

# 2017 ANNUAL REPORT



# JA SOUTH AFRICA IN NUMBERS

## JA SOUTH AFRICA'S 2017 FOOTPRINT



## STAFF, AGENTS & FACILITATORS



## PROGRAMMES AND LEARNERS

Programme	Progr. numbers	Learner numbers	Intervention numbers	Gender		Race			
				Female	Male	Asian	Black	Coloured	White
Premium									
Premium Youth Enterprise Development (Out of school) 20 sessions	13	393	393	299	94	0	334	59	0
Entrepreneurship Academy (Grade 10) 20 sessions*	20	680	4760	419	261	5	591	78	6
Entrepreneurship									
Enterprise Programme (Grade 10 - 12) 12 / 13 or 15 weeks	26	867	1 414	613	254	25	747	89	6
Digital Enterprise	1	12	12	5	7	0	12	0	0
Be Entrepreneurial (Grade 9 - 11) 12 hours	7	263	263	152	111	1	260	1	1
Environmental Entrepreneurs (Grade 5 - 7) 8 weeks	4	159	159	86	73	0	141	18	0
Enterprise Dynamics (Grade 4 - 7) 42 hours	3	112	112	54	58	0	112	0	0
JA Titan (Grade 10 - 12) 12 weeks	1	29	29	16	13	1	28	0	0
Financial Literacy									
More Than Money (Grade 5 - 7) 6 - 10 hours	64	3 659	3 659	1 875	1 784	69	3 273	317	0
Workplace Readiness									
Success Skills (Grade 10 - 12) 12-15 hours	1	33	33	24	9	0	33	0	0
Success Skills & My Money Biz	3	77	616	45	32	0	77	0	0
Special Programmes*	9	377	377	245	132	0	372	3	2
Total	152	6 661	11 827	3 833	2 828	101	5 980	565	15

\*Special Programmes are ad hoc one-day interventions.

JASA programmes were hosted at a total of 96 schools and community centres. For a full list, please see our website.

2017

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# 2017 HIGHLIGHTS

The first **Global Entrepreneurship Congress** on the African continent was held in March in Johannesburg, attracting over 5 000 delegates. JA South Africa had a stand with our top funder, Transnet, and three of our alumni were amongst the 50 finalists to pitch to investors.

The JA Entrepreneurship Academy and Youth Enterprise Development Programme were both **Services SETA accredited** at NQF Level 4.

Doing a JASA Success Skills Programme and gaining a certificate, in addition to having the experience of job shadowing at the Bank of Tokyo-Mitsubishi really helped Karabo Prince Maluleka to get a holiday job he applied for at the end of Grade 11. He also gained the confidence to handle himself in a professional environment.

*"It was also interesting to interact with people from different backgrounds and different cultures and making sure that they are comfortable with me," he explained.*

A pilot intervention was initiated, aimed at exposing the same cohort of learners to JA programmes as they move through primary school and high school, at **Elethu Themba Combined School**, in the South of Johannesburg.

JASA participated as a thought leader at the **Dialogue CSI Conference** in May.

The implementation of the **Youth Enterprise Development Programme for women**, in partnership with Mastercard and Siyafunda Community Technology Centres proved to be successful, with 16 new businesses starting during the programme and more than 60% of the programme participants enrolling for business mentorship. We commissioned one of the alumni to make shopping bags for us to be used as corporate gifts. The Mastercard Johannesburg team also visited the programmes and went on the field trip with the students.

On **Mandela Day**, the More than Money Programme, in partnership with Absa and the Boys & Girls Club SA, reached 90 Grade 5 to 7 learners.

Our year ended on a high note with JA South Africa hosting the **JA Africa Regional Competition of the Year**, which took place from 6 - 8 December at Gold Reef City in Johannesburg. Over 40 student representatives from 11 African countries competed for the sought-after titles at the annual competition by pitching and presenting their business products or services to a panel of judges composed of business professionals and influencers from across South Africa.





Around 10 volunteers from Mastercard got involved with the Youth Enterprise Development Programme running at a centre in Mfuleni in the Western Cape. They attended several sessions, sharing their stories and also assisting with the business processes, such as helping the participants with understanding how to manage profit and losses, time management and other aspects of running a business.

*"I told my story, since I also came from a poor background, and I took the participants through my educational process and how I managed to get through to university with a scholarship, with assistance coming from unexpected processes. It was good to be involved in this network of women who raise each other up and the power of this programme may seem small but it should not be underestimated."*

- Thaakirah Van der Schyff, Mastercard staff volunteer on the Mastercard-funded JA Youth Enterprise Development Programme, Western Cape.

This event took months of preparation and working in close collaboration with the wonderful JA Africa team, based in Ghana. The climax of the week was the awards dinner, where the winning teams were announced. We were also honoured to have Johannesburg Executive Mayor Herman Mashaba addressing us, as well as entrepreneur Lebogang Chaka of Afro Visionary Legacy.

