



A N N U A L   R E P O R T   2 0 1 3



## VISION

To contribute to meaningful economic participation by nurturing entrepreneurial thinking amongst young people.

## MISSION

To provide engaging entrepreneurial programmes, which foster confident, empowered young people who are possibility seekers and creators of opportunities.



## Contents

2013 Highlights	2
JASA Board of Directors	4
Report of the Board Chair	6
Managing Director's Report	10
National Programmes Manager's Report	16
Marketing Report	22
Programme Impact	24
Participating Schools	26
Success Stories	30
Finance Director's Report	38
Independent Auditor's Report	40
Abridged Financial Statements	41
Staff and Agents	42
Programme Facilitators	43
Our Funders	44



# JUNIOR ACHIEVEMENT

2013 HIGHLIGHTS

## Junior Innovators' Competition 2013



Since January 2013, hundreds of high school learners from schools across the country have participated in Junior Achievement South Africa's Mini Enterprise and Entrepreneurship Academy Programmes, gaining access to skills on how to manage their own small businesses. In September, these initiatives culminated in the Junior Innovators' awards ceremony at Investec, recognising learners who have demonstrated promising entrepreneurial potential.

The Junior Innovators' Competition, now in its second year, was jointly developed by Investec and JASA with the aim of stimulating entrepreneurial skills and thinking among learners in grades 10 and 11.

Learners who participated in any Junior Achievement Mini Enterprise and Entrepreneurship Academy Programmes in 2013 were invited to apply for the Junior Innovators' Competition, 40 of whom were then selected on the basis of their business ideas to participate in the week long entrepreneurship training workshop at Investec in Johannesburg.

During the final workshop, mentors (all JASA alumni), played a role in helping learners refine their business ideas by exposing them to the basics of business, microeconomics, business ethics and ways of improving their entrepreneurial potential.

Finalists were judged based on a number of attributes. These relate to their products as well as their business acumen, including their willingness to take risks, and their resilience, passion and confidence in their business ideas. The learner who developed the most innovative business idea was selected as the winner of the competition and received R60 000 towards tertiary study at a university of their choice.

The winner was announced at a gala dinner hosted at Investec on Thursday 26 September 2013. Kholofelo Ramalepe from Motse Maria Secondary School in Limpopo walked away with 1st prize for her innovative melodic waterproof fishing rod – a fishing rod with a waterproof motion sensor. Kholofelo completed her Mini Enterprise Programme, funded by MasterCard, earlier this year. 2nd place went to Iqbaal Osman's innovative three-in-one stapler, punch and staple remover. Iqbaal studies at Merebank Secondary School in KZN and attended a Mini Enterprise Programme funded by Federal Mogul. Lonwabo Ncanda from Princess High School in Johannesburg was awarded 3rd place. He devised an online music store which will create a platform for young and upcoming musicians and producers, and completed a Mini Enterprise Programme funded by Citi.

These follow, appropriately, from the high standard set by the 2012 finalists and particularly Junior Innovators' Competition finalist, Keith Mbaso from Eqinisiweni Secondary school, who went on, as part of a team, to win the SA HP Social Innovation Relay with the idea of converting kinetic energy from a playgrounds to power households.



## Junior Achievement South Africa Celebrates Global Entrepreneurship Week 2013

During one week each November, Global Entrepreneurship Week (GEW) inspires people everywhere with local, national and global activities designed to help them explore their potential as self-starters and innovators. This year, Junior Achievement South Africa helped to inspire possible entrepreneurs with a range of events designed to highlight the importance of entrepreneurship in South Africa.

The launch of JASA's GEW efforts took place on 18th November 2013 and brought together Junior Achievement stakeholders and other organisations dedicated to increasing entrepreneurship in South Africa. The event, hosted by Carol Ralefeta, a successful entrepreneur in her own right, highlighted several of Junior Achievements up-and-coming alumni, allowing them to share their entrepreneurial journeys and how their Junior Achievement experience made them possible.

The GEW launch event featured many other successful JASA alumni like Keagile, connecting them to various other stakeholders in the entrepreneurial field and stimulating conversation around entrepreneurship. To maximise the conversation and to ensure that people from far and wide were able to engage in the event, guests were encouraged to utilise social media in their entrepreneurial conversations, using the #GEW2013 hash tag.

One such JASA alumnus is Keagile Makgoba, a final year BA Communications Honours student at the University of Johannesburg (UJ). Keagile completed her JASA Mini Enterprise Programme (MEP) in 2008 when she was in Grade 11 at McAuley House. Her mini company sold party packs as part of their JASA programme; this inspired her to start selling sweets and chocolates at school for extra money. It was from here that the concept for her business, Playtime Parties was born. Playtime Parties is a party planning business Keagile started when she was in university, and the business has organised many children's parties since its inception. Keagile runs her business while studying for her Honours degree and completing her internship at Multichoice.

In 2012, 7 906 partners from 131 countries participated in Global Entrepreneurship Week by arranging 19 649 activities for 7 491 695 people interested in entrepreneurship, ensuring that the initiative remains the world's largest celebration of innovators and job creators, who launch start-ups that bring ideas to life, drive economic growth and expand human welfare. JASA, as a member of Junior Achievement Worldwide, one of the world's biggest youth entrepreneurship development organisations, is committed to inspiring young South Africans and helping them explore their entrepreneurial potential. We were proud to be an active partner of Global Entrepreneurship Week this year.

# Young Unemployed Youth Receive Experiential Skills Development Training

**Junior Achievement South Africa and Absa have joined forces to combat South Africa's soaring youth unemployment figures by equipping young, aspiring entrepreneurs with the skills and experience needed to build sustainable, successful businesses.**

JASA launched the Immersion Training Strategy: Targeting Young Marginalised Youth (ITS TYME) programme in January this year. Absa has generously committed to funding the ITS TYME programmes in South Africa, Kenya, Tanzania and Zambia, reaching 4 050 unemployed youth from across the African continent over three years.

The ITS TYME programme is an intensive three to four month programme, during which students meet once or twice a week for three hours. ITS TYME is an incubator style entrepreneurship skills programme for out of school youth between the ages of 18 and 35 and is aimed at addressing the vast unemployment challenge facing young people in South Africa. The project also includes traditional workplace readiness skills, life skills, financial literacy and banking and saving.

All of JASA's programmes involve real hands-on experiential learning. Participants form small businesses, elect managers; complete market research to determine a product or service that will sell in their community, manufacture the product and finally, share in the profits. In so doing, they learn how to start and run their own business in a practical way. The ITS TYME programme follows the same methodology, ensuring that students experience hands-on learning. "JASA's 33 years of

experience running experiential programmes in the in-school market have provided a strong foundation in entrepreneurial education from which to expand into the out of school market," noted Linda McClure, JASA's Managing Director.

In total there were 17 ITS TYME programmes planned for the year, predominantly in Gauteng. Provision was also made to run programmes in the KwaZulu-Natal, Western Cape and North West provinces. The programme intended to reach 600 unemployed youth and JASA partnered with several youth organisations to ensure this goal was reached. These organisations are in regular contact with unemployed youth throughout the country and these partnerships ensured that the ITS TYME programme reached the youth that have the greatest need.

"Although the out of school market is a challenging market in which to work, the need for this programme most definitely outweighs the risk. Junior Achievement's main purpose is to shape young entrepreneurs and to nurture entrepreneurial thinking, and we believe we are perfectly positioned to make a positive impact on the lives of unemployed youth in South Africa," concluded Linda McClure.



## New Experiential Entrepreneurial Programme Material Launched

**Junior Achievement South Africa has announced the launch of its new interactive, image based programme material ensuring that its programmes continue to take the lead in experiential enterprise education in South Africa.**

JASA identified the need to enhance and improve its programme material to ensure that the material remains exciting, interactive and learner driven. The main objective of this improvement was to create interesting learning material for learners through picture based activities that could support existing programme material and improve the understanding of important business concepts.

JASA contracted Trainiac to develop the new material, a company specialising in visually mapping learning content and crafting discovery-based activities which facilitate faster learning and higher content retention and application. After several months of research and development, Trainiac presented a programme kit for the Mini Enterprise and Entrepreneurship Academy Programmes consisting of:

1. An interactive map representing two entrepreneurial environments:
  - a) a Junior Achievement mini-company running in a school environment; and
  - b) a properly functioning production business in a real-world environment.
2. A board game and activity cards used in a variety of interactive learn-by-doing activities, including a card based business simulation.

The new material was piloted in 2013 at a Mini Enterprise Programme at Hulwazi Secondary School in Daveyton, funded by Spar South Rand. The pilot programme was extremely successful and feedback from both learners and facilitators has been excellent. The learners were eager to participate and the interactive material ensured that they enjoyed their programme sessions immensely. Upon completion of the pilot phase, all of JASA's 2014 Entrepreneurship Academy and Mini Enterprise Programmes will incorporate the new material.

"By providing for our learning material to be even more interactive, not only are we ensuring that we utilise maximum experiential learning methods in our programmes, but we are hoping this will assist in a planned move towards the development of a digital learning platform, allowing us to scale up and reach learners in deep rural areas where physical programme facilitation is not always possible or practical," noted Linda McClure.



