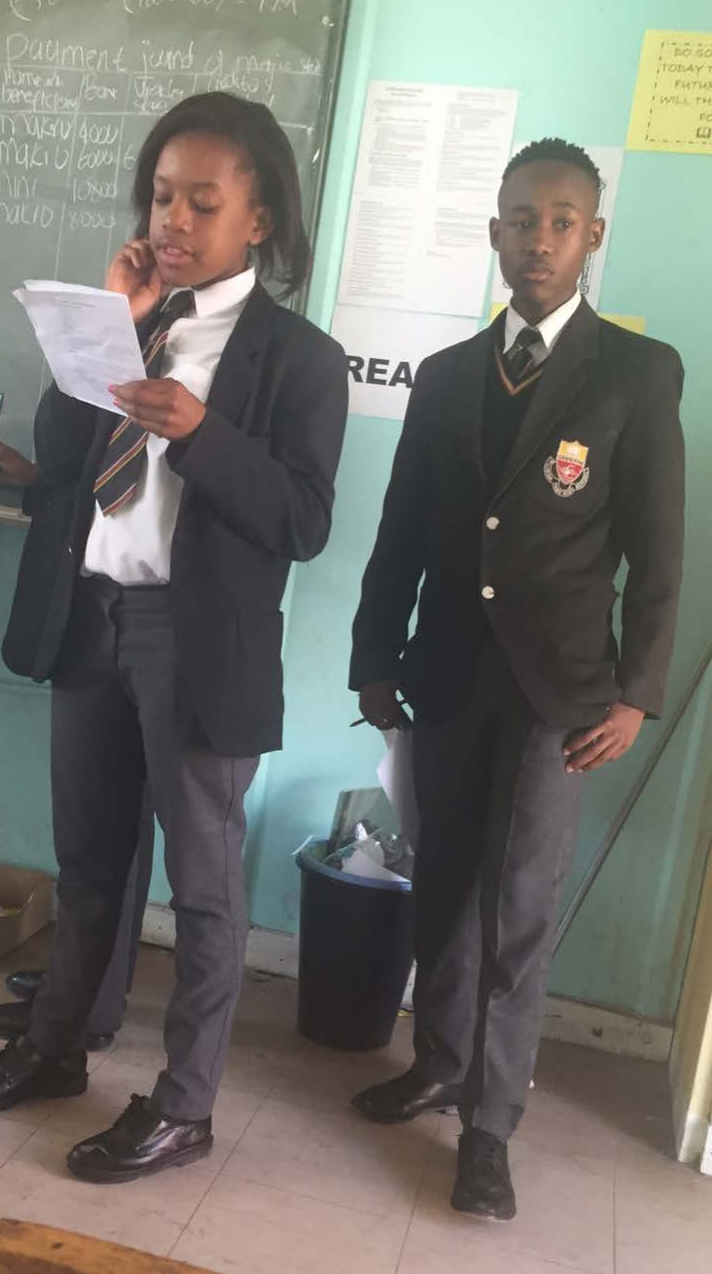




# ANNUAL REPORT 2015





### Our Vision

We are the platform of opportunity for every young person

### Our Mission

To be the catalyst for every young person's entrepreneurial journey through our experiential programmes

### Our Philosophy

Purposefully crafting #OpportunityMakers

### Our Values

- Pur-pose-ful - [pur-puh s-fuh l] – adjective  
We have a firm commitment to creating #opportunitymakers
- Re-spon-sive - [ri-spon-siv] – adjective  
We react quickly and positively to opportunities in our environment
- Bold - [bohld] - adjective  
We are courageous and daring in our mission to create a culture of #opportunitymakers
- A-ware - [uh-wair] – adjective  
We are knowledgeable and informed about the environment in which we operate
- Pro-fes-sion-al - [pruh-fesh-uh-nl] – adjective  
We perform to the best of our abilities and in so doing, meet and exceed expectations of delivery
- Ac-count-a-ble - [uh-koun-tuh-buh l] – adjective  
We are responsible and diligent in our approach to our work

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# 2015 HIGHLIGHTS

## *JA South Africa | Citi Company of the Year 2015*

A group of 27 excited participants descended on Johannesburg on Thursday, 1 October. Two young business leaders from each of the nine provinces, accompanied by a chaperone, each had one goal in mind – to be the winning team of the inaugural JA South Africa | Citi Company of the Year Competition 2015.

Prior to their arrival in Johannesburg, the business leaders used WhatsApp messages to submit their responses to challenges, were briefed about presentation content and marketing materials to prepare, and various other methods of support offered to the teams. Nthato Malope (@Nthato) from Kairos, a business that works with entrepreneurs and helps them tell better stories about their businesses, guided the young business leaders through a series of workshops to refine their final pitches to judges.