A full list of the awards is as follows:

- Regional Company of the Year Award – first place:  
*Recycling Industry, JA Gabon*
- Regional Company of the Year Award – second place:  
*Digera, JA Kenya*
- Regional Company of the Year Award – third place:  
*Artistic Scorpions, JA Swaziland*
- The FedEx Access Award: *Wot Art, JA Uganda*
- Citi Client Focus Award: *Digera, JA Kenya*
- Oliver Wyman Best Financial Performance Award:  
*Candle Lit, JA Botswana*
- Delta Social Impact Award: *Wot Art, JA Uganda*
- Rogers Capital Entrepreneurial Spirit Award:  
*Recycling Industry, JA Gabon*
- Rogers Capital Innovation Award: *Candle Lit, JA Botswana*
- Facebook Social Media Award: *St. Mary's Very Own, JA Zambia*
- Marketo Excellence in Marketing Award:  
*Azurro Ltd., JA Mauritius*
- Afro Visionary CEO Rising Award:  
*Tebenguni Ndwandwe, Artistic Scorpions - Swaziland*

*"This programme helped me to run my business more effectively, especially when it comes to managing finances and cash flow. I also understand better how to make a business plan for future growth. My dream is to open branches across Gauteng and Limpopo and to have my beauty course accredited."*

Anolia Lusunzi, Anolia's Beauty Salon and Academy, Olievenhoutbosch, Gauteng.

# BOARD CHAIR'S REPORT



The year 2017 presented great opportunities for JA South Africa to strengthen the resolve to empower youth.



**Dolly Mokgatle - Board Chair**

In the 2017 budget speech, alarming statistics describing South Africa's current economic state were noted: over half of all grade five learners are unable to read adequately in any language and 75% of school leavers are left unemployed five years after entering the labour market.

Looking at these figures in the context of the current 27.7% overall unemployment rate (as of the third quarter of 2017), JA South Africa's mission remains at the heart of addressing this imperative. We provide engaging programmes in entrepreneurship, financial literacy and work readiness that foster confident, empowered young people who become possibility seekers and creators of opportunities.

In 2017, JA South Africa adopted a strategy that:

- Prioritised brand management
- Focused on the accreditation of our core high school and out of school programmes
- Added significant value for participants through rigorous assessments and monitoring and evaluation.

We also worked on strengthening the alumni programme as an essential mechanism to ensure consistent engagement with programme beneficiaries. This will deliver value in terms of supplying a view of longer-term impact and extending the value by providing participants with access to additional resources.

We are pleased to give an account on the progress made, as outlined in the sections of this report. More work, however, needs to be done. To this end, JA South Africa will endeavour to fully embrace the spirit of volunteerism and bring on board more strategic role players across diverse sectors to contribute to the economic empowerment of our youth.

This year we had the honour of hosting the regional JA Africa Company of the Year Competition, from 6th to 8th December at the Gold Reef City Theme Park Conference Centre in Johannesburg. Over 40 student representatives from 11 African countries competed for the sought-after titles. We are grateful to our sponsors and partners who graced us with their presence and inspired our students.

On behalf of the board, I wish to extend my appreciation to our MD Nelly Mofokeng and her able team for the hard work they put into arranging the event, attending to the needs of the young people who arrived in Johannesburg and ensuring that all guest and partners were catered for in the best way possible. Well done!

A very special thank you to our honoured guests, partners and key note speakers who graced the event with their presence and inspired us and the young people, with their key messages. By attending, and telling the story of his life, the Executive Mayor of the host city Honourable Herman Mashaba showed his commitment and support to entrepreneurship and the work of JA South Africa.

While much effort went into strengthening our Board, we sadly bid farewell to astute member Chris Lister-James, who graciously provided guidance and financial support to the organisation for eight years, through Vantage Capital. We are also excited to welcome new members Peter Crawley, CCO at Citibank SA; Mark Elliott, Division President at Mastercard South Africa and Zodwa Pakade, CEO at Manati Alternate Student Funding.

I wish to thank my fellow Board members for giving of their time, providing guidance to the team and bringing their diverse input into the strategic initiatives and thinking that goes into the more effective provision of programmes to our young people to ensure that the organisation continues to play a significant role in the sector. JA Africa and JA Worldwide continue to provide dynamic programmes for young people. We appreciate their support and motivation.

On behalf of the Board, I wish to express sincere gratitude to our funders and partners for their ongoing and enthusiastic support. Your commitment to the broader development of our youth through entrepreneurship is highly appreciated.

**Dolly Mokgatle**  
**Board Chair**



# MANAGING DIRECTOR'S REPORT



As we transition into 2018 we look back to a challenging yet very successful 2017.



