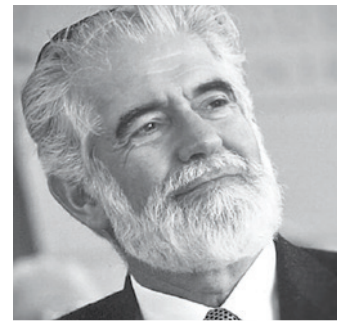
OUR LEGACY BUILDERS



NELSON MANDELA
Patron in Memoriam



BERTIE LUBNER
Patron in Memoriam



CYRIL HARRIS
Patron in Memoriam



ARNOLD FORMAN



HERBY ROSENBERG
Patron in Memoriam



ANN HARRIS
Patron in Memoriam



OUR MANAGEMENT TEAM



MARC LUBNER
Group CEO



AGNES SIBANDA
Acting CEO



KEVIN HANDELSMAN
Investment Officer



SIPHO MAMIZE
COO



DOMINIQUE DIX-PEEK
Planning Monitoring and
Evaluation Manager



SIMPHIWE NZIMA
HR Manager



PATRICIA MOLOI
General Manager
Phuthadijaba (Alexandra)



NEHWOH BELINDA
General Manager
Uthando (Braamfontein)



MANNY MHLANGA
General Manager
Arekopeneng (Orange Farm)



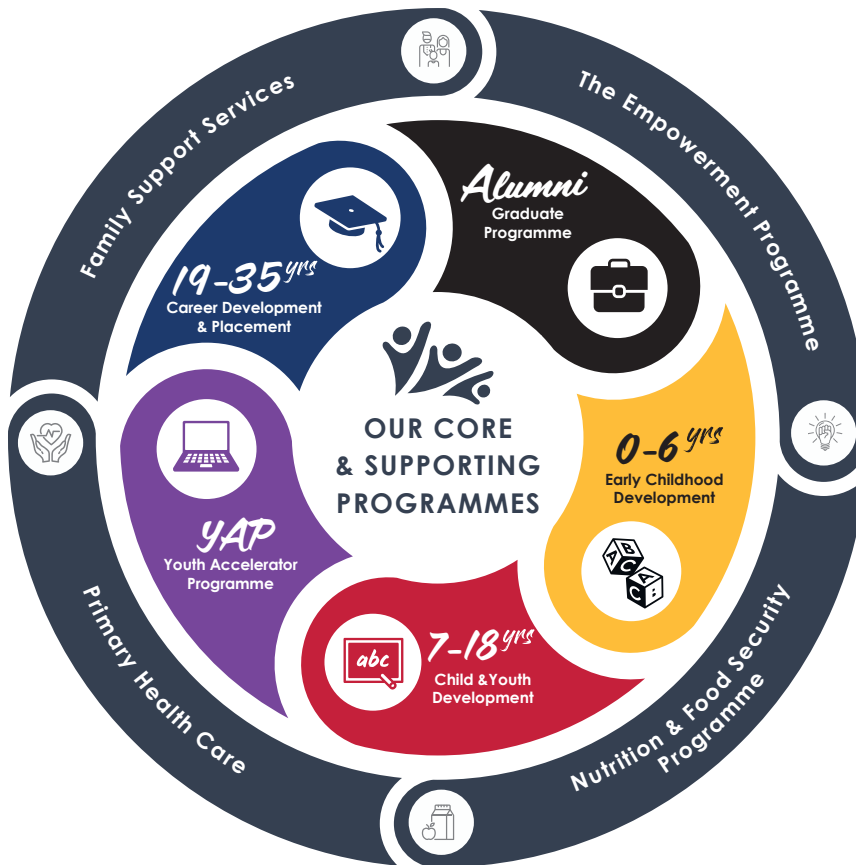
LIZO MADINGA
General Manger
Zolile Malindi Mfuleni



MAKWENA RAMOROKA
General Manager
Wings of Life (Diepsloot)

CRADLE-TO-CAREER OUR AWARD WINNING MODEL

Afrika Tikkun's approach to personal, academic and professional development remains unique in its holistic and multi-layered approach. Afrika Tikkun Foundation provides building blocks from early infancy and continues until youth complete their schooling and work readiness training. There is therefore, a sense of continuous learning, with young people being supported through different phases of their lives with tools that are crafted in specific response to the issues and challenges "young people" face at various points on their journey. The offerings of the model are integrated because of our appreciation that learning cannot be divorced from good nutrition and access to the social and economic amenities. Our psychosocial programme aims to identify learning who may fall through a fragmented system and/or who may be at risk. By supporting families, ensuring parents/guardians are involved and working with the community at large we are attempting to bring about systemic and long-term change.



Our Cradle-to-Career model was launched in 2005 and while the core principles and motivations have remained the same, we have continued to refine the model's elements and our delivery methodologies in order to stay relevant to social and economic realities of South Africa. The model remains one of the very few in South Africa that addresses development across the life span of a young person, moving from child and youth development into job skills training and placements.