## JASA Board of Directors

Ms Wendy Luhabe	Patron	Defining Moments
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### NON EXECUTIVE DIRECTORS:

Ms Dolly Mokgatle	Board Chair Executive Director	Junior Achievement South Africa Peotona Group Holdings
Ms Donna Oosthuysen	Managing Director & Country Officer	Citi South Africa
Dr Dominik Heil	Managing Director	Reputation Institute South Africa
Ms Humaira Choonara	Executive Manager Human Resources	Transnet Freight Rail
Mr Mohale Ralebitso	Marketing Executive	
Ms Wendy (Karlson) Beetge	Head of Transformation	Oracle South Africa
Mr Eric Mabuza	Attorney	Mabuza Attorneys
Mr Chris Lister-James	Director	Vantage Capital

### EXECUTIVE DIRECTORS:

Ms Linda McClure	Managing Director	Junior Achievement South Africa
Mr Abdul Rajah	Director	Junior Achievement South Africa
Ms Nelly Mofokeng	Finance Director	Junior Achievement South Africa





Ms Dolly Mokgatle



Ms Donna Oosthuyse



Dr Dominik Heil



Ms Humaira Choonara



Mr Mohale Ralebitso



Ms Wendy (Karlson) Beetge



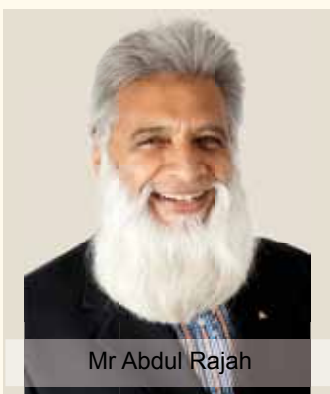
Mr Eric Mabuza



Mr Chris Lister-James



Ms Linda McClure



Mr Abdul Rajah



Ms Nelly Mofokeng

## Report of the Board Chair

**It is once again a pleasure to present the Junior Achievement South Africa annual financial statements and report for the year ended December 2013.**

Once again we have managed to increase our learner reach by 17%. This increase is particularly impressive in the light of the funding challenges many non-governmental organisations (NGOs) are experiencing. The success of the primary school Environmental Entrepreneurs Programme has once again contributed significantly to the increased learner reach during the year.

It is noteworthy that the actual contact hours across all programmes remains high, bearing testimony to the intense nature of both the high school programmes and the newly launched out of school youth enterprise development programme, ITS TYME. Our learners have also achieved well outside of their participation in our programmes, with two of our alumni being included in the Mail and Guardian's 200 Young South Africans list and a team of alumni who participated in the Social Innovation Relay competition, winning the Education Outreach Programme in commemoration of Heritage Day. The team had to present the best ways for SA to preserve and promote South African cultures and state the many challenges our cultures face in order to survive.

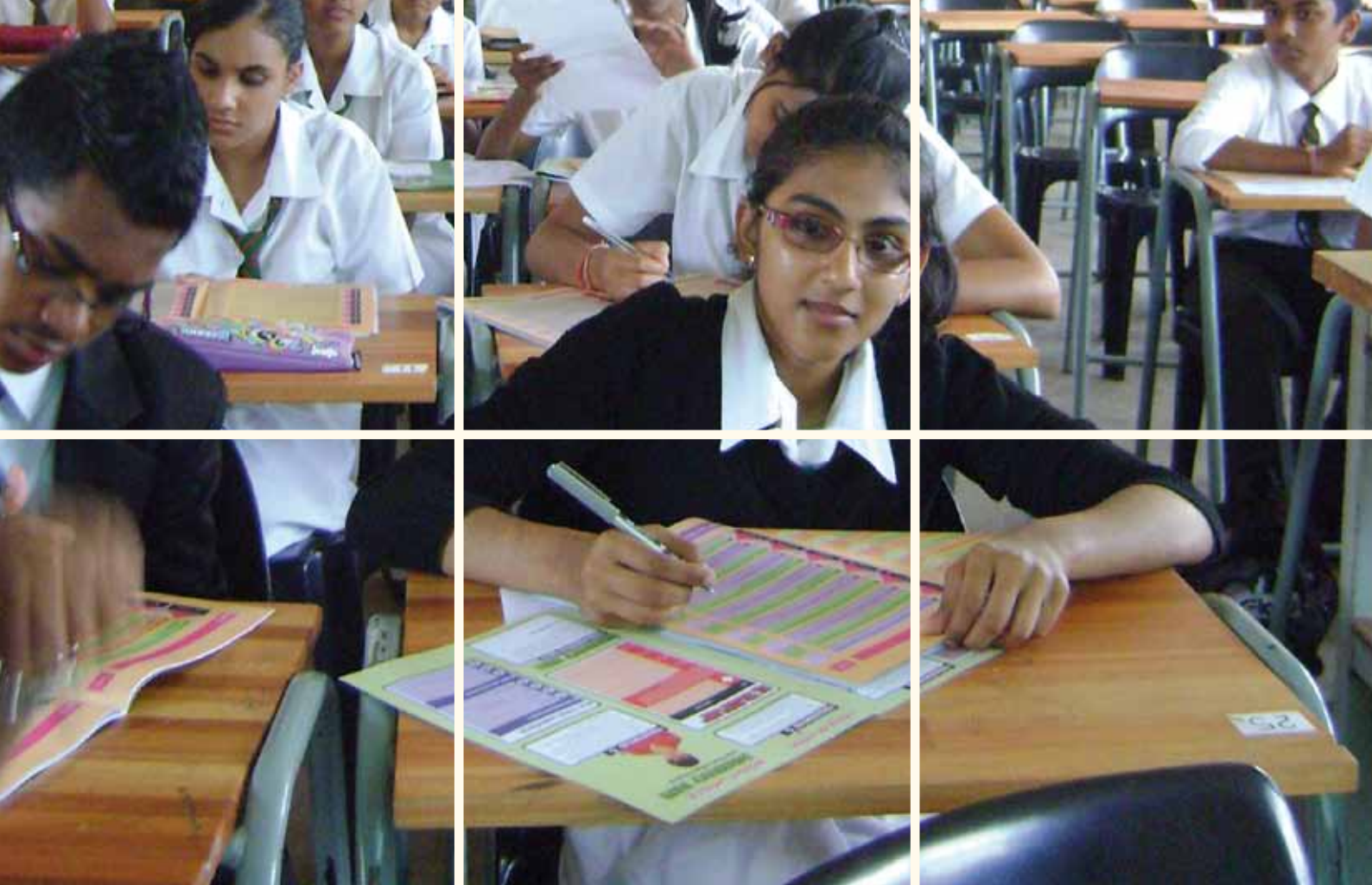
I was indeed privileged to attend the JA Africa Regional Company of the Year competition in Swaziland in early December. With teams from 10 African countries participating and vying to be awarded the best African mini company of 2012, the enthusiasm, energy and business knowledge of these learners was truly inspiring. Together with members of the JA Africa Regional Board and the team from the JA Africa regional office, we witnessed first-hand the positive impact of the JA programmes on the lives of young Africans.



MS DOLLY MOKGATLE

The importance of the work of JASA in providing engaging entrepreneurial programmes with the aim of fostering confident, empowered young people who are possibility seekers and creators of opportunities, is evidenced by the consistently high levels of youth unemployment. The critical need for entrepreneurial education in the school environment has been further supported by recent research conducted by the Omidyar Network, in partnership





with the Monitor Group, where researchers observed that schools “are not seen to devote enough time to teaching entrepreneurial courses. As such, school leavers are not well equipped to manage new firms”. In South Africa and globally, studies are showing that companies are not major creators of jobs, creating an opportunity to support entrepreneurship.

While remaining focused on in school entrepreneurial delivery, the formal launch of the out of school enterprise development programme ITS TYME, funded by Absa, takes JASA into the out of school youth enterprise development field. This exciting new project, at the request of a funder which has supported JA for many years, is based on the in-school programme. The incubator style programme will ensure practical business experience for the students, who will leave the programme with a business up and running. With four countries currently engaged in this initiative, it is hoped that it will grow across the continent, firmly positioning JA as the leader in addressing youth unemployment in Africa.

Another exciting new initiative is the development of a digital programme, based on the high school Mini Enterprise Programme. Through generous funding from JP Morgan, the programme will be developed onto a highly interactive e-learning platform, allowing for learners to self-facilitate on a programme. This programme will provide JASA the opportunity to expand their reach into particularly rural areas where facilitators are not available or travel costs are too high to allow for a facilitated programme. We are looking forward to the official launch of this programme in 2014.

On behalf of the Board, I wish to express sincere appreciation to our funders, many of whom have funded us for a number of years, and to the dedicated JASA staff. I am convinced that JASA, as an organisation, which has quietly and consistently been working with young South



I had a positive experience during the programme. From putting on my JASA shirt and letting the world know that I am a member, to getting my hands dirty during the production process, I pulled it off. This was a great experience for me. Obakeng Moreroa, Makgetse High School, Hammanskraal JASA Entrepreneurship Academy Programme, funded by Investec

Africans for over 33 years, plays a significant role in the development and empowerment of our youth.

I thank all my fellow board members who volunteer their time in support of JASA and look forward to working with the entire team in 2014. To JA Africa and JA Worldwide, thank you for your continued dedication and support of these much needed and exciting programmes.

God bless

**Dolly Mokgatle**

Board Chair





## Managing Director's Report

**The past year has been an exciting one of programme development and increased awareness of our excellent entrepreneurial programmes delivered to learners across the country.**

We managed to once again increase our learner reach by 17% and to raise 98% of the budgeted funds required. With continued excellent relationships and ongoing funding from a number of key funders, we reached a total of 22 753 learners. It is also of interest to note total learner contact hours for the year of 487 942, bearing testimony to the intense nature of a number of our programmes.

The year commenced with the consolidation of our four year strategic plan, with the five key goals being:

- to nurture entrepreneurial thinking, particularly at primary school level;
- to promote entrepreneurship as a viable option for economic participation and as a career choice among school learners;
- to reposition the brand and expand our marketing activities;
- to be the leader in the field of entrepreneurial education; and
- to develop and implement a sustainability strategy.