In their exhibition shells, which served as their makeshift business for the day, teams engaged a panel of judges who assessed their trade booths, their company financial reports, their business presentations and their ability to answer tough business related questions posed by the judges. The judges identified the top five at the end of this stage of the competition.

### ***Teams in the top five were:***

- Innovative Minds from New Forest High, Mowat Park High School, Grosvenor Girls High, Durban Academy – KZN (combined programme hosted at New Forest High);
- Creative Artificial Jewelry from Motse Maria High School - North West;
- Mfesane Innovators from Mfecane High School – Eastern Cape;
- Washer Washer from Clubview Secondary School - Free State; and
- PMR Traders from Makgetse High, PHL Maraka High, Ratshepo High, Madisong Secondary – Gauteng (combined programme hosted at Ratshepo High).

The top five then presented to a final panel of judges on Saturday, 3 October at a cocktail event hosted at Citi. Judges on the day were: Dennis Evans – CCO, Citi; Daisy Tlhapane – Head, Middle Market Segments, Multichoice; Karabo Denalane – MD, McCann Johannesburg; Siya Mapoko, Author and Speaker. Reaching a decision on the final top three was no easy feat as the judges deliberated for approximately an hour following the top five's presentations to them.

### ***The final top three - places were awarded to:***

- Washer Washer
- Creative Artificial Jewelry
- Innovative Minds



The winning team, Washer Washer from the Free State - Simphiwe Mokoena, Simphiwe Gumbi and their chaperone Pontsho Kakuli, photographed here with Karabo Denalane, Dennis Evans and Daisy Tlhapane.

Prizes included a trophy for teams placed 1st, 2nd and 3rd, a cash equivalent prize for the winning team's school and flights to Gabon, West Africa for the winning team of four members plus their chaperone, to compete in the JA Africa Regional Company of the Year competition. ■

## Team Washer Washer Excels in Gabon

Team Washer Washer went on to represent South Africa in the Regional Company of the Year competition held in Libreville, Gabon, 2 – 5 December. They were accompanied by a contestant in the out-of-school category. Andries Mahlangu is successful entrepreneur from the Absa-funded ITS TYME Youth Enterprise Development Programme.

Team Washer Washer excelled in Gabon and returned home with the Bechtel Spirit of Entrepreneurship Award.



**JA South Africa** @JASouthAfrica · 3 Dec 2015  
#washerwasher winning team in local #coy15 at the airport with @MofokengNelly  
#theroadtogabon #opportunitymakers



**Nelly Mofokeng** @MofokengNelly · 2 Dec 2015  
JA South Africa team "Washer Washer" ready to take on Africa #COY2015

## Learners from Entrepreneurship Academy Programme Interviewed on SABC 3's Afternoon Express

Learners from Transnet-funded JA South Africa Entrepreneurship Academy Programme at Spine Road High School in Cape Town were recently interviewed on SABC 3's Afternoon Express. Watch the interview here (<https://www.youtube.com/watch?v=2yiTua44hZY>).



Since South Africa celebrates National Women's Day on 9 August annually and, as a result many events or initiatives relating to women's empowerment take centre stage during this month. JA South Africa was excited to have participated in an interview on the premier national TV station, SABC 3's magazine show, Afternoon Express. SABC 3 has a viewership in excess of 21 million adults (AMPS 2013). Two female learners from the Transnet-funded JA South Africa Entrepreneurship Academy Programme at Spine Road High School in the Western Cape were interviewed to speak about the value of the JA South Africa programme and their future aspirations as entrepreneurs, especially in light of social issues in their communities. Mumtazz Dharsey and Alex Morris are seen here engaging eloquently about the programme. SABC 3's Afternoon Express show airs Mondays to Fridays at 16:00. This interview took place on Friday, 28 August 2015 at 16:00. ■



## HSBC Funds JA South Africa for Seventh Consecutive Year to Inspire and Educate Youth in Schools

HSBC has, for the seventh consecutive year partnered with JA South Africa to support the in-school facilitation of the More than Money programme in primary schools. In addition to the financial partnership, HSBC employee volunteers are trained at the commencement of the programme to facilitate and guide learners through the More than Money community and business game. The volunteers, armed with an understanding of the principles of the board game visit schools like Sandtonview School; Abdullah Bin Salaam Islamic School; Bonwelong Primary; and Dr Knak Primary School where they facilitate classroom sessions with Grades 5 - 7 learners using the board game to teach principles of earning, spending, sharing and saving money.



The programme emphasises financial literacy and social studies content while providing a strong focus on mathematics, reading and writing skills. The More than Money experience enhances learners' classroom curriculum. Learners are encouraged to use innovative thinking to learn money-management skills that support positive attitudes towards money.