OUR CORE PROGRAMMES



Early Childhood Development (ECD)

Targeted at children aged 2-6 years, this programme focuses on the achievement of age appropriate developmental and school readiness milestones to set a foundation for learning throughout the school career.



Child & Youth Development (CYD)

An after-school programme for children aged 7-18 years that provides a series of activities for education, leadership, career and personal development throughout their formative years while in the schooling system.



Youth Accelerator Programme (YAP)

Specifically targeted for youth aged 18-21 to assist with growth and maturity in personal decision making. This programme provides youth with sufficient tools and knowledge regarding careers and economic activity to facilitate the pursuit of their own aspirational career goals.



Career Development Programme (CDP)

Provides career guidance, job readiness training, industry specific specialised training (Retail, Hospitality, and ICT), job placement (entry level jobs, learnerships and work experience opportunities) and bursaries for further learning. These activities enable young people aged 19-35 access to economic opportunities after finishing high school.

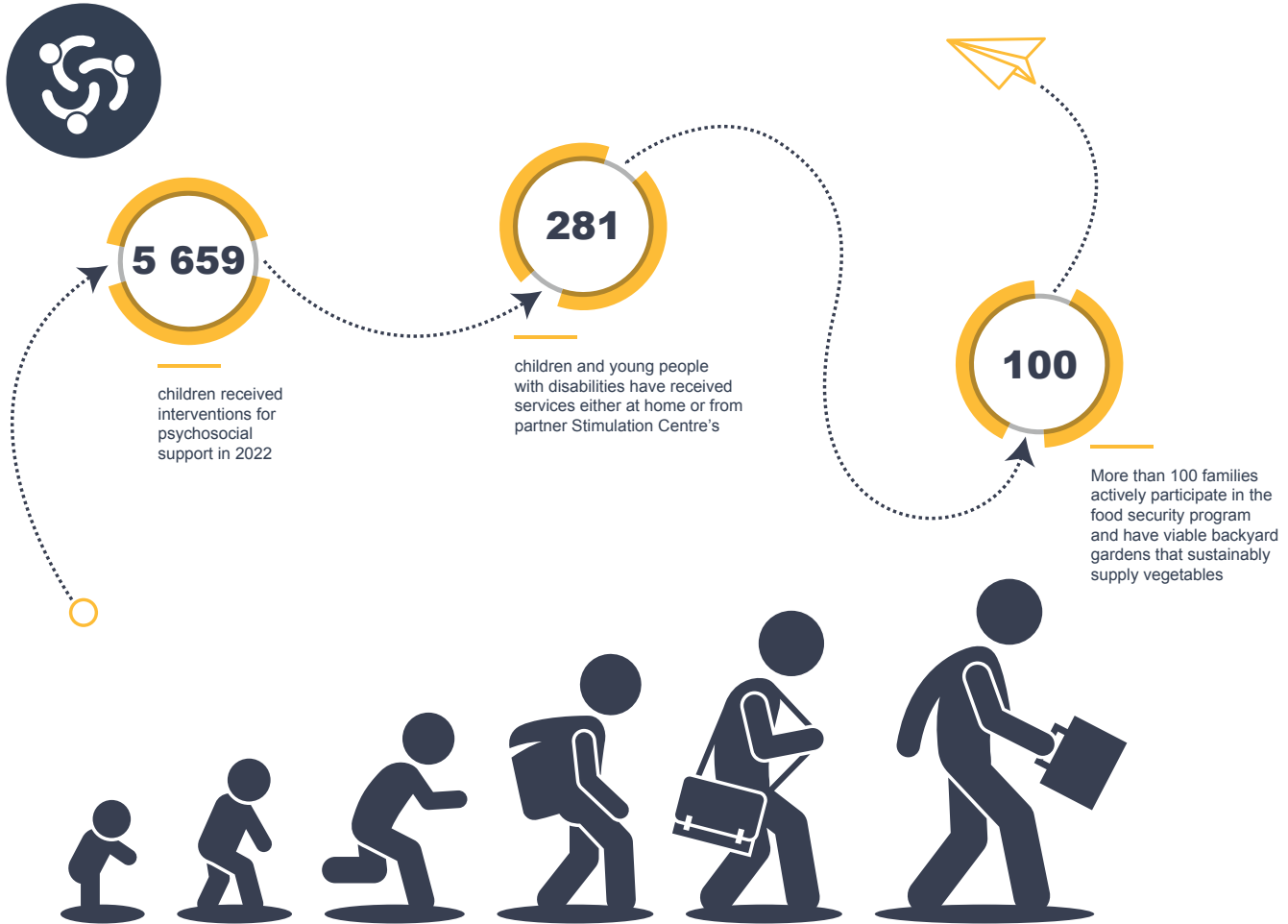


Graduate Programme (Alumni)

Coaching information and updates from leading experts in leadership, industry, technology, thought leadership and self-development. Young people are inspired, motivated and empowered as they learn new strategies and techniques on how to market and position themselves effectively in today's world and into the future.