**Nelly Mofokeng - Managing Director**

We are particularly pleased to have already secured around 70% of our budget for the New Year and are grateful to our sponsors for continuing to support our cause. In 2017 we managed to retain most of our previous funders while reintroducing funders on a larger scale and welcoming new funders, including Investec Properties, Catalyst Fund Managers, Marsh & McLennan Companies and the Bank of Tokyo-Mitsubishi. We are truly grateful for their commitment to our programmes.

Our partnership with Investec soared to greater heights. The top 10 winning ideas from previous iterations of the Junior Innovators Competition started additional training and product development workshops in partnership with the SABS Design Institute. Investec also extended the scope to include mentorship – in partnership with Khulisa Social Solutions – for 10 learners who attended the Entrepreneurship Academy Programme at Lamula Jubilee Secondary School in Soweto.

We continued to nurture relations with the Department of Education and were particularly pleased to collaborate on the Gauteng Department's Schools of Specialisation project. This entailed implementing the Be Entrepreneurial and Enterprise programmes at Magaliesburg Secondary School and Pace College. We also initiated a pilot programme aimed at creating a pipeline to move learners from training to enterprise, where one cohort of learners goes through successive JA programmes as this group moves from primary school to Grade 12, at Elethu Themba Combined School in the south of Johannesburg. Efforts to extend relations to the Mpumalanga Department of Education are also starting to yield positive results, with their review of JA programmes and work on aligning them to the school curriculum.

The year in review was not without its setbacks though, specifically in the reduction in student reach. This was due to challenges with learner retention and reduced funding for our high school Enterprise Programme.

In addition, there was the change in orientation of sponsor Mastercard from in school programmes to the out of school Youth Enterprise Development Programme, focusing on young

women. Though the reach was smaller this programme yielded great results and fantastic media publicity. More than 60% of the participants enrolled for the six-month mentorship programme that follows the course, which supports their ongoing journey of starting up or growing businesses. We look forward to sharing exciting stories as these young women progress and even become job creators.

We are also pleased to note the overall improved product choice and profitability of the mini companies and that the increase in knowledge retention between pre- and post-tests has been maintained.

I would like to take the opportunity to pay a special tribute to Abdul Rajah, who retired in July after serving JA South Africa as Finance Director with absolute commitment for 26 years. We will forever cherish the hard work he put in to ensuring the sustainability of the organisation.

We also extend a warm welcome to Deidre May who joined us as Communications and Marketing Co-ordinator at the beginning of June and has already proven to be a great asset.

We ended the year on a high note, with the successful hosting of the regional JA Africa Company of the Year Competition, where we raised the stature of this important event on the JA calendar. Thank you to the JA Regional Organising Committee, it was a pleasure working closely with you.

My sincere appreciation goes to our Board and JA Worldwide for their guidance and unwavering support; to the team for their consistent commitment to empowering our youth and to the JA South Africa Youth Council who work tirelessly and inspire other alumni to pay it forward.

**Nelly Mofokeng**  
**Managing Director**

# BOARD OF DIRECTORS

## PATRON



*Ms Wendy Luhabe*

## EXECUTIVE DIRECTORS AND MANAGEMENT



*Nelly Mofokeng*  
Managing Director  
JA South Africa



*Abdul Rajah*  
Finance Director  
JA South Africa

## NON-EXECUTIVE DIRECTORS



*Dolly Mokgatle*  
Executive Director  
Peotona Group Holdings  
Board Chair



*Humaira Choonara*  
Executive Manager  
Human Resources  
Transnet



*Eric Mabuza*  
Attorney  
Mabuza Attorneys



*Sthembiso Tshabalala*  
Associate  
Africa Corporate Finance  
Standard Bank



*Karabo Denalane*  
CEO  
TBWA/ Hunt Lascaris



*Duduzile Nchoba*  
Partner, PSP-Icon  
Management Consulting



*Peter Crawley*  
Country Officer and MD  
Treasury and Trade Solutions  
Citi, South Africa