LINDA MCCLURE

The need for our work in the school environment has again been affirmed by the Global Entrepreneurship Monitor South Africa 2012 and through research conducted by the Omidyar Network, entitled Accelerating Entrepreneurship in Africa. Both reports comment on the essential requirement of entrepreneurial education being offered at school level, in order to increase entrepreneurial activity in South Africa.

"The introduction of entrepreneurship education as a compulsory subject in primary and secondary schools is important to inculcate a positive attitude towards entrepreneurship and self-employment as a viable future career choice." (Global Entrepreneurship Monitor 2012 South Africa (Natasha Turton and Mike Herrington))

The Accelerating Entrepreneurship in Africa report





recommends the inclusion of entrepreneurial and vocational training in the education system, so that learners are exposed to entrepreneurship from a young age.

At primary school level, the success and impact of the Environmental Entrepreneurs Programme has been unprecedented. Launched in 2012 with generous funding from HSBC, to date 24 770 learners have participated with 14 884 in 2013. The demand from educators for continued implementation of the programme continues unabated. Being aligned with the school curriculum ensures their support and engagement.

Towards the end of the year, we completed a survey of learners and educators who participated in the programme, to determine the programme impact. 45 of the 50 participating Gauteng schools completed the survey and the results were exceptional.

There has been a definite increase among the participants in awareness of the need to keep the environment clean, save energy and not pollute. Results also indicate that learners have changed their behaviour and taken action to ensure that they keep their environment clean. In addition, all schools indicated that the programme had an impact on the environment around the school, with some schools starting to clean their own school grounds and other schools cleaning the environment around the school.

Schools that started their own recycling programmes reported that the Environmental Entrepreneurs Programme was the impetus behind it. All schools involved highly recommend the continuation of the programme in their schools.

The evaluation report complete with answers to specific survey questions is available upon request.



**JASA has equipped me with the necessary skills to establish my own business. The programme has increased my business knowledge and provided me with a direction for my future.**

**Lerato Nxumalo, Malefo High School, North West Province  
Mini Enterprise Programme, funded by Anglo American  
Chairman's Fund**

The primary school financial literacy programme, JA More Than Money, also funded by HSBC, has continued very successfully in schools for the past five years, consistently reaching over 3 000 learners per year.

At the start of the year, we identified the need to enhance and improve our high school programme material to ensure that the material remains exciting, interactive and learner driven. The main objective of the improvement was to create interesting learning material through image based activities that could support existing programme material and improve the understanding of important business concepts.

1. An interactive map representing two entrepreneurial environments:
  - a. a Junior Achievement mini company running in a school environment; and
  - b. a properly functioning production business in a real-world environment.

These environments illustrate the various functions of several business processes in both a JA mini company and an actual production business, e.g. different management positions and their roles and responsibilities, various ways of acquiring start-up capital and methods of product quality control.

2. A board game and activity cards used in a variety of interactive learn-by-doing activities, including a card based business simulation.

The new material has been extremely well received by learners and facilitators alike and will be launched officially in 2014 across all our high school programmes.

An exciting project which commenced at the end of the year is the development of a highly interactive e-learning programme for high school learners. This project has been made possible through the generous support of JP Morgan. Using the new programme material as a basis, the aim of the interactive digital programme is to facilitate entrepreneurial learning where a suitable facilitator is unavailable, and will enable us to deliver programmes in a more cost effective and efficient way, particularly in the rural environment.

The participation in the digital learning programme will still require the students to start up and run a real business, thus retaining the highly valued and impactful experiential nature of the JA programmes. Milestones will be incorporated into the programme and will be remotely measured through a learner management system. The piloting of this new programme will take place in the second half of 2014.



In order to increase the awareness of our programmes and their impact and to strongly position the brand, a full visibility strategy has been developed and implemented. A key aspect of this strategy was the use of social media to raise our profile and engage with relevant stakeholders. The success of this strategy is evidenced by the huge increase in our twitter following with the resultant increase in exposure in mainstream media. It is hoped that this strategy will continue to bear fruit in 2014.

Measuring the impact of our programmes remains a high priority. During the year we contracted an external specialist to review our monitoring and evaluation tools. Although we consistently make use of pre and post knowledge tests, the need to measure the softer skills acquired by the learners through participation in the programmes became evident. A full set of measurement tools has been developed for launch across all high school programmes in 2014, including knowledge tests and a learner self-assessment questionnaire. The results of these tests will be processed and analysed for reporting purposes and will be utilised to determine any necessary improvements to programme content, methodology or facilitation.

Although our work with school learners remains a key focus for JASA, the formal launch of the ITS TYME programme, targeting out of school unemployed youth, was a major new initiative for us in 2013. Through a generous grant from Absa, 327 students completed the programmes facilitated in Gauteng, North West, Western Cape and KwaZulu-Natal.

The ITS TYME initiative is an intensive three to four month programme and students meet once or twice a week for three hours. Based on the acclaimed high school Mini Enterprise Programme, the ITS TYME programme is an incubator style entrepreneurship skills programme for out of school unemployed youth. The objectives of the programme are to:

- train project participants on life skills and basic business education;
- facilitate access to microfinance and financial services opportunities; and
- mentor project participants to use their entrepreneurial and business skills to develop, implement and sustain entrepreneurial ventures that generate income to improve their living standards.

A survey of all graduates off the 2013 programmes was conducted at the end of the year and the results of the survey were extremely positive. A telephone survey was conducted in December with just over 50% of the students who successfully completed the programme. The survey showed that since completing the programme, over 50% of the students surveyed are running their own businesses, and just under 20% are working towards starting their own entrepreneurial





**JASA taught me how to handle pressure and stress when working on challenging activities. JASA allowed me to experience running my own company and what it feels like to be in charge.**

**Luvisha Roopnarain, Greenbury Secondary School,  
KwaZulu-Natal**

**Mini Enterprise Programme, funded by MasterCard**

ventures. Given the current very low entrepreneurial rate in South Africa of just over 7% (GEM report South Africa 2013), we are extremely pleased with the results of the survey and the obvious impact of this programme.

The Junior Innovators' Competition, supported by Investec, continues to bring together learners from diverse backgrounds through their innovative business ideas. Learners who participated in any Mini Enterprise or Entrepreneurship Academy Programmes were invited to apply for the second Junior Innovators' Competition, 40 of whom were then selected to participate in the week long entrepreneurship training workshop at Investec in Johannesburg. During the final workshop, JASA alumni worked as mentors and assisted learners in refining their business ideas by exposing them to the basics of business, micro-economics, business ethics and ways of improving their entrepreneurial potential.

The 2013 winner of the competition, who was announced at a gala dinner hosted at Investec, was Kholofelo Ramalepe from Motse Maria Secondary School in Limpopo, who walked away with 1st prize of a R60 000 bursary towards her studies, for her innovative melodic fishing rod – a fishing rod with a waterproof motion sensor.

This year we participated actively in the Global Entrepreneurship Week (GEW). During one week each November, GEW inspires people everywhere through local, national and global activities designed to help them explore their potential as self-starters and innovators. These activities, from large-scale competitions and events to intimate networking gatherings, connect participants to potential collaborators, mentors and even investors, introducing them to new possibilities and exciting opportunities.

JASA launched the week on 18th November with an event that brought together Junior Achievement stakeholders and other organisations dedicated to increasing entrepreneurship in South Africa. The event highlighted several of our up-and-coming alumni, allowing them to share their entrepreneurial journey and how their Junior Achievement experience made it possible. We also hosted an inspiring networking event for our ITS TYME alumni, during which experts on specific aspects of business were available for advice and guidance.

We were thrilled to learn that two of our successful alumni, Nthuthuko Shezi and Happy Khambule, were included in the Mail & Guardian newspaper's 200 Young South Africans edition for 2013. This is the eighth year that the Mail & Guardian have searched for 200 young, inspiring South Africans to feature, with their researchers independently scouring the country for three months for interesting young people doing amazing things. This certainly fills us with pride and renews





our commitment to reach as many young people as possible through our interactive, practical entrepreneurial programmes.

Funding permitting, the JA Africa region hosts an annual company of the year competition, where winning learner companies from around the continent come together to compete for the JA Africa Company of the Year Award. The South African mini company selected from out of approximately 20 mini companies was that of a group of learners from JM Ntsime High School in the North West Province. Four learners representing this company travelled to Swaziland to participate in the regional competition.

During the competition week, the learners were required to design and manage a trade exhibition stand for their mini company. They also had to complete a four minute company presentation explaining their company performance, and sit through a panel interview where judges quizzed the teams on their company reports and overall team performance. Our team equipped themselves extremely well, but competition was stiff and the team from Kenya won with their excellent concept of recycling synthetic hair extensions as filling for cushions and pillows.

The year has been one of many successes and new developments. We are all extremely appreciative of the support of our funders and partners as we continue to contribute to the meaningful economic participation of young people through nurturing entrepreneurial thinking and attitudes.

I wish to express my sincere appreciation to the JASA team who have ensured, through hard work and dedication, that we have met our goals and objectives for the year. Thank you also to our Board of Directors who generously volunteer their time to assist and guide our work, and in particular our Board Chair, Ms Dolly Mokgatle.

With the launch of new programme material and the development of a digital learning component, while continuing to facilitate programmes across the country, 2014 promises to be exciting and fulfilling for us all, which we look forward to with enthusiasm.

A handwritten signature in black ink, appearing to read 'Linda McClure'.

**Linda McClure**  
Managing Director

# National Programmes Manager's Report

**The programmes team has had a very successful year and although there were some challenges, the members of the team worked well together to end the year on a positive note.**

A highlight of the year was the development and piloting of the new programme material for the high school programmes. The aim of this new development is to engage the learners more fully and in a more fun way, encourage self-learning on the part of the programme participants and to minimise reliance on the teaching skills of the facilitator.