360°

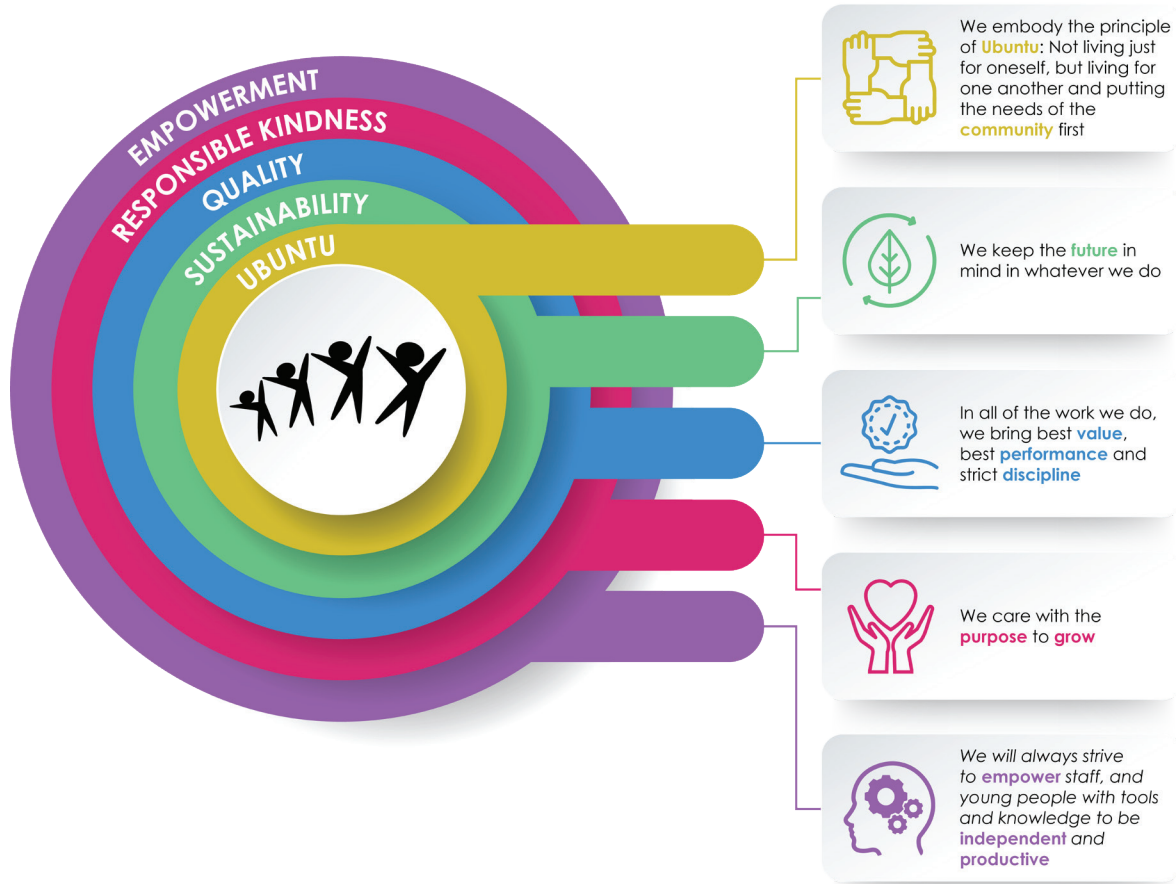
SOCIAL SUPPORT SERVICES



360° SSS (FAMILY SUPPORT SERVICES, EMPOWERMENT, PRIMARY HEALTH CARE, NUTRITION & FOOD SECURITY)

OUR VALUES IN ACTION

Our organisational values inspire everything we do at Afrika Tikkun. Our programmatic DNA as well as our engagement approach with each other, young people, donors and partners, is formed out of our five values. Our passion and commitment to excellence, to support and care for each other and our environment, is bound up very simply in these five values. In 2022 we continued our internal Values Drive campaign where staff members nominated fellow colleagues to be Value Champions. This went a long way to imbibing our values in everyday life and work. It was also a meaningful and enjoyable way to celebrate those who go the extra mile to live and reflect our values.



NOTABLE HIGHLIGHTS OF 2022

SPELLING BEE



Our annual **Spelling Bee** was held in the third quarter of 2022. The main event was based on word lists that the learners prepared in advance. However, the final round was based on a different word list designed to challenge the participants. This succeeded in testing their language foundation rather than simply their ability to memorise spelling. As a core event in our CYD programme, the Spelling Bee is a great opportunity to instil a curiosity for learning, encourage young people to read more, and help young people develop confidence in speaking publicly. Of particular importance to our educational goals, a Spelling Bee competition helps our young people develop their cognitive skills. This is because the preparation and event requires them to think, read, remember, rationalise and pay close attention to phonetics and the context in which the word might appear. This can only enrich their overall academic experience.