*Mark Elliot*  
Division President  
Mastercard, Southern Africa



*Zodwa Pakade*  
CEO  
Manati Alternative  
Student Funding

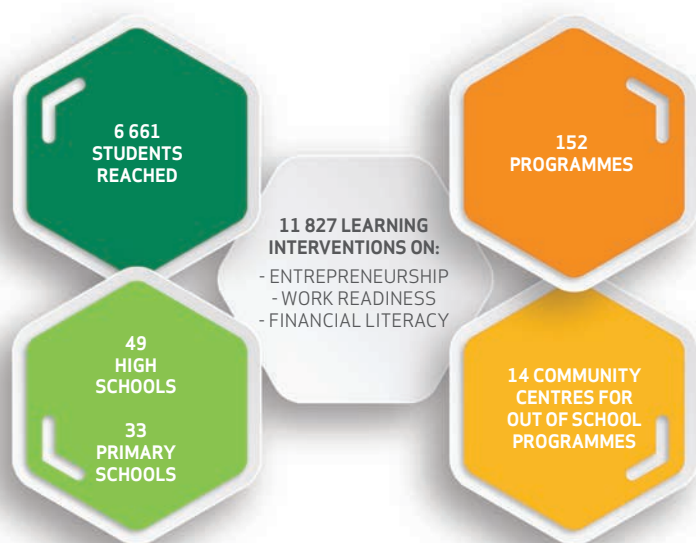


# NATIONAL PROGRAMME MANAGER'S REPORT



**Terence Modiba - National  
Programmes Manager**

While our flagship programmes continue to deliver results,  
2017 also saw the flowering of new partnerships.



In 2017, we were able to reach **33 primary schools**, providing them with the following programmes:

- **Enterprise Development**, with a focus on Science, Technology, Engineering, Mathematics, Manufacturing and Design (STEM2D) careers
- **Environmental Entrepreneurs**
- **More than Money**

Students from **49 high schools** participated in the following programmes:

- **Entrepreneurship Academy**, a premium programme spanning up to eight months
- **Enterprise**, a flagship programme up to 15 weeks
- **Be Entrepreneurial**
- **Success Skills**
- **My Money Biz**

We partnered with **14 community centres** to run the premium **Youth Enterprise Development** Programme targeting out of school youth in six provinces: Gauteng, North West, Limpopo, KwaZulu-Natal, Eastern Cape and Western Cape. We also ran four **Enterprise Programmes** for out of school youth in Balfour, Mpumalanga.

In total we were able to reach 6 661 students through 152 programmes. Through the programmes completed we have reached out to

students with 11 827 interventions on the three JA pillars of **Entrepreneurship**, **Work Readiness** and **Financial Literacy**.

The organisation has been able to maintain a fairly balanced presence in the three groups that we target: out of school youth, high school and primary school learners.

In the following provinces we continued to have programmes targeted at all three groups: Gauteng, North West, KwaZulu-Natal, Eastern Cape and Western Cape. In Limpopo there were out of school and high school programmes while in the Northern Cape we had coverage in high schools and primary schools. Lastly, in the Free State we had a presence in high schools.

## 2017 Programmes Feedback

### Youth Enterprise Development Programme

The learners who enrol for this 20-week programme, with the option of a further six months of mentorship, participate in an experiential programme that enhances their ability to proactively engage in their economic success.

In addition, we are proud to announce that this programme has been **accredited** by the **Services SETA** at **NQF level 4**. Thus, learners who complete the programme successfully and are assessed as competent, receive an accredited certificate and credits towards lifelong learning.

JA South Africa is able to reach out to marginalised youth in remote areas through our collaborations. Partnering with community-based organisations enabled us to run 13 successful Youth Enterprise Programmes that reached 393 graduates. These graduates successfully completed a 20-week experiential entrepreneurship programme, empowering them to start up and run real businesses, while receiving ongoing coaching.

Through the support of Mastercard, six of the 13 programmes were targeted at women between the ages of 18 and 35, in Gauteng, Limpopo and Western Cape. These interventions helped the participants to see how they could create sustainable businesses that tackle the socio-economic challenges

facing their communities, whilst rising to the challenge of youth unemployment. In so doing, graduates are more able to take advantage of available economic opportunities.

On completion of the 20-week enterprise training, the graduates are mentored for six months. The aim of the mentoring programme is to link graduates to support structures that will nurture their businesses, if in the start-up stage, or help sustain those that are already in business. In this way, a platform is created for the students to access opportunities that further their growth aspirations, such as gaining access to business finance as well as study and placement opportunities.

### **Academy Entrepreneurship Programme**

The Academy Entrepreneurship Programme provides a pathway for learners in high school to either become entrepreneurs or become more employable. The course focuses on experiential entrepreneurship, where the students create a product or service and go through all the phases of starting and running a business. In addition, they also gain financial literacy and workplace readiness skills.

Through the strong and longstanding partnerships with our sponsors Investec and Transnet, we were able to impact 680 high school learners with this programme, comprised of the three interventions. These learners started and ran 39 businesses, where they appointed their peers into management positions, conducted market research for their products or services, and participated in business activities, over a period of eight months.

We value the collaboration of the 20 host schools where we ran the Academy programmes nationally. Our close relationships with these schools and their educators allow us to make progress on tackling the priorities of youth development by preparing learners to proactively shape businesses or career pathways.

Some of the student businesses that were established during the programme made a turnover of more than R18 000 over the eight-week phase of running their businesses. This goes to show the possibilities for economic sustenance that entrepreneurship provides.

The Entrepreneurship Academy Programme has also been accredited by the Services SETA at NQF level 4; enhancing the impact for participants who receive credits.