The new material includes a learning map which depicts the environment of a JASA programme in school and a real production business outside of school as well as the various management positions and business scenarios. The map enables the facilitator to use a learner-centric approach rather than reading from the manual. There are also several card and board game activities that will encourage the learners to discover business principles through practical application.

The new materials were piloted during a programme at Hulwazi Secondary School in Daveyton, and were well received by the learners.



**JOANNE BENDER**

Another highlight of the year was the generous grant received from JP Morgan for the development of a digital version of the high school programme. The new paper-based games and activities will form the basis for the design of the digital material.

The software development has already begun and will take approximately five months to complete. This is an extremely exciting initiative and has the potential to greatly increase our reach into the rural areas of South Africa particularly. One of the main challenges in the design of the digital platform is how to take a very practical and group oriented programme and implement it without facilitator intervention. The programme will use a highly interactive user interface to guide the learners, individually and as a group, through the stages of the Mini Enterprise Programme. A learner management system with data being sent to the JASA national office in Johannesburg will track the progress of each learner and company on the programme. The digital



platform is being designed in such a way that no internet access will be required during the actual running of the programme, thus ensuring we can reach remote rural areas with limited access.

Having assessed other digital programmes that we have had sight of, it appears that JASA will be the leader in moving onto an interactive digital learning platform, although the standard facilitated programme will still remain a key component of our offering.

This new digital programme will be piloted in the second half of 2014 at a number of urban and rural schools. We will be piloting three different implementation scenarios to garner the best possible information on optimum programme implementation.

One challenge that we faced during the year, was the sudden resignation in July of the coordinator for the out of school programme. Ishshah Bashe joined JASA in September on a three month contract to take over the coordination of these programmes and has subsequently been offered a permanent position.

### Entrepreneurship Academy Programmes

Ten Entrepreneurship Academy Programmes, funded by Investec, were implemented across the country in 2013, reaching 388 learners.

As part of the Academy Programme, the learners participate in a field trip to show them a real operating business and allow them to interact with local entrepreneurs. One of the most memorable field trips was to Scratch Mobile Panelbeaters at OR Tambo International Airport. It is owned by Ntuthuko Shezi, an alumnus of JASA. He speaks very highly of JASA and how he draws on that experience even after many years. It is very motivating for our learners to meet with someone like Ntuthuko who has succeeded so well in his business.



# National Programmes Manager's Report continued

Although there have been some learner commitment challenges and we will not be returning to a few of the schools where we worked this year, the programme remains one of high impact, providing for a more comprehensive entrepreneurial experience for the learners than that of the shorter Mini Enterprise Programme.

One highlight of this programme in 2013 was its success with the programme at JM Ntsime High School in North West Province. The two companies formed during the course of the programme had sales of R16 406 and R19 624, with net profits of R6 980 and R6 313 respectively. The first company received the Company of the Year for South Africa award and represented South Africa at the JA Africa Company of the Year Competition in Swaziland in early December. The principal of the school and the learners were very excited. The success of this programme was due to the commitment and passion of our agent in the North West Province, Zipporah Segabetla, and her husband Jo.

Although the team did not win the JA Africa competition, which was won by a team from Kenya, the experience for the group of four learners to travel to Swaziland and meet and interact with learners from nine other African countries was invaluable. The required presentation to and interviews by the judges also served as excellent experience, which will stand the learners in good stead as they leave school to embark on their own business careers.

## Mini Enterprise Programme

Forty three Mini Enterprise Programmes were delivered in 2013 to 1 612 learners.

Of particular note is the 11 Mini Enterprise Programmes funded by MasterCard. In line with the focus of MasterCard on the development of women, the programmes were run in either all girls schools or the majority of learners accepted onto the programmes were girls. These programmes proved to be very successful, with 464 girls participating.

We have reviewed the method of implementing the Mini Enterprise Programme and some changes will be made for 2014. The learner selection process will be made more rigorous, to avoid the pre selection of learners by educators prior to our first programme marketing session. In future we will specifically address the entire grade thus, increasing the number of learners to which the programme is presented. This will increase our chances of recruiting learners who truly want to participate in the programme, not simply those that the educator wishes to have participate. We are hopeful that this will address the learner drop offs we have experienced on some of the programmes this year.

The aim is to receive more applications than the available spaces on a programme and apply a selection process similar to that applied to the Entrepreneurship Academy Programme. We aim to elevate the perceived value of the programme to the level that we know it to be.





We will continue to increase the level of facilitator training and monitoring in 2014. Much was done in 2013 to improve the training of the facilitators and it has proved to be successful, as shown in the accuracy and level of detail in the programme documentation received. However, we believe that some facilitators have been assigned to programmes without them understanding the learning environment and the potential challenges. Since there has recently been much more interest from candidates wanting to be facilitators, we have the advantage of a larger pool from which to select, and potentially more facilitators than we need at any one time. Therefore we can require that candidates make several visits to current programmes before being assigned one of their own.

### JA More than Money

The JA More than Money Programme, funded by HSBC, continues to be very effective in teaching financial literacy to grade 5, 6 and 7 learners. It is also a very popular programme with the learners and educators alike. Many educators request that we leave the board games used in the programme in their classrooms for use continuously throughout the year. In addition, a number of them have commented on how the programme is effective in supplementing English literacy learning. The JA More than Money programme reached 3 468 learners this year.



### Environmental Entrepreneurs Programme

The Environmental Entrepreneurs Programme has again proved extremely popular. We reached 14 884 learners in 2013, which exceeded our original goal of 13 950. A survey was conducted with 45 Gauteng schools who had participated in the programme either in 2012 or 2013 or both. The results were overwhelmingly positive. Not only did the programme appear to change the behaviour of the learners related to picking up rubbish around the school and starting recycling programmes, but it also developed other skills through the methodology of the programme implementation.

The learners improved their communication skills which increased their self esteem and self confidence. Creativity was encouraged through the practical activities and the learners greatly improved their ability to express themselves. Social skills were developed as the learners had to work together in groups to share ideas, make plans, delegate tasks, share materials and deliver products.

The facilitators on the programme also witnessed bonding between educators and learners. Many educators reported that the programme was very insightful, not only for the content, but also for learning different methods of teaching and understanding how group work can be effective as a teaching methodology.



# National Programmes Manager's Report continued

## ITS TYME Programme

17 programmes funded by Absa were implemented in 2013 and 327 students completed the programme. Based on the highly successful in school programme, ITS TYME has been developed specifically for the out of school youth unemployed market and students between the ages of 18 and 35 are selected onto the programme. The grant is a regional grant between four implementing countries – Kenya, Zambia, Tanzania and South Africa.

The design of the programme is based on the Mini Enterprise Programme. However the number of company members is much smaller on the ITS TYME programme; there can be anything from one member to four or five. When the students have completed the life skills and business education portion of the programme, they are required to start a business. They then continue with the business incubation phase of the programme and the facilitator acts more like a mentor. Each company must report back each week on the progress made towards their sales targets and produce accurate financial records kept during the week.

Partnering organisations such as Khulisa, Afrika Tikkun and Siyafunda CTC are used to access potential students who have participated in previous programmes such as life skills or other skills training. It has been observed that these students are more successful on the ITS TYME programme than those taken 'off the street'.

Given the very real challenges we face in working with young unemployed students, many of whom have never been employed or earned their own money, have come through a substandard education system and struggle with a number of socio economic issues, we are very pleased to have managed to retain an average of 50% of students on the programme.

Based on the focus group discussions conducted at the end of each programme and student interviews during site visits, it is clear that the programme has a significantly positive impact on the students. Many of them reported that although the programme was difficult and they faced many challenges along the way, they learned a great deal. Those students who had attempted starting a business before were particularly impressed with the section on record keeping. They reported that this knowledge allowed them to see exactly what their expenses were and if they were making a profit.

The telephonic mentoring of the students who have completed the programme continues successfully. One partner in each of the newly established businesses is contacted every two weeks for two months after programme completion of the programme and thereafter once a month for four months. Zandile Nkabinde, the mentor, reports that many of the alumni she contacts are grateful for the support and to have someone to talk to about their businesses.

A telephone survey was conducted in December with all the students who successfully completed the programme. The survey showed that although some are not currently running businesses, they have not given up on their entrepreneurial dream. The programme has helped them to continuously look for opportunities and gaps in the market. Most of those surveyed also reported

that the programme has made them better individuals. They are now more independent but also effective team players.

We are very pleased that the grant from Absa has been renewed for 2014 and planning for the new programme implementation has already begun.

### **Special Projects**

#### **Social Innovation Relay**

The Social Innovation Relay, an initiative of Junior Achievement supported by Hewlett Packard, was implemented in the Gauteng and the Free State provinces this year. The Social Innovation Relay is a global competition organised in collaboration with HP that challenges secondary school learners to develop an innovative business concept that addresses a social need. In 2013 there were 19 countries that participated.

Introductory workshops were conducted for 795 learners who then completed an online quiz, after which they formed 183 teams with a maximum of five members per team. Each team submitted an innovative business concept and the top 20 teams were selected by a panel from JASA. These top 20 teams then further developed their idea into a concept paper and the papers were judged by a panel of HP volunteers, who selected the final top 10 teams. These teams met in the HP office in Johannesburg for three days of mentoring, prior to presenting in the national final of the competition on 27 June. The winning team from Equisweni High School went onto compete in the Global Final on 9 July, which was won by a team from India.

#### **BlackBerry Innovation Camp**

On 17 May an Innovation Camp funded by BlackBerry was conducted at Gold Reef City. Launched through JA in Europe, three prescribed challenges centering on using technology as a possible solution were issued, from which we selected one for the learners to solve during the day. It was a much more thought oriented activity than the very active camp ran last year, with a clear STEM (science, technology, engineering and maths) focus. There was also an online global final but as it took place during June when our learners were busy with exams, we only participated in the one day camp activity and the winning team unfortunately did not compete in the global final.