QUIZ & DEBATE

The aim of our **2022 Quiz and Debate** was to foster critical thinking and provide opportunities for participants to improve their communication skills. It was impressive to watch them during the competition, harnessing their knowledge as teams to trump their competitors. General knowledge questions on national, regional and global issues were posed, while debate topics ranged from the consequences of cell phone use at school to the drawbacks of home-schooling. Participants were required to articulate their positions clearly and concisely, enabling them to improve their verbal articulation and the ability to think on their feet and as a team. We are extremely proud of all the participants and kudos to the centre staff for helping them prepare for the event.



MATHS OLYMPIAD

Our annual **Maths Olympiad** is an innovative way to make Maths stimulating and fun for our young people. It also gives them an opportunity to showcase their analytical and mathematical prowess. Initiatives like our Math Olympiad foster healthy competition and reinforce important concepts in the school curriculum. In partnership with 1on1 Math Khan Academy, we hosted the Math Olympiad Competition in June 2022 at the Houghton Hotel in Johannesburg. Sixty of our learners battled to the end and winners from each Grade were rewarded for their hard work with prizes such as tablets, scientific calculators, Math games and Bluetooth headphones, among others.

SOBC: 10 000 PARTICIPANTS. 29 COUNTRIES. 33 385.58 KMS.

The 2022 Spirit of Belron Challenge (SOBC) was a massive success, held, for the first time, both virtually and in-person. This global sporting and fundraising event, pioneered by Belron, rallied almost 10,000 participants across 29 countries to swim, cycle, run, walk, and travel by wheelchair. The money raised supports our programmes implemented in South Africa. The 8-day event served as inspiration and evidence of what's possible when we all move together for a greater social good.

We are deeply grateful to Belron for going above and beyond, donating €1 for every kilometre travelled and matching every €5 donation made through the virtual event app. This resulted in an overall €2.2m in donations which will significantly impact the lives of thousands of young people and their families.

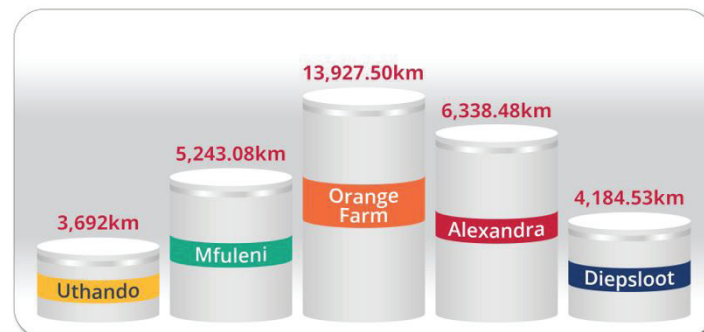
We are extremely proud of the contributions our young people made towards the final SOBC tally. Through running and cycling, the centres amassed an impressive 33 385.58 kms!



Spirit of Afrika Tikkun



The annual spirit of Belron Challenge encourages healthy competition in Afrika Tikkun and last year was no different. In true the true Afrika Tikkun spirit, our young people rose to the challenge! With the centres achieving running and cycling 33,385.58km! This contributed to over €2,2 million collectively raised.



SPECIAL PROJECTS



THE DUKE OF EDINBURGH INTERNATIONAL AWARD

The Duke of Edinburgh International Award (DoEIA) programme is dedicated to empowering young people in disadvantaged communities to develop essential, universal skills and experience that will support them to achieve long-term positive life outcomes, including educational attainment, employment, and physical and mental well-being. Our partnership with the DoEIA has facilitated the removal of barriers to the adoption of the Award in South Africa. As a result we have been able to invest in the development of the online record book platform, a specialist training site for adults delivering the Award. This ensures the Award is delivered in an inclusive and equitable way and is able to be accessed by all, including the most vulnerable young people.

In the first year, we supported 140 young people at Afrika Tikkun's five community centres to begin their Award journey. From hiking across the desert to giving back to the community by tutoring younger school young people, to getting creative and learning to paint. The positive impact these learning opportunities have had on this community of young people has helped them learn more about themselves and find the confidence to try new things. An evaluation of the programme found that all young people assessed reported high to moderate improvement in soft skills such as confidence, resilience, determination, creativity, planning and problem solving, communication, personal well-being, and civic and cultural competence.



YOLO CHOMMY

We've begun implementing the government-to-government (G2G) YOLO/ChommY Programmes at the Afrika Tikkun Wings of Life Centre in Diepsloot. This behaviour change programme works with boys and girls aged 10-17 years and aims to reduce risky sexual behaviour that can lead to new HIV infections. ChommY targets young people between the ages 10 and 14 years whilst YOLO (You Only Live Once) targets young people between the ages of 15 and 17 years under the tagline "it's my life, it's my choice, I chose to behave responsibly." YOLO aims to build young people's self-esteem, confidence, resilience and self-efficacy to deal with adverse situations.

A total of 2030 beneficiaries enrolled onto the programme which provides psychosocial and nutritional support, educational tracking, distributes bulk health messages and convenes health talks. We're confident that this exciting programme which is led by the Department of Social Development, will build the knowledge, attitude and skills of young people to make informed choices about sexual behaviour and become change agents within their communities.