### **Enterprise Programme**

The Enterprise Programme is JA South Africa's flagship entrepreneurship programme for high schools, affording students in grade 10 and 11 the opportunity to experience all the phases of running a business. The students conduct market research before creating their identified products or services, appoint managers and handle all the operational business activities.

Learners numbered 867 and 52 business were created, providing a platform for participants to gain practical entrepreneurial and financial literacy skills. These interventions were made possible by the collaboration of the 22 schools that hosted the programme





nationally, as well as the educators who were identified to champion the programme in the participating schools.

Though this programme is traditionally run in school, in the year under review we also ran four Enterprise Programmes with out of school youth in the Balfour area.

#### **Digital Enterprise Programme**

In 2017 we ran one Enterprise Programme on a digital platform and we are aiming to run more on this platform in 2018, where students are instructed via interactive e-learning.

#### **Be Entrepreneurial Programme**

The Be Entrepreneurial programme continues to serve as a good foundation for students in Grade 9, exposing them to the skills required to build a business and put together a business plan. In 2017, we had the opportunity of running the programme with the Gauteng Department of Education's school reorganisation task team, which coordinates the roll-out for the Schools of Specialisation in Gauteng. We partnered with them to run a programme at the Magaliesburg Agriculture School, with a group of selected learners from three different streams: Agriculture, Management Sciences and Hospitality. These students presented their businesses to the MEC of Education in Gauteng, during the launch of this school as a School of Specialisation.

#### **More than Money**

We would like to celebrate our partnership with HSBC, which has funded the More than Money programme for nine years. A new development is a one-day version of this programme, which usually spans five or six sessions. The More Than Money in a day intervention is a compressed financial literacy activation that can be conducted with students from Grade 5 to 7. The revised programme will be rolled out to all participating schools and the after-care centres we partner with, in 2018.

We reached 3659 students in 33 primary schools nationally, who were educated on financial literacy. The platform for JA More than Money in a day was also implemented successfully in collaboration with ABSA and the Boys and Girls Club in Protea Glen, Soweto, to celebrate Mandela Day.

#### **Enterprise Dynamics Programme focusing on STEM2D**

Through collaboration with the Gauteng Department of Education curriculum design team, we implemented the Enterprise Dynamics Programme, with a focus on the Science, Technology, Engineering, Mathematics, Manufacturing and Design (STEM2D) curriculum, at Elethu Themba Public School in Eikenhof, Gauteng. The Grade 7 students who participated in the programme also made it to the finals of the Gauteng Economic and Management Sciences Olympiad.

This is the second year running that Johnson & Johnson has sponsored the programme in Gauteng and the Western Cape. The promotion of STEM2D in two primary schools, through this intervention, is driven by Johnson & Johnson staff, who volunteer to help facilitate the programme by attending the sessions with the learners.



# MARKETING OVERVIEW

## Global Entrepreneurship Congress

Delegates from 173 countries gathered at the first Global Entrepreneurship Congress to be held on the African continent, in Johannesburg. JASA shared a stall with top sponsor Transnet and our MD Nelly Mofokeng was joined by three former winners of the Transnet South African Bureau of Standards (SABS) Young Mover's Competition. These students presented their ideas at the pre-GEC pitching competition and one of them, Portia Hlati, made it to the top 25.

## May - Dialogue Business in Society Conference

Nelly Mofokeng was on a panel discussion on Youth Entrepreneurship. In the weeks prior, the Department of Basic Education formalised a 13-year blueprint to embed practical Entrepreneurship, Social Entrepreneurship and Employability Training into the National School Curriculum, and it was against this backdrop that the panel discussion took place.



## June - Gauteng Department of Education Youth Expo

The 2017 Youth Expo linked high school learners and out of school youth to job opportunities and career paths. At the JASA stall, students could play a board game to introduce them to entrepreneurship. This was also the operational launch of the Tshepo 1 Million initiative, in partnership with Harambee, to assist young people with jobs.

## July - Youth Enterprise Development Programme participants graduate

Graduation ceremonies took place around the country, with participants being given the choice of a further six months of mentorship. One alumni was commissioned to make JASA corporate gifts – branded shopping bags using local fabric.

## Company of the Year national finals held in Johannesburg

Hosted by Citi, nine provincial teams of Grade 10 and 11 learners gathered for a series of workshops to hone their business plans and presentation skills. Finally, they pitched their companies before a judging panel of business people and other industry professionals. Their businesses were created and executed as part of the Enterprise and Academy Entrepreneurship programmes.

Epitome of Elite Industry, a business from the Sedibelo Secondary School in Rustenburg emerged as the winner for their multi-purpose, environmentally-friendly cleaner made from natural ingredients.