### **Conclusion**

This year demonstrated the cohesiveness that has been cultivated in the team and the positive results it can produce. I look forward to the improvements that we will continue to make to the programme materials and implementation processes.

**Joanne Bender**

National Programmes Manager

# Marketing Report

**Following on from the successful brand re-alignment in 2012, the 2013 marketing focus was to generate conversations about Junior Achievement South Africa and entrepreneurship within the communities in which we work, through various social media platforms.**

JASA acquired the services of an experienced social media publicist to assist with our social media strategy and provide support for our campaign. The results of our social media efforts have been impressive, with our Twitter followers increasing from 337 followers in April to 2 400 followers in November 2013, an astounding 1 400% increase in just eight months. Our existing Facebook Group, Junior Achievement South Africa Alumni, has continued to grow steadily. Beginning the year with 450 group members, we managed to end with 576 active group members. We also launched a Facebook page, Junior Achievement SA, which acts as an extension of our Twitter feed, elaborating on important tweets and advertising JASA's activities.

The increased activity on our social media platforms has led to increased public awareness of our work and the attention received from traditional media is a clear indicator of this.

We also exhibited at the annual Trialogue – Making CSI Matter conference as well as RMB's first Beyond Painting Classrooms Conference this year. These conferences certainly achieved their objectives and provided JASA with the opportunity to connect with various stakeholders. The exhibition at the RMB conference was particularly unique in that we were requested to engage delegates practically in our programme activity. We provided them the opportunity to make their own beaded products, cost the product and determine the sales breakeven point exactly the way our learners are required to. The JASA stand was consistently busy and many good connections were made over the three days.

JASA hosted several activities during Global Entrepreneurship Week (GEW) in November. The launch of JASA's GEW activities took place on 18th November 2013 and brought together Junior Achievement stakeholders and other organisations dedicated to increasing entrepreneurship in South Africa. The event, hosted by Metro FM DJ and MC, Carol Ralefeta, a successful entrepreneur in her own right, highlighted several of Junior Achievement's up-and-coming alumni, allowing them to share their entrepreneurial journey



**SAMANTHA VAN NISPEN**





and how their Junior Achievement experience made it possible. The event allowed our alumni to connect to various other stakeholders in the entrepreneurial field, stimulating conversations around entrepreneurship. To maximise the conversation and to ensure that people from far and wide were able to engage with people at the event, guests were encouraged to utilise social media in their entrepreneurial conversations, using the #GEW2013 hashtag. The event was a major success and we were able to get the #GEW2013 hashtag trending in Johannesburg during the evening.

The second annual Junior Innovators Competition was held in September this year, in partnership with Investec. The competition, open to all 2013 JASA Mini Enterprise and Entrepreneurship Academy Programme learners, required applicants to submit an innovative business idea for judging. The standard of the ideas submitted was excellent and 40 of the 200 ideas received were selected for the finals, which were held at Investec's offices in Sandton, Johannesburg. All 40 finalists then participated in a week-long entrepreneurship training workshop, during which the mentors, all JASA alumni, played a role in helping learners refine their business ideas by exposing them to the basics of business, micro economics, business ethics and ways of improving their entrepreneurial potential. At the end of the week, the finalists were required to present their innovative business ideas to a panel of judges and the winner was announced at a gala dinner. Kholofelo Ramalepe from Motse Maria Secondary School in Limpopo walked away with 1st prize for her innovative melodic fishing rod - a fishing rod with a waterproof motion sensor. Kholofelo completed her Mini Enterprise Programme, funded by MasterCard, earlier this year. Kholofelo's bright idea and excellent presentation skills earned her a R60 000 bursary!

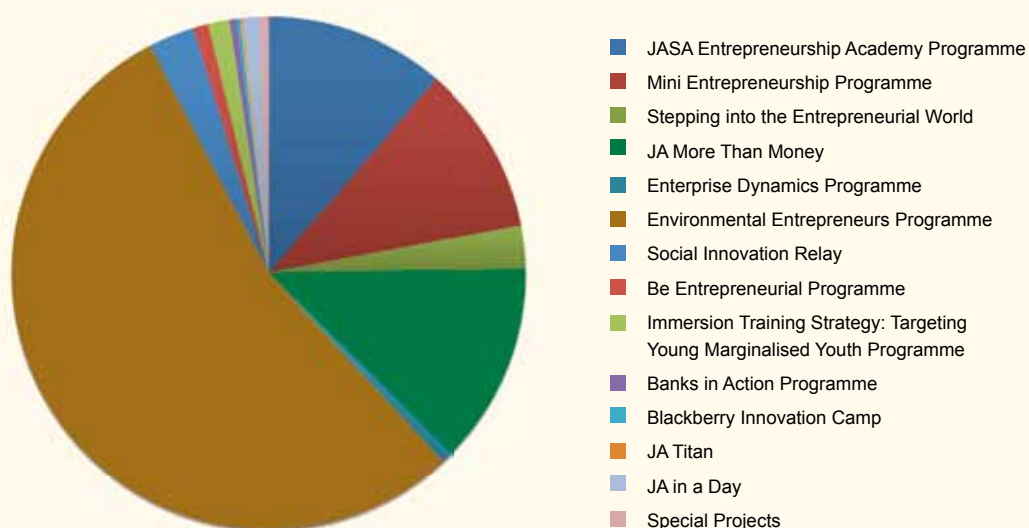
This year JASA's marketing efforts proved extremely effective and we will focus on building on this success in 2014.

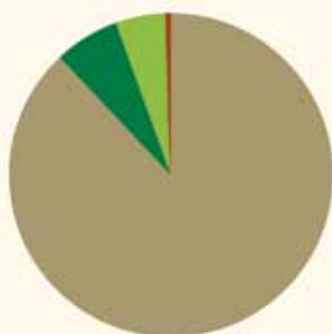
**Samantha van Nispen**

Marketing and Communications Co-ordinator

## Programme Impact

TOTAL LEARNER INTERVENTIONS	
JASA Entrepreneurship Academy Programme	3 104
Mini Enterprise Programme	2 944
Stepping into the Entrepreneurial World	746
JA More Than Money	3 468
Enterprise Dynamics Programme	210
Environmental Entrepreneurs Programme	14 884
Social Innovation Relay	795
Be Entrepreneurial Programme	260
Immersion Training Strategy: Targeting Young Marginalised Youth Programme (ITS TYME)	367
Banks in Action Programme	127
Blackberry Innovation Camp	69
JA Titan	40
JA in a Day	280
Special Projects	160
<b>TOTAL</b>	<b>27 454</b>

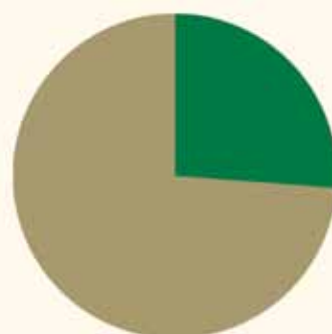




#### LEARNER DEMOGRAPHICS

RACE	%
Black	88
Coloured	6
Asian	5
White	1

■ Black  
■ Coloured  
■ Asian  
■ White



#### GENDER BREAKDOWN

GENDER	%
Male	26
Female	74

■ Male  
■ Female

**TOTAL LEARNER NUMBERS: 22 753**

## Participating Schools

GAUTENG		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
Alberton High	Balmoral College	Africa Tikkun Centre Alexandra
Allanridge Secondary	Benwelang Primary	Attridgeville Jewellery Project
Bophelong Secondary	Bohlabatsatsi Primary	Duduza Siyafunda CTC
Dawnview High	Carter Primary	Eersterust Civic Centre
Eqinisweni Secondary	Chief Luthuli Primary	Ubuntu Community Empowerment Centre
Florida Park High	Denver Primary	Kalipha Development Centre
Hulwazi Secondary	Ditau Primary	Mogale Community Centre
J.Kekana Secondary	Dr Knak Primary	Tshepo-Themba Youth Centre
Lamula Jubilee Secondary	Ebony Park Primary	Umthambo Wdwazi CTC
Letsibogo Girls Secondary	EPC Primary	Ratanda Siyafunda CTC
Madiba Comprehensive	Ezazi Primary	SECOPA
Makgetse High	FF Ribeiro Primary	Thokoza Siyafunda CTC
McAuley House	Garsfontein Primary	Wits Reproductive Health Institute
Meyerton High	Goedehoop Primary	Khulisa Centre Tembisa
Nelmapius High	Ithute Primary	Sakhile Recreational Centre
PHL Maraka High	Job Maseko Primary	
Ponelopele Oracle Secondary	Kensington Primary	
Princess High	Kgalema Primary	
Qedilizwe Secondary	Leratong Primary	
Ratshepo High	Madingoane Primary	
Roshnee Islamic School	Magaret Gwele Primary	
Sandtonview Combined	Mokorotlo Primary	
Senaoane Secondary	Morakoma Primary	
Sikhululekile Secondary	Moretele Primary	
Sunward Park High	New Comet Primary	
Tembisa High	Ramaphosa Primary	
Tikakula Secondary	Sandtonview Combined	
	Selepo Thema Primary	
	Tshimollo Primary	
	Usindiso Senior	