MPUMALANGA INCLUSION PROJECT

Working with young people with disabilities has been central to the work of the Lubner Family Foundation and therefore, Afrika Tikkun. Although there are several hundred stimulation centres across the country, young people remain excluded. From an educational perspective, young people with disabilities are still not enjoying the right to quality education; some care centres are reluctant to release young people for education access while some parents feel the same about releasing young people for schooling. There is also an increase in the number of referrals from schools to the care centres, likely due to inadequate early identification and assistance for young people in schools.

With our 360° Social Service Support programme responsible for providing support to all the core programmes in Afrika Tikkun, we took the initiative to engage the Department of Social Development in Mpumalanga to determine their appetite to work with us on disability and inclusion. Our partnership to date is centred around the renovation of a stimulation centre to create a conducive environment for learning development for young people with disabilities. We are also providing training on disability. The Department of Department of Basic Education also became involved and the initiative is set to create a best practice model that can be replicated throughout the province.

IMPACT STORIES



MIHLE MDIBANISO

Mihle's academic brilliance and appetite for learning was evident from an early age. She was a top academic performer throughout primary school and at Manzomthombo Secondary School, one of the schools in Afrika Tikkun's outreach programme. Along with her core subjects, Mihle focused on mastery of Geography, Physics, Life Science and Maths Core, prerequisites for studying medicine, a dream she'd had since childhood.

During her Matric year in 2022, Mihle was introduced to the Afrika Tikkun centre in Mfuleni Western Cape. With its computer labs, hot meals and ample space for individual and group study, the centre became a safe space for young people to prepare for one of the most important periods of their lives.

Mihle is also grateful for Afrika Tikkun's support. "I went to the centre around four times a week," Mihle says. "They opened up the facilities until midnight and provided transportation for us to get back home."

This dedication paid off. Mihle received seven distinctions, earning herself a place at Stellenbosch University to study medicine and hopefully, to subsequently pursue a specialised paediatric surgery programme. However, even with her seven distinctions, being in the same league with some of country's best performing learners had Mihle wondering if her results had been good enough. "The competition is tough so I did wonder if my marks were going to get me where I needed to me," she says. "But I don't worry anymore. I don't compare myself to others because we're all different; we all process information differently."

Mihle is convinced that the lessons learned at school and at Afrika Tikkun will help her as she moves through this exciting phase of her life. She encourages young people to utilise the support provided by Afrika Tikkun centres. "School/Matric can be tough and you always need to go to someone, people who are warm and welcoming, she says. "At Afrika Tikkun there are people like this, people who can be mentors. The facilities are designed for you to build yourself as a person and academic."

After moving from Polokwane to Diepsloot as a small child, Thato enrolled in Afrika Tikkun's Child and Youth Development Programme. He stopped attending the centre in Grade 4, but again gravitated towards Afrika Tikkun in 2022 during his Matric year at the LEAP Science & Maths High School, Diepsloot. According to Thato, group learning at the Wings of Life centre proved to be a lifesaver, as learners used the group as a sounding board for ideas and to test and challenge each other.

The centre's facilitators were equally instrumental in creating the conditions for success. "From day one they believed in us," says Thato. "They were always ready to help, always prepared to pick up a call."

Thato also enjoyed Afrika Tikkun's centre-based events, educational nuggets crafted to provide fun and healthy competition between centres. The 2022 Maths Olympiad was an eye-opener for him. "It was a great learning experience," Thato recalls. "During the competition I didn't do well but it was good preparation for my exam."

When Thato learned that he'd achieved 5 distinctions in his Matric exams, he thought it might have been fake news. But soon he, along with his proud family, were celebrating his wins, particularly his surprise distinction in Accounting which he saw as one of his weaker subjects. He remembers Afrika Tikkun being helpful in this regard as facilitators and peers helped each other study for the Accounting exam.

Thato is currently pursuing a degree in Mechanical Engineering at the University of Pretoria and his connection with Afrika Tikkun has not been severed. He knows he can pick up the phone at any time if he needs help or advice. "I had applied for a bursary from the Moshal Program but never heard back anything," Thato says. "So I reached out to Afrika Tikkun and they helped move things along."



**THATO MOSES
KGOPAI**

To kids who might be unsure or shy about embracing

Afrika Tikkun's Cradle to Career programme, Thato urges them not to be.

"Definitely sign up," he says. "Don't stay in the corner. Everyone is so nice. It's a social place. Get to know the staff and stay in touch."

GOVERNANCE OVERVIEW

The board of Afrika Tikkun Foundation NPC (“Afrika Tikkun”) remains committed to effective and ethical leadership through the adoption and implementation of principles of good governance. This is not limited to board and management level, but evident throughout the operations of the organisation. As the focal point of and custodian of ethics and corporate governance, Afrika Tikkun continues a proportional approach to corporate governance, adopting and implementing the various principles of the King Code on Corporate Governance for South Africa 2016 (“King IV”) which are appropriate to the size, complexity and resources of Afrika Tikkun.