## October - Investec's Junior Innovators Competition

Learners who complete the 20-week flagship Entrepreneurship Academy Programme or the 12-week Enterprise Programme are eligible to enter. In 2017, over 200 idea submissions were received and from this pool, 30 finalists were chosen for their ideas on innovative products or services that address a social challenge.

This group attended a non-stop week-long boot camp of business, marketing, innovation, presentation and life skills workshops at Investec's Sandton offices. There was barely time to sleep, with JASA Youth Council volunteers assisting the students to fine-tune their presentations late into the nights.

In first place was Ashley Chipandu, from Lamula Jubilee Secondary School in Gauteng, for her concept of a blue-tooth earpiece that can be connected to the shoe of a visually-impaired person, using electronic waves to detect obstacles.



Left to right: Setlogane Manchidi, CSI Head, Investec (judge), winner Ashley Chipandu, Nelly Mofokeng JA South Africa MD (judge), Nicole Ncube, second, Emmanuel Matamela, third, & Shaun Mallanna, Investec CSI (judge)

The winners were celebrated at a gala dinner. Respectively they won R60 000, R30 000 and R20 000 towards tertiary studies. Congratulations to the winning trio!

### Transnet Young Movers

Nationally, 20 Entrepreneurship Academy Programme learners from 10 high schools were selected as finalists of the Young Movers Competition.

The students attended Design Clinic sessions for two days at the SABS Design Institute in Pretoria. Then they presented their innovative ideas to a panel of judges and three winners were chosen.

Sthandile Mngayi from ML Sultan in Stanger, KwaZulu-Natal, received first prize for her Up-Lift wheelchair, which uses hydraulics to allow disabled people to access higher items. The competition – a joint initiative between Transnet, SABS Design Institute and JA South Africa – is aimed at building a culture of design, innovation and entrepreneurship amongst high school learners.



October also saw a relaunch of JASA's website and we invite you to get acquainted by visiting [www.jasa.org.za](http://www.jasa.org.za).

JASA was also invited to attend several of the City of Johannesburg's Entrepreneurial Ecosystem Summit events.

### December - JA Africa Regional Company of the Year



The Regional Company of the Year Competition, which was hosted in South Africa for the first time, took place at Gold Reef City in Johannesburg. JASA staff worked very closely with our regional office counterparts, based in Ghana, on every detail. We tapped into our networks – staff, board members, partners, funders and supporters – to enlist guest speakers, judges and volunteers at the venue. We were honoured that the Johannesburg Executive Mayor Herman Mashaba attended as our guest speaker, amongst other distinguished guests including Councillor Leah Knott, MMC for Economic Development for the City of Johannesburg.

Over 40 student representatives from 11 African countries competed.



### JASA Youth Council

The JASA Youth Council had a busy year preparing Gauteng school debating teams to compete against each other in a televised debate competition, USpeak, produced in partnership with Soweto TV. The motions centred on challenges facing youth, including the challenges experienced by entrepreneurs. This series will be aired on Soweto TV in the first quarter of 2018. These dedicated members volunteered many days for preparatory workshops, such as mentoring Basa Tutorial Institute students for a week during a holiday camp, and also adjudicated the debates. They also mentored the finalists at the Junior Innovators Competition and started a fruit garden at the Boys and Girls Club in Protea Glen, in Soweto.



# FINANCE DIRECTOR'S REPORT



We are pleased to report on yet another successful year for JA South Africa.



Abdul Rajah - Finance Director

Despite the tough economic climate, we managed to secure 91% of our budgeted income for 2017.

Total revenue for the year amounted to R13 737 868, which was 11.2% less than 2016, with this decrease mainly attributed to the reduced funding received for the Enterprise Programme.

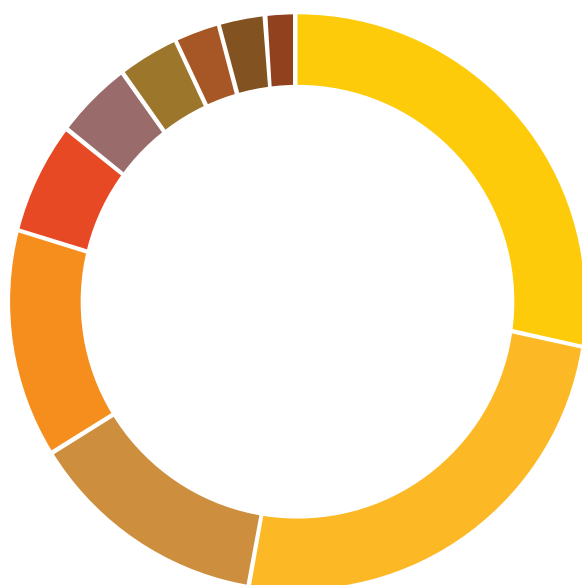
Through ongoing monitoring of expenditure our expenses were contained at 1% more than 2016. The marginal increase in expenditure takes into account the 2017 inflationary increase and reduction in programme activity costs linked to the reduction of income.