KWAZULU-NATAL		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
Crystal Point Secondary	Acacia Primary	Umgeni Local NYDA Youth Office
Durban Academy	Barracuda Primary	
Ganges Secondary	Briardale Primary	
Greenbury Secondary	Carrington Heights	
Grosvener Girls	Everest Primary	
Grosvener Boys	Ferndale Primary	
Indorsa High	Lotusville Primary	
Kingsway High	Mounthaven Primary	
Merebank Secondary	Parkvale Primary	
Monat Park High	Paul Sykes Primary	
New Forest High	Redfern Combined	
Newlands East Secondary	Roseland Primary	
Ridge Park College	Trenance Park Primary	
Sibusisiwe High	Tyburn Primary	
Strelitzia Secondary	Umhloti Primary	
Thubelihle High	Verulam Primary	
Thembalentsha High	Waterloo Primary	
NORTH WEST		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
Mabogopedi Secondary	Agonkitse Primary	Bethanie Tribal Council
Northam Comprehensive	Bakgofa Primary	Orbit FET College
St Annes High	Bakubung Primary	
JM Ntsime High	Barseba Primary	
	Bothibello Primary	
	Dimapo Primary	
	Gobakwang-Bogosi Primary	
	Leema Primary	
	Mabeskraal Primary	
	Maologane Primary	
	Module Primary	
	Moetlo Primary	
	Molotsi Primary	
	Montsaimasa Primary	
	Montsisi Primary	
	Modikwe Primary	
	Mperebore Primary	

## Participating Schools continued

MPUMALANGA		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
AM Mashego Secondary	Cardina Akademiese	
Phaala Secondary	Carolina Combined	
Zikodze Secondary	Maminza Primary	
Zinikeleni Secondary	Mbokodo Primary	
	Sindzawonye Primary	
	Sobhuza Primary	
	Violet Jiyane Junior Secondary	
	Vukasambe Primary	
WESTERN CAPE		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
Kensington Senior Secondary	Constantia Primary	The Clothing Bank
Pelican Park High	Delta Primary	
Villiersdorp Secondary	Dennegeur Primary	
	Die Duine Primary	
	Fairview Primary	
	Floreat Primary	
	Heideveld Primary	
	Hillside Primary	
	Hillwood Primary	
	Hyde Park Primary	
	Kannemeyer Primary	
	Mandalay Primary	
	Mitchells Plain Primary	
	Montagu's Gift Primary	
	Parkhurst Primary	
	Parkwood Primary	
	Pelican Park	
	Perivale Primary	
	Prince George Primary	
	Silverstream Primary	
	Spine View Primary	
	Strandfontein Primary	
	Sullivan Primary	
	Wavecrest Primary	
	Zeekoeivlei Primary	
	Zerilda Park Primary	
EASTERN CAPE		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
Jonguhlanga Junior Secondary	Ebongweni Public Primary	SOS Children's Village
St Matthews High	Inkqubela Primary	
	Upper Zimbone Junior	
	Zweli Primary	



NORTHERN CAPE		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
Banksdrift High		
FREE STATE		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
Beacon High		
LIMPOPO		
HIGH SCHOOLS	PRIMARY SCHOOLS	OTHER INSTITUTIONS
Doasho High		
Kgakoa Secondary		
Mokwadibe Secondary		
Motse Maria High		
Mountainview Senior Secondary		



## Success Stories



### CHARLOTTE MIDDLETON

Associate, Arup • JASA Alumnus 1985

I participated in the programme during my Std 8 (Grade 10) year at Northcliff High School. The company that we formed was called 'Ear' and we made earrings. One of my favourite parts was sourcing the raw material which we all did together.

From my perspective there were a few key learnings, which have served me well throughout my career:

- **Set realistic expectations that you can deliver on time, at the right price, with the right quality.** Make sure that your supply can meet demand.
- **Finding the balance between the actual worth of a product, and the customer's perception of worth.** Always make sure that you are factoring in your time as well as materials and packaging to ensure you have a profitable product to take to market.
- **Sometimes other people have better ideas, or do things better than you can - and that's ok.** This has been a tough one for me to learn and I still find it difficult to delegate. I have had to

learn that just because someone approaches work in a different way, doesn't mean that it is wrong or less effective. If you can embrace that difference, you will have a happy team and happy teams produce great work!

#### **Charlotte Middleton today:**

Charlotte is an Associate with Arup (consulting engineers) and is the Marketing and Communications Manager for the Southern Africa region. She possesses a wealth of experience in communication and marketing strategy together with a strong understanding of sustainability in the business environment.

After running her own successful communications consultancy for over eight years, Charlotte joined the National Business Initiative in 1999, ultimately heading up the Sustainable Futures Unit and the communications division ensuring that the NBI engaged member companies to help them develop frameworks for understanding, improving, measuring and communicating their role in society.

Charlotte was one of three editors on a special edition on Africa of the Journal for Corporate Citizenship in 2005 (Greenleaf Publishing, UK); and (with the same team) has published a book on Corporate Citizenship in Africa (Greenleaf Publishing, UK). The journal has now been made prescribed reading for a number of business schools in Europe.



## BRIDGETTE KRISHNEE CHETTY

Executive Human Resources Manager, Makro • JASA Alumnus 2002

I participated in the Mini Enterprise Programme in 2002 when I was in Grade 11 at The Hill High School. During the programme, our company manufactured and sold stress balls and lip balm. We formed a great team and I am still in touch with most of my fellow company members 11 years later!

The programme undeniably helped me decide on my career path and after school I went on to study human resources. At the age of 26, I have worked my way up the ranks to various senior management roles and I am currently an Executive Human Resources Manager for Makro SA based at their Woodmead branch. The programme taught me the fundamentals of the business world and showed me the value of facing all challenges head on, which led me to become a solutions driven person.

In my spare time I also facilitate a Mini Enterprise Programme at Princess High School in Roodepoort. It's great to see that 11 years later JASA is still doing excellent work and changing the lives of so many young people. However there is still a lot of work to do. Currently in South Africa, the gap between learners from school or university and the business world is vast. After matriculating or graduating, young people realise that they are not work ready and often find themselves unemployed. By running programmes like the Mini Enterprise Programme, JASA is able to develop individuals and assist in moulding the next generation for success after school.

The Mini Enterprise Programme also ignited the entrepreneurial spark in me, and I currently run my own photo book business called Picture This. A photo book is the next evolution of the photo album. Using software, I create beautiful coffee table style books of people's personal memories, making use of my client's digital photos. Entrepreneurship is important in South Africa. We need to generate additional sources of job creation, to ensure our country will flourish and unemployment will become a thing of the past. Economic sustainability is key, not only for individuals but for our nation too.

Within the next five years I would like to see myself completing my MBA and moving ahead in my career - possibly into a directorship role - and building my photo book business nationally.

Thank you JASA for the lessons learnt and for guiding my career down this extraordinary path!

Passion, drive and knowledge are key factors to success, I am proud to be associated with JASA and hope to make a difference the way they have!



## Success Stories continued



### THABO AFITLHILE

Actor, Entrepreneur • JASA Alumnus 2007

I began my Junior Achievement journey in 2007 when I was in Grade 10 at Jules High School in Johannesburg, Gauteng. I first completed the Mini Enterprise Programme, which taught me a lot about running a business and helped me see that with hard work and determination, having my own company was possible. I completed the Banks in Action Programme in Grade 11, which allowed me to run my own computer simulated banking empire. Through each of these programmes my self confidence grew and this pushed me to work harder and learn more. The programmes also made me realise that I loved being in front of people and performing, which helped me decide on a career path as an actor and motivational speaker.

Unfortunately my mother didn't live long enough to see the results of all of her efforts in helping me to prepare for the role of Tivo in the television show 90 Plein Street. She died of AIDS a few days before my first appearance. The loss of my mother hit me hard, having a negative effect on my motivation, drive, interest in school and ultimately in life. Fortunately I still had support of the staff at JASA who assisted me in regaining my self-confidence. The reality of my situation was that I had become my sister's sole provider and I needed to look after her financially and emotionally. Both of my parents had passed on and her welfare had become my responsibility. My JASA experience pointed me in the right direction. I started a promotional clothing agency, acting as the coordinator between high schools needing Matric jackets and a clothing manufacturer. Business was good and with help and guidance from JASA and many other people, I was able to provide for my little sister.

Through all of my hardships and struggles in life, my JASA experience has helped me land on my feet and to continue pursuing my dreams. The staff saw beyond my background, rebelliousness and lack of self-confidence. Yesterday I was the Thabo Afithile, who spoke broken English, but today I am a proud TV-film maker, speaker and entrepreneur.

On behalf of myself, and thousands of others, I would like to thank the JASA staff members, facilitators, funders and partners for creating this great organisation which is so dedicated to seeing beyond boundaries and helping the youth of South Africa to realise their potential. I hope that one day the Mini Enterprise Programme is offered in every school across the country, because every schoolchild should benefit from a JASA programme.

## TEBANG NTSASA

Entrepreneur, Youth Mentor • JASA Alumnus 2008

In 2008 I was in Grade 11 when I participated in Junior Achievement South Africa's Life Skills and Mentorship Programme, funded by First National Bank. The sessions were held at FNB Bank City in Johannesburg every Saturday. When I started my JASA journey I was doing science subjects at school and entrepreneurship seemed like a Greek word to me. All I wanted to do after matric was study information technology.

Our mini company launched during the programme was called Synergy and we sold personalised bracelets and key rings. As the personalised bracelets sold better than the key rings and, as general manager of our company, I made an educated decision to invest more money into the bracelets. Our mini company was extremely profitable and after only five weeks of sales, we managed to make a net profit of over R11 000!

I never saw myself as an entrepreneur, but that all changed after my Junior Achievement experience! The programme made me realise my love for business and it also taught me that anything is possible in life. What is important is that you believe in yourself and that you have the confidence that you will be able to achieve your goals. I also met my current business partner, Thabo Serame, during the JASA programme.

Growing up with so many dreams and goals, I am proud to say that today I am an entrepreneur and that one of my main aims in life is to create jobs. I am passionate about youth development, and having volunteered during the LSM programmes in 2010 and 2011, I realised the impact that the JASA programmes have in cultivating young entrepreneurs. I am now co-founder of TT Digital, a consulting and incubating company. I also serve as project administrator for the Youth Leadership and Entrepreneurship Development Programme.