The board consists of both executive and non-executive directors, the majority of whom are independent. The Chair of the board is an independent, non-executive director and the Chief Executive Officer is an ex officio member of the board. The board has a diverse membership, with a variety of skills, experience and knowledge; financially and in business acumen. Directors continue to serve in an entirely voluntary capacity, giving of their time and wisdom without any financial remuneration, and Afrika Tikkun is grateful to the directors for their contributions to the organisation.

The board meets four times a year to review reports on the performance of Afrika Tikkun against the organisation’s vision, strategy and budgets. Senior management regularly attend board meetings to report on the activities of Afrika Tikkun and an EXCO meets monthly to ensure regular overview of planning, results and ensuring that policies and procedures stay relevant.

The board has a well-established Audit and Risk Committee and a Human Capital Committee to assist with fulfilling its obligations.

The Audit and Risk Committee meets at least three times each year to review the financial performance of Afrika Tikkun Foundation NPC and oversee management of risk. Managing risk is the responsibility of all managers within Afrika Tikkun Foundation NPC and the Internal Auditor continues to assist in ensuring that appropriate controls and compliance are complied with throughout the organisation.

The Human Capital Committee, headed by an independent Chairman, assists the board on matters relating to Afrika Tikkun’s employees and meets as and when necessary, but at least twice a year.

BDO South Africa Incorporated (“BDO”) was re-appointed as auditors of Afrika Tikkun Foundation NPC at the Annual General Meeting of Members held on 4 November 2022. Garron Chaitowitz was appointed as the designated auditor of Afrika Tikkun Foundation NPC due to the rotation requirements. The Chairman of the Audit and Risk Committee acknowledged the services of Kathryn Luck of BDO who had provided designated auditor services for several years. BDO attends meetings of the Audit and Risk Committee by invitation when the financial statements or the annual audit of Afrika Tikkun Foundation NPC are under consideration. BDO regularly meets with the Audit and Risk Committee without management present. In line with international best practice, the committees have recently adopted formal terms of reference.

The Chief Executive Officer, Alef Meulenberg, resigned from Afrika Tikkun Foundation on 31 December 2022, to pursue other interests. Agnes Sibanda was appointed as acting Chief Executive Officer.

BOARD MEMBERS



ARNOLD BASSERABIE
Chairman
Non-Executive Director



**AZOLA LUSANDA
MAYEKISO**
Non-Executive Director



ARNOLD FORMAN
Non-Executive Director



**NTOMBENHLE
ARLENE RADEBE**
Non-Executive Director



MARC LUBNER
Executive Director



**RABBI DOVID
YETZHAK HAZDAN**
Non-Executive Director



WENDY LUCAS-BULL
Non-Executive Director



**MAGOLEGO
ABEDNIGO TAU**
Non-Executive Director

FINANCIAL STABILITY

2022 was undoubtedly a tough financial year. Financial stability was fought for and hard won amid challenging national and global economic factors. In South Africa, real GDP growth dropped to 2% in 2022, less than half compared to the previous year. Russia's invasion of Ukraine in early 2022 resulted in a substantial global increase in food and fuel prices, leading in turn, to a 6.9% rise in inflation in South Africa. The country also grappled with a 29.8% unemployment rate in 2022. In such an environment, financial sustainability took on a new urgency. While maintaining or deepening our relationship with existing donors, there were equally fervent efforts to identify new partnerships and implement creative strategies to remain sustainable. We applaud the work of the fundraising and marketing teams that pursue a multi-pronged approach to resource mobilisation and improving organisational visibility.

Unfortunately the organisation closed off its 2022 financial year in a deficit position.

Beyond the achievement of securing resources from donors and supporters, our office is mandated to ensure the efficient utilisation of these funds for their intended use. We are happy to report that we have been able to deliver on our mission while minimizing financial risk and avoiding a dependency on any one donor in particular. We continue to build meaningful relationships with stakeholders and present the organisation as a trustworthy, honest, committed and effective vehicle for donations. Our reputation for optimising resources for maximum impact is one of the reasons our donor base has remained wide and relatively stable over the years.

We have managed organisational resources in a number

of ways including, among others, careful monitoring of programme expenditure, maintaining vigilance regarding staff travel, negotiating discounts from key service providers and introducing a more robust and effective vendor management system.

In the past two years we have been responding to national crises such as the Covid-19 pandemic and the 2021 unrests. As a result, we partnered with a number of large donors and service providers to reach vulnerable communities and to ensure our Cradle-to-Career model remains responsive. As such it became important to ensure that we are monitoring the extent or level of effectiveness of internal controls established by management. This was one of the motivations for introducing an Internal Audit Division in 2022. More generally, we believe it is an incredible exercise to improve the efficiency and add value to our operations and help us develop more robust financial systems.

By strengthening our internal controls we have refined our systems for accountability. These are key ingredients for identifying early warning signs for mismanagement, fraud, and/or non-compliance.

We are grateful to ATF's management structures for their oversight roles, in particular the Executive Management Committee (EXCO) whose meetings are useful platforms for discussions around financial and programmatic issues.

The Audit & Risk Committee met prior to all board meetings to review the financial results, the audit report, and the strategic and operational risk report. Our financials are audited annually by BDO Incorporated South Africa.