We still ended the year with a surplus of R1 092 297, bringing the total accumulated reserves to R19 956 689. This reserve puts JA South Africa in very good stead for future expansion in the digital space.

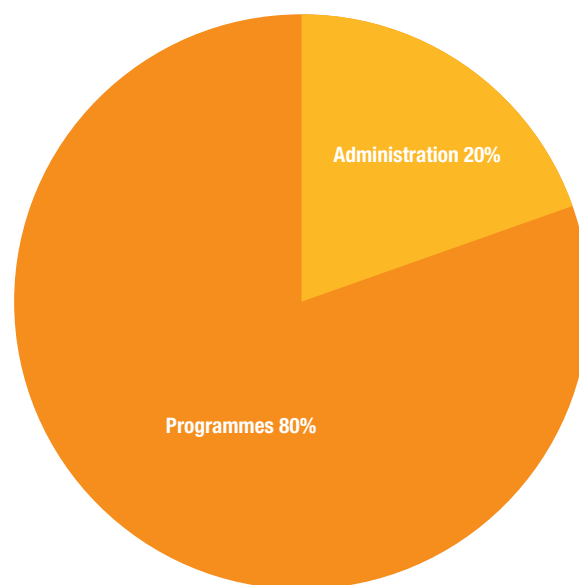
With 70% of the budgeted income already secured and good partnerships in the pipeline, we look to 2018 with great optimism.

**Abdul Rajah**  
Finance Director

Income



Expenditure



Transnet  
Investec  
Mastercard  
Interest  
Citi

HSBC  
Other  
Anglo Chair  
Sasol  
Save the Children

Administration (includes marketing, audit, depreciation)  
Programmes



# INDEPENDENT AUDITOR'S REPORT

**Deloitte.**

Deloitte & Touche  
Registered Auditors  
Audit & Assurance -  
Gauteng  
[www.deloitte.com](http://www.deloitte.com)

Buildings 1 and 2  
Deloitte Place  
The Woodlands  
Woodlands Drive  
Woodmead Sandton  
Private Bag X6  
Gallo Manor 2052  
South Africa  
Docex 10 Johannesburg

Tel: +27 (0)11 806 5000  
Fax: +27 (0)11 806 5111

Riverwalk Office Park,  
Block B  
41 Matroosberg Road  
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## INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS TO THE MEMBERS OF JUNIOR ACHIEVEMENT SOUTH AFRICA (NPC)

### *Opinion*

The summary financial statements, which comprise the summary statement of financial position as at 31 December 2017, the summary statements of comprehensive income, changes in equity and cash flows for the year then ended, and related notes, are derived from the audited financial statements of Junior Achievement South Africa for the year ended 31 December 2017. We expressed a qualified audit opinion on those financial statements in our report dated 20 March 2018.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with IAS 34, Interim Financial Reporting, and the requirements of the Companies Act of South Africa as applicable to summary financial statements. However, the summary financial statements are misstated to the equivalent extent as the audited financial statements of Junior Achievement South Africa for the year ended 31 December 2017.

### *Summary Financial Statements*

The summary financial statements do not contain all the disclosures required by the International Financial Reporting Standards and the requirements of the Companies Act of South Africa as applicable to financial statements. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

### *The Audited Financial Statements and Our Report Thereon*

We expressed a qualified audit opinion on the audited financial statements in our report dated 20 March 2018.

The basis for our qualified audit opinion was that as it is common with similar organisations, it is not feasible for the organisation to institute accounting controls over income received from sponsorships prior to their initial entry in the accounting records. Accordingly, it was impractical for us to extend our examination beyond the receipts actually recorded.

### *Directors' Responsibility for the Summary Financial Statements*

The directors are responsible for the preparation of the summary financial statements in accordance with IAS 34, Interim Financial Reporting and the requirements of the Companies Act of South Africa and for such internal control as the directors determine is necessary to enable the preparation of the summary financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), *Engagements to Report on Summary Financial Statements*.

**Deloitte & Touche**  
Registered Auditors  
Per: Faatema Coovadia  
Partner  
20 March 2018

National Executive: \*LL Bam Chief Executive Officer \*TMM Jordan Deputy Chief Executive Officer; Clients & Industries \*MJ Jarvis Chief Operating Officer  
\*AF Mackie Audit & Assurance \*N Sing Risk Advisory \*NB Kader Africa Tax & Legal TP Pillay Consulting S Gwala BPS \*JK Mazzocco Talent & Transformation  
MG Dicks Risk Independence & Legal \*TJ Brown Chairman of the Board