I would like to thank JASA for introducing me to entrepreneurship. If it wasn't for the LSM Programme, today I might have been stuck in a career I hated.



## Success Stories continued



### PHELELA PLAATJIES

Entrepreneur, Youth Mentor • JASA Alumnus 2008

I participated in the Mini Enterprise Programme, funded by Graftech, in 2009 when I was a Grade 11 learner at General Smuts High School. The programme sessions were held at Graftech's offices in Meyerton. Our company's name was Chain-It! and we sold key chains in a variety of colours, shapes and sizes. As the financial accountant for Chain-It! I was responsible for the money side of our business, from costing to profit and loss to balancing our balance sheet.

The programme was a lot of fun, but we also worked hard to ensure the success of our mini company. I remember when our company broke even in the fourth week of business (which was a record at the time) we were ecstatic and we made a tidy profit by the end of the programme!

The programme taught me that the possibilities are endless if you're willing to take the necessary risks. We were selling products at four times their cost price, which in itself was a huge step for us. We all came onto the programme with little or no entrepreneurial experience, but we never questioned what we wanted to achieve.

The success of our business also landed myself and my financial manager (Yolandi le Roux) a trip to attend a Sustainable Development Programme in Bulgaria in 2010, a once in a lifetime trip that I will never forget! I later on went to receive a John Craig award for Entrepreneurial Spirit at our school's prize giving.

It still overwhelms me when I think of how many doors a programme like JASA opened for me, I just had to ensure I wasn't afraid to dive into the opportunities I was given.

These days, I'm a very busy 21 year old entrepreneur. I am currently in my final year of studying towards my B.Com Entrepreneurship and Business Management degree, at the North-West University in the Vaal Triangle. (I'm planning on doing my Honours next year). I'm also in the process of starting up my own mobile beauty salon *and* I'm also a part-time model at Models Unlimited, doing both photographic and ramp work. I also work as an MC and I MC modelling and talent events around the Vaal.



## MAGGIE KANIKI

Procurement Professional Rio Tinto • JASA Alumnus 2005

My first encounter with Junior Achievement South Africa was in 2005 when I was in Grade 10 at Barnato Park High School in Johannesburg, Gauteng. My experience began with the Mini Enterprise Programme, which at first seemed like just another 'fun' extra-mural activity that would keep me busy at school when the school day was over. Little did I know that it was the beginning of a long-lasting relationship with an organisation that would help mould, carve, and prepare me for a future that I didn't quite foresee.

The Mini Enterprise Programme taught me the fundamentals of going into business; it taught me how to be focused, consistent, and precise. It taught me about the market place, marketing strategies, profit margins, etc. Luckily for me the school announced that I had been nominated by my teachers to attend the JASA Success Skills and Banks in Action Programmes during the school holidays in 2006. These two programmes taught me about interpersonal skills in the workplace, managing conflict, working in a team and about the banking system, which all came in very handy as a young employee.

In 2006, I was nominated to become a member of the JASA Youth Council. I also completed the JASA Job Shadow programme in 2007 where I was afforded the opportunity to work at Vantage Capital in Melrose Arch, Johannesburg. Through the Job Shadow Programme I was taught how to act in the workplace.

Today I work as a procurement professional at Rio Tinto, a global mining giant. My role contributes to Rio Tinto's procurement performance as a safe supplier of services to its customers through engagement and active participation in Business Unit safety initiatives.

The future of this country and the continent as a whole lies with our youth, and I personally believe that there's so much potential in each individual. School taught me maths and accounting, and JASA further taught me, among other things, interpersonal skills and how to be a team player. Fortunately for me, I was equipped with the basic tools that I needed to embark on this journey through the various JASA programmes I completed and I firmly believe that we can create a stronger, more empowering nation by exposing more of our youth to these programmes.

For all of this and more, I am eternally grateful!  
Thank you JASA .



## Success Stories continued



### FULUFHELE MISWE

Entrepreneur • JASA Alumnus 2006

When I joined Junior Achievement South Africa it was actually by chance. The truth is I was not supposed to join the programme as at that time JASA did not work in my school. I had a friend Sibusiso Dube who had been part of the programme during the previous year. He was selected to be part of the JASA Youth Council and I really envied the opportunity. So much so, that when he made it onto the Youth Council, I asked him to help me be part of the initiative.

I finally made it onto the 2006 Mini Enterprise Programme sponsored by Danfoss. I was in Grade 11 at Wendywood High School. I wanted to prove myself so much that I was 100% involved; I was dedicated and didn't miss a single meeting and that ensured my success. I was awarded best sales person for the programme selling bath foam packs for my mini company Exquisite Gifts. I sold not only the stock I had but some of my teammates products as well, ensuring we made a great profit. The Mini Enterprise Programme was held at Liberty Community

School and the facilitator, Katlego Moseleggomu, was very helpful, knowledgeable and insightful.

I was not a business-minded person at all but having participated in the programme I got the opportunity to operate a business in an incubator type of environment which ensured that I could make mistakes and learn. I am where I am right now because of the drive I developed during my JASA programme.

Currently I am the owner of a fleet of taxis that operates in the township of Alexandra (I was the youngest person to ever join the association as an owner at the age of 21). Since joining I have not looked back and while I expand my business, I'm also spreading my investments. I own property that I rent out in different areas of Alexandra and Riverpark. I am currently working on two major proposals to start a brick manufacturing company and a piggery. Both are really big undertakings and I hope to create a lot of jobs when they are launched.

My ambition, drive, dedication and passion stem from the great organisation that is JASA. Since the programme I have been unleashed and I pounce on all opportunities that I see. I learned so much but equally the drive I have as an individual determines a lot. I thank God for the opportunity!

Apart from the business elements, I met one of my best friends during my JASA programme; we've been in contact since our Youth Council days. Maggie Kaniki plays an important role in my life. The value of JASA's programmes is far more than entrepreneurial skills it teaches. You learn many life lessons too.





## Finance Director's Report

**The year 2013 has been exceptional for Junior Achievement South Africa. Through active fundraising efforts we started off the year with over R7 million of funding already banked and by year-end managed to achieve 98% of our budgeted income for 2013.**

Total revenue for the year amounted to R11 729 188 (2012: R16 025 435). The reduction in income received from that received in 2012 was as a result of additional income recorded in the accounts of 2012 from funds transferred as a result of the dissolution of the JA Educational Trust, as well as in kind donations received. Actual sponsorship income is R10 591 936 compared to R10 032 777 in 2012, representing a 5% increase.

In 2013 JASA embarked on the development of new Mini Enterprise Programme materials, monitoring evaluation tools, as well as a marketing strategy as approved by the Board as part of our four year strategic plan. The first year of implementation of this strategy resulted in robust media interactions and an increased number of followers on Twitter and Facebook. This extraordinary expenditure resulted in a deficit of R394 921 for 2013, without which JASA would have ended the year with a surplus of R26 043.

The year 2014 promises to be as exciting, with over R6 million in sponsorship income already secured. Continued implementation of the strategic goals is set to raise the organisation to another level.

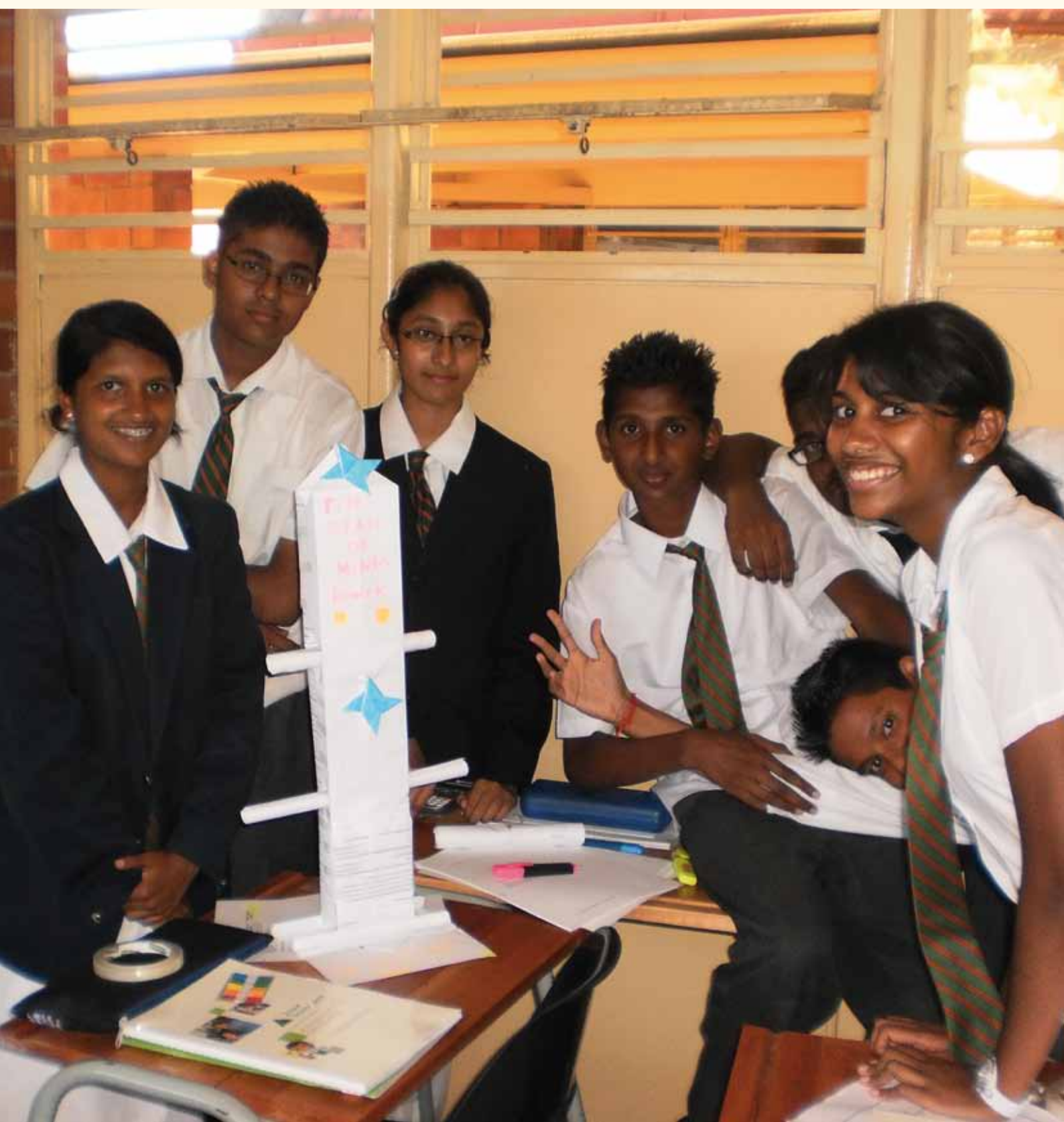


A handwritten signature in black ink, consisting of stylized, cursive letters.