FINANCE & RISK REPORT

Afrika Tikkun Foundation NPC

Formerly Afrika Tikkun NPC

(Registration number 1998/015527/08)

Annual Financial Statements for the year ended 31 December 2022

Statement of Financial Position as at 31 December 2022

Figures in Rand	Notes	2022	2021
Assets			
Non-Current Assets			
Property, plant and equipment	3	34 852 058	21 393 890
Right-of-use assets	4	2 324 124	549 558
Intangible assets	5	2 332 111	226 393
		39 508 293	22 169 841
Current Assets			
Trade and other receivables	6	31 242 210	22 331 249
Cash and cash equivalents	7	24 024 826	37 111 336
		55 267 036	59 442 585
Total Assets		94 775 329	81 612 426
Equity and Liabilities			
Equity			
Retained income		34 551 765	37 671 296
Liabilities			
Non-Current Liabilities			
Lease liability	4	1 503 213	1 034 246
Current Liabilities			
Trade and other payables	8	22 967 913	10 144 561
Lease liability	4	1 130 037	688 091
Deferred income	9	34 622 401	32 074 232
		58 720 351	42 906 884
Total Liabilities		60 223 564	43 941 130
Total Equity and Liabilities		94 775 329	81 612 426

STATEMENT OF SURPLUS OR DEFICIT AND OTHER COMPREHENSIVE INCOME

Afrika Tikkun Foundation NPC

Formerly Afrika Tikkun NPC
(Registration number 1998/015527/08)
Annual Financial Statements for the year ended 31 December 2022

Statement of Surplus or Deficit and Other Comprehensive Income

Figures in Rand	Notes	2022	2021
Revenue	10	392 084 533	177 499 860
Other income	11	14 112 441	8 406 640
Surplus on disposal of property, plant and equipment		132 417	96 657
Operating expenses		(410 524 744)	(186 950 716)
Operating deficit	12	(4 195 353)	(947 559)
Investment income	13	1 386 859	2 414 136
Finance costs	14	(311 037)	(599 176)
(Deficit) Surplus for the year		(3 119 531)	867 401
Other comprehensive income		-	-
Total comprehensive (deficit)/surplus for the year		(3 119 531)	867 401

STATEMENT OF CHANGES IN EQUITY

Afrika Tikkun Foundation NPC

Formerly Afrika Tikkun NPC
(Registration number 1998/015527/08)
Annual Financial Statements for the year ended 31 December 2022

Statement of Changes in Equity

Figures in Rand	Retained surplus
Balance at 01 January 2021	36 803 895
Surplus for the year	867 401
Balance at 01 January 2022	37 671 296
Deficit for the year	(3 119 531)
Balance at 31 December 2022	34 551 765

STATEMENT OF CASH FLOWS

Afrika Tikkun Foundation NPC

Formerly Afrika Tikkun NPC

(Registration number 1998/015527/08)

Annual Financial Statements for the year ended 31 December 2022

Statement of Cash Flows

Figures in Rand	Notes	2022	2021
Cash flows from operating activities			
Cash generated from operations	16	13 302 023	9 318 766
Interest income	13	1 386 859	2 414 136
Finance costs	14	(160)	(20 451)
Net cash from operating activities		14 688 722	11 712 451
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(22 553 873)	(14 545 117)
Proceeds from sale of property, plant and equipment	3	271 539	122 891
Purchases of intangible assets	5	(4 281 350)	(232 795)
Net cash from investing activities		(26 563 684)	(14 655 021)
Cash flows from financing activities			
Principal paid on lease liability	4	(1 211 548)	(2 282 873)
Total cash movement for the year		(13 086 510)	(5 225 443)
Cash and cash equivalents at the beginning of the year		37 111 336	42 336 779
Cash and cash equivalents at the end of the year	7	24 024 826	37 111 336



INTERNATIONAL FUNDRAISING PARTNERS

United Kingdom Fundraising Partner

As we reflect on 2022, we are filled with a deep sense of accomplishment and as always, the relationships with our partners, donors and supporters continues to be the centre of our growth. Without a doubt, 2022 has been a testament to our organisation's resilience and unwavering dedication of our network of supporters.

Our partnership with the Belron community continues to reach new heights and for the first time since 2019, 2022 saw the return of the Spirit of Belron Challenge (SOBC) at Dorney Lake alongside its virtual Round the World challenge. Four of our young people travelled to the UK to participate at Dorney Lake, with one placing 3rd overall for the under-18 category. Meanwhile, our five centres in South Africa also participated in the virtual event with great enthusiasm. Overall, SOBC 2022 brought together over 10,000 participants, who collectively covered 184,751 kilometres, while raising an astonishing €2.3 million. What a wonderful inspiring and life changing event! Thank you to every single Belron person.