A full list of partners and directors is available on request

\* Partner and Registered Auditor

**B-BBEE rating: Level 1 contribution in terms of the DTI Generic Scorecard as per the amended Codes of Good Practice**

Associate of Deloitte Africa, a Member of Deloitte Touche Tohmatsu Limited

# JUNIOR ACHIEVEMENT SOUTH AFRICA

## ABRIDGED STATEMENT OF FINANCIAL POSITION

31 December 2017

	2017 R	2016 R
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant & equipment	23 954	70 523
<b>Current Assets</b>		
Deposits & prepayments	50 505	45 072
Other receivables	-	553 268
Cash and cash equivalents	25 338 479	23 659 917
Total current assets	25 388 984	24 258 257
<b>Total assets</b>	<u>25 412 938</u>	<u>24 328 780</u>
<b>RESERVES AND LIABILITIES</b>		
<b>Reserves</b>		
Accumulated funds	19 956 989	18 864 692
Total reserves	<u>19 956 989</u>	<u>18 864 692</u>
<b>Current liabilities</b>		
Trade and other payables	1 417 564	1 217 249
Provisions	213 159	191 741
Income received in advance	3 825 226	4 055 098
	<u>5 455 949</u>	<u>5 464 088</u>
<b>Total reserves and liabilities</b>	<u>25 412 938</u>	<u>24 328 780</u>

## JUNIOR ACHIEVEMENT SOUTH AFRICA

### ABRIDGED STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2017

	Accumulated funds R
<b>Accumulated funds at 31 December 2015</b>	15 898 469
Total comprehensive income for the year	<u>2 966 223</u>
<b>Accumulated funds at 31 December 2016</b>	18 864 692
Total comprehensive income for the year	<u>1 092 297</u>
<b>Accumulated funds at 31 December 2017</b>	<u>19 956 989</u>

## JUNIOR ACHIEVEMENT SOUTH AFRICA

### ABRIDGED STATEMENT OF CASH FLOWS

for the year ended 31 December 2017

	2017 R	2016 R
<b>Cash flows from operating activities</b>		
Cash (utilised in)/generated from operations	(39 371)	(934 374)
Interest received	<u>1 726 730</u>	<u>1 710 345</u>
<b>Net cash generated from operating activities</b>	<u>1 687 359</u>	<u>775 971</u>
<b>Cash flows from investing activities</b>		
Additions to equipment to maintain operations	<u>(8 797)</u>	<u>(9 473)</u>
<b>Net cash utilised in investing activities</b>	<u>(8 797)</u>	<u>(9 473)</u>
<b>Net increase in cash and cash equivalents for the year</b>	1 678 562	766 498
<b>Cash and cash equivalents on hand at beginning of year</b>	<u>23 659 917</u>	<u>22 893 419</u>
<b>Cash and cash equivalents on hand at end of year</b>	<u>25 338 479</u>	<u>23 659 917</u>

## JUNIOR ACHIEVEMENT SOUTH AFRICA

### ABRIDGED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2017

	2017 R	2016 R
Revenue	12 011 138	13 759 274
Interest income	<u>1 726 730</u>	<u>1 710 345</u>
	<u>13 737 868</u>	<u>15 469 619</u>
Operating costs	<u>(12 645 571)</u>	<u>(12 503 396)</u>
<b>Surplus funds for the year</b>	<u>1 092 297</u>	<u>2 966 223</u>



# FUNDERS

We are grateful to all our funders, many of whom have forged deep partnerships with JA South Africa. Not only do they fund our programmes but they also work with us in diverse ways – organising competitions and shaping further opportunities for the learners with the most potential; collaborating with us to gain media exposure and strengthen our brand; volunteering to motivate and mentor students; and providing strategic advice through representation on our board, to name but a few ways they help ensure our programmes are a success.

Thank you to our long-standing funders, who remain loyal and continue to partner with us, and thank you to our new funders, including Investec Properties, Catalyst Fund Managers, Marsh & McLennan Companies and the Bank of Tokyo-Mitsubishi. Thank you to all the individuals who have donated to JASA. Thank you to all those who have championed our cause in myriad ways, from volunteering their time to promoting and supporting our programmes and our brand. JA South Africa relies on your continued support and networks.

## UP TO 4 000 000



## UP TO 2 000 000



## UP TO 700 000



## UP TO 400 000



## UP TO 300 000



Save the Children

## UP TO 100 000



## UP TO 50 000



## UP TO 20 000



A Rajah

## UP TO 5 000

F Alvaro  
Anonymous  
J Bartolotta  
K Bishop  
J Branam  
A Domenico  
J Erie  
A Gordhan  
Y Hubbard  
B Janse Van Rensburg  
S Johnston  
C Kennedy  
T Little

S Manchidi  
T Melendez  
N Mofokeng  
G Munn  
S Muus  
R Nova  
B O'Connor  
N Perocchi  
K Rassou  
K Seremane  
L Sherman  
I Watanabe

## IN KIND DONATIONS OF SERVICES

tribeca  
public relations

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