**Nelly Mofokeng**  
Finance Director

NELLY MOFOKENG





# Independent Auditor's Report

## to the members of Junior Achievement South Africa (NPC)

The accompanying abridged financial statements, which comprise the abridged statements of comprehensive income and financial position of Junior Achievement South Africa (NPC) for the year ended 31 December 2013. We expressed a qualified audit opinion on those annual financial statements in our report dated 7 February 2014. Our auditor's report on the audited annual financial statements contained an Other Matter paragraph "Other reports required by the Companies Act"

The abridged 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 annual financial statements. Reading the abridged financial statements, therefore, is not a substitute for reading the audited annual financial statements of Junior Achievement South Africa (NPC).

### Directors' Responsibility for the Abridged Financial Statements

The directors are responsible for the preparation of the abridged financial statements in accordance with the International Standards on Auditing (ISA's) 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 abridged 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 the abridged financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing 810, Engagements to Report on Summary Financial Statements.

### Opinion

In our opinion, the abridged financial statements derived from the audited annual financial statements of Junior Achievement South Africa (NPC) for the year ended 31 December 2013 are consistent, in all material respects, with those annual financial statements, in accordance with the International Standards on Auditing (ISA's) and the requirements of the Companies Act of South Africa as applicable to abridged financial statements. However, the abridged financial statements are misstated to the equivalent extent as the audited annual financial statements of Junior Achievement South Africa (NPC) for the year ended 31 December 2013.

A qualified audit opinion was issued in respect of the annual financial statements. In 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. Our qualified audit opinion states that, except for the effects of the described matter, those annual financial statements present fairly, in all material respects, the financial position of Junior Achievement South Africa (NPC) as at 31 December 2013 and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa.

### Other reports required by the Companies Act

The "other reports required by the Companies Act" paragraph in our audit report dated 7 February 2014 states that as part of our audit of the annual financial statements for the year ended 31 December 2013, we have read the Directors' Report, the Audit Committee's Report and the Company Secretary's Certificate for the purpose of identifying whether there are material inconsistencies between these reports and the audited annual financial statements. These reports are the responsibility of the respective preparers. The paragraph also states that, based on reading these reports, we have not identified material inconsistencies between these reports and the audited annual financial statements. The paragraph furthermore states that we have not audited these reports and accordingly do not express an opinion on these reports. The paragraph does not have an effect on the abridged financial statements or our opinion thereon.

Yours faithfully



**Deloitte & Touche**  
Registered Auditor

Per: N.B. Radebe  
Partner

07 February 2014

# Abridged Financial Statements

## Statement of Financial Position

31 December 2013

	2013 R	2012 R
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant & equipment	120 093	114 132
<b>Current Assets</b>		
Deposits	-	60 408
Cash and cash equivalents	22 307 495	23 442 722
Total current assets	22 307 495	23 503 130
<b>Total assets</b>	<b>22 427 588</b>	<b>23 617 262</b>
<b>RESERVES AND LIABILITIES</b>		
<b>Reserves</b>		
Accumulated funds	14 980 458	15 375 379
Total reserves	14 980 458	15 375 379
<b>Current liabilities</b>		
Trade and other payables	367 747	563 827
Provisions	143 269	109 604
Income received in advance	6 936 114	7 568 452
Total current liabilities	7 447 130	8 241 883
<b>Total reserves and liabilities</b>	<b>22 427 588</b>	<b>23 617 262</b>

## Abridged Statement of Comprehensive Income for the year ended 31 December 2013

	2013 R	2012 R
<b>Revenue</b>	<b>10 620 764</b>	11 598 087
Other income	-	3 520 000
Interest Income	1 108 424	907 348
	<b>11 729 188</b>	16 025 435
Operating costs	(12 124 109)	(11 451 571)
<b>(Deficit)/surplus funds for the year</b>	<b>(394 921)</b>	4 573 864



## Staff and Agents

JASA STAFF	
Ms Linda McClure	Managing Director
Ms Nelly Mofokeng	Finance Director
Mr Abdul Rajah	Director
Ms Joanne Bender	National Programmes Manager
Ms Samantha van Nispen	Marketing & Communications Co-ordinator
Mr Bonga Khumalo	National Programmes Co-ordinator
Ms Fadeela Laher	National Programmes Co-ordinator
Ms Ishshah Bashe	National Programmes Co-ordinator
Mr Shabir Ismail	Materials Co-ordinator
Ms Paula Maloi	Programmes Administrator
Ms Mpho Mcunu	Office Administrator
JASA AGENTS	
Ms Elena Meyer	Western Cape
Ms Ysanne Bosman	Eastern Cape – Port Elizabeth
Mr Zolani Lungu	Eastern Cape – Mthatha
Ms Helene Botes	Mpumalanga
Ms Linda Ford & Ms Rosh Rajah	KwaZulu-Natal
Ms Zipporah Segabetla	North West
Mr James Sekele	Limpopo





## Programme Facilitators

GAUTENG	EASTERN CAPE	NORTH WEST
Aaron Morapedi	Lulama Sidloyi	Abraham Mpshe
Antoinize Hugo	Mrs Maqholo	Felicia Ramatlapeng
Ashton Ncube	Ms Fina	Gamolema Molefe
Babalwa Dube	Ntombifikile Nkolosa	Jo Segabetla
Brigitte Chetty	NORTHERN CAPE	Kelebogile Mosogo
Busisiwe Kunene	Mercedes Fredericks	Lindiwe Bila
Deedee Moshane	FREE STATE	Nomatham Sanga
George Kekana	Joseph Mzima	Zipporah Segabetla
Helen Seemela	Ms Mokhele	
Isaac Ganywa	Mr Mathlatsi	
James Sekhonyane	KWAZULU-NATAL	
Lillith Holworthy	Vivek Rajah	
Lionel Ridderhof	Sanusha Naidoo	
Lucky Matsangu	Arushka Naidoo	
Lungiswa Mphalala	Parusha Govender	
Mapula Matimela	Linda Ford	
Michael Wanjelani	Rosh Rajah	
Milindi Hugo	LIMPOPO	
Moses Maloka	James Sekele	
Moses Motaung	Thabo Maitsapo	
Nosipho Malotana	Salome Sithole	
Nziswa August	Phillip Modiba	
Puleng Mohaya	WESTERN CAPE	
Reneé van Wyk	Roy Clark	
Rhodah Ndemera	Renay Volkwyn	
Sabelo Mlambo	Robinn Koeberg	
Sello Matsoso	Benorita Ockhuis	
Sphila Bhembe	Elena Meyer	
Tabeth Mhlanga	MPUMALANGA	
Thandi O'Hagan	Marlene van Huyssteen	
Tinos Kucherera	Thandi Malope	
Vuyiswa Pule	Peter Mabuza	
Webster Dlamini	Skhumbuso Munyai	
Zandi Nkabinde	Judah Motsoane	
	Lucky Bhembe	
	Peter Mabuza	

## Our Funders

FUNDER
<b>Up to R3 500 000</b>
HSBC
<b>Up to R2 500 000</b>
Investec
<b>Up to R2 000 000</b>
ABSA
<b>Up to R1 000 000</b>
MasterCard
<b>Up to R500 000</b>
Department of Social Development
Citi
<b>Up to R300 000</b>
Anglo American Chairman's Fund
SPAR
<b>Up to R200 000</b>
General Electric
DG Murray Trust
Vantage Capital
Hewlett Packard
BlackBerry
Federal Mogul
Sasol
<b>Up to R100 000</b>
GrafTech
ArcelorMittal
Toyota
UPS
<b>Up to R60 000</b>
Etafeni Trust
Sasfin
<b>Up to R20 000</b>
Investec (Kgomo Project)
Modular Mining
Smith & Nephew
Soulstice Consulting
Ernst & Young
<b>Up to R10 000</b>
Associated Brewing & Beverage Consultancy

 Today, tomorrow, together.		 ArcelorMittal
 social development Department: Social Development REPUBLIC OF SOUTH AFRICA	 THE DG MURRAY TRUST	
	   Redefining limits	
	 Out of the Ordinary® Investec	 a partner beyond expectations
 reaching new frontiers 		
	 MasterCard Worldwide	 TOYOTA
	 smith&nephew	 ABABC Pty Ltd CONNECT · DEVELOP · SUSTAIN
 Quality In Everything We Do		
 soulstice change brings opportunity		
PROUDLY SUPPORTED BY ANGLO AMERICAN		



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 Junior Achievement SA

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