A special thank you goes to Belron's Technology and Transformation Team for their unwavering support of the Technology Transforms Lives mentorship program. Since its inception in 2021, the program has enabled 71% of students to secure sustainable employment and in 2022, 16 mentors mentored 60 students, further amplifying the programme impact. Additionally, we would like to express our immense gratitude for the continued support from Carglass Canada, who generously continue to support the Ralph Hosker Technical Training Programme, and Carglass Italy, whose sponsorship enabled an Afrika Tikkun young person to

pursue their education at the University of the Western Cape in South Africa.

In year one of our invaluable partnership between the Duke of Edinburgh's International Award (DOEIA), we have achieved remarkable success. Stonehage Fleming, The Holder Family and This Day Foundation made it possible for over 140 young people from Afrika Tikkun's five centres to take part in this amazing award. Of the 140 registered, 127 achieved and graduated from the Bronze Award. The Award coordinators and leaders also exhibited exceptional enthusiasm and dedication, playing a pivotal role in the resounding success. We extend our heartfelt gratitude to DOEIA, Stonehage Fleming, The Holder Family and This Day Foundation, and of course all the young people, Award coordinators and leaders who have demonstrated exceptional leadership throughout this transformative journey.

Long-term funding partnerships have been crucial to ATUK's growth in 2022 with the Belron Ronnie Lubner Charitable Foundation playing a pivotal role in the scaling of Afrika Tikkun's Cradle-to-Career model, food security and digitization. Additionally, Terre Des Hommes' support of Afrika Tikkun's Agripreneurship programme had a profound impact, with 75% of the cohort being female and all students equipped with the technical knowledge to establish micro-enterprises and registered cooperatives for 2023. Furthermore, the Digital Commons and Learning Libraries project, jointly funded by The Holder Family and Belron, is set to enter its fourth year, providing invaluable resources to Afrika Tikkun's young people and youth, greatly enhancing each Centre.

As we conclude our reflection in 2022, we are filled with

a profound sense of achievement and gratitude for the support of our partners, donors, and supporters. Every milestone reached and every young life impacted has been made possible through the collective efforts of a passionate community. As we embark on the journey ahead, we extend our deepest gratitude to all those who have played a role in our growth, and we look forward to continuing our transformative work together.

The Netherlands Fundraising Partner

2022 was an impactful year for ATF Netherlands as we continue to deepen our collaboration with Cruyff Foundation (established in 2021), Wilde Ganze, Carglass and several investment funds.

Our partnership with the Cruyff Foundation resulted in the building of two Cruyff courts in Africa Tikkun centres in Diepsloot and Mfuleni. Cruyff courts are multifunction courts made with artificial grass that provide a space for a number of different types of sport. The physical and mental outlet that these courts provide are instrumental for the health and wellbeing of our beneficiaries. The courts are designed as a safe place where young people learn the importance of togetherness, teamwork, celebrating wins and accepting losses. These are critical life lessons that young people can take into their academic and social experiences.

The court in Diepsloot was built in 2021 and the court in Mfuleni in 2022. It is anticipated that once the benefits of the courts are evident, this can possibly lead to additional Cruyff courts being built.

Healthcare was already being provided at the Diepsloot Wings of Life Centre, but it became clear in recent years that capacity needed to be increased to meet the needs of the community. As a result, we decided to join forces with another local NGO and build a large building to increase capacity and provide more services. The clinic is designed to provide services for young people of all ages in the areas of vaccinations, health checks in weight, height and other indicators, maternal and child care (prenatal and postnatal) and sex education. Mothers will also be able to give birth in the clinic and community residents can collect medication and access dental services.



The United States Fundraising Partner

The McKenzie Scott grant, through the Silicon Valley Community Foundation, has offered Afrika Tikkun a unique opportunity to reimagine impact at scale within South Africa. This involves, through the Afrika Tikkun Outreach Movement (ATOM), partnering with like-minded organisations to build their capacity to replicate all or aspects of our Cradle to Career model. This means Afrika Tikkun will create impact in communities where we currently do not have an institutional presence.

The \$10,000,000 grant was paid to Afrika Tikkun USA, a 5013c entity registered in the US, whose sole mission is to raise funds for community programmes implemented in South Africa. Due to political and economic uncertainty in 2021 and the COVID-19 pandemic, only half the amount (\$5,000,000) was remitted to South Africa. This decision was also guided by the annual budget that determined Afrika Tikkun's funding needs with a particular focus on programme expansion.

The Phase 1 pilot roll-out which focused on ECD, saw the Afrika Tikkun Foundation partnering with Bamabanani Sifunde to form Afrika Tikkun Bamabanani (ATB). The latter has developed ECD content and evaluation tools to enable better tracking of the performance of school teachers and ECD centres. ATB provides ongoing curriculum and training support to ATOM and other third-party interventions.

Impact in the 1st Quarter of 2022



Afrika Tikkun Foundation has signed a Memorandum of Understanding (MoU) with the national Department of Basic Education to fortify our outreach and expansion efforts. The multidimensional agreement provides for a partnership with the government in carrying out our Cradle-to-Career model to identified schools. Plans are in place to conduct baseline assessments, upscale ECD practitioners and support young learners and their families through our 360-degree Social Support Services programme.

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Giving Back Foundation
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