Through a variety of hands-on activities, learners develop a better understanding of the relationship between what they learn at school and their successful participation in a worldwide economy.

Annually an independent assessment of the programme is conducted. In South Africa, learners' understanding of money management is improved substantially. Also, they now deem entrepreneurship as a viable career path and are seen to be more committed to school. ■



## JA South Africa Wins Big for its Revolutionary Digital Entrepreneurship Programme

### JA South Africa Wins \$25 000 in the MetLife Foundation's Annual Entrepreneurial Award

JA South Africa has for 36 years, been delivering experiential and innovative programmes that serve as platforms for young South Africans to explore real business activities. Through a 15-year partnership between JA Worldwide and the MetLife Foundation, an announcement was made at the JA National Leadership Conference naming JA South Africa as a recipient of the MetLife Entrepreneurial Award this year, for its new Digital Enterprise Programme, in recognition of an innovative programme that has been implemented with positive results and showing strong potential for replication and adaptation.

Working with young people necessitated the enhancement of the *Enterprise Programme* into a digital platform, to keep up with the technology demands of the youth. In 2013 this became possible when JP Morgan Chase provided development funding for the Digital Enterprise Programme. This blended learning, technology-based revolution, addresses the matter of internet access challenges in many South African

schools and offers a cost advantage to the current in-person facilitated model while offering learners a dynamic, digital learning environment in a digital world.

The Digital Enterprise Programme provides selected Grade 10 and 11 learners from high schools across the country experiential entrepreneurship training for three hours per week after school, for 12 weeks. The programme focuses on business theory, accounting, cash flow and marketing, equipping the learners to develop and market their own product to their communities and building their interpersonal skills as well as their confidence.

*"This digital platform is not reliant on internet connection, which we have realised is not a sustainable solution in South African schools," says Linda McClure, Managing Director at JA South Africa. "We have therefore created a Raspberry Pi (Ed) solution which will serve as an internet modem when connected to the internet at the facilitator's office base. The programme provides an opportunity for JA South Africa to expand its programme reach to more learners particularly in rural areas. The programme provides an opportunity for JA South Africa to engage with government stakeholders and to partner with them in the roll-out of technology in schools. In addition, there have been accepted recommendations to government to include entrepreneurship in the school curriculum. The Digital Enterprise Programme provides JA South Africa the opportunity to offer our programmes for such inclusion in a cost effective manner. The unique methodology of the programme, particularly in that no internet connectivity is required for programme implementation, provides for an opportunity to showcase the work of JA South Africa in general to a wider community."*

To date, over 400 000 young South Africans have benefited from JA South Africa programmes and forecasts indicate this number will grow exponentially as a result of this new, cost-effective development.

The platform was piloted in seven schools and reached 209 learners during 2015. *"When we worked with the learners during the holidays, we saw that they found the digital programme interesting, exciting and that it is easier to find information,"* says JA South Africa National Programmes Co-ordinator, Bonga Khumalo.



He goes on to say, *"The programme is very interactive and the learners found it easier to complete assignments before moving to the next level. The facilitators also value the digital programme, because they no longer have to carry a lot of course material around with them on public transport, when they travel from school to school."* ■

## JA South Africa Wins Forging Enterprises 2015 Small Business Pioneer Award

In its inaugural year, Osiba Management is leading the Forging Enterprises 2015; an award to support small business development. JA South Africa is honoured to have been one of the award winners recognised as a foremost leader in spreading the message of entrepreneurship and financial literacy. To be considered a pioneer, the Adjudication Panel had to be satisfied that the recipient had played a recognisable pioneering role over the past 20 years, in the category in which they are awarded. JA South Africa was recognised in the Enterprise Education category.

Founded in 1979 in South Africa, multiple award winning JA South Africa facilitates experiential entrepreneurial, financial



## 2015 HIGHLIGHTS - CONTINUED

literacy and workplace readiness programmes to youth around the country, targeting in-school learners aged 10 to 18 and out-of-school unemployed youth aged 18 to 35 from previously disadvantaged backgrounds and from lower income and depressed socio-economic circumstances. For the past 36 years, JA South Africa has been providing essential business, entrepreneurial and life skills to young people across the country, in both rural and urban environments. The programmes encourage teamwork and leadership, with the flagship Enterprise Programme requiring learners to start up and run a real small business while still in school. JA South Africa's main achievements include:

- Application of a unique methodology, applying a learning-by-doing approach, enabling learners to retain knowledge more effectively;
- Reaching over 400 000 young people across the country, with over 60% being girls and 99% of them Black;
- Being the foremost leader in spreading the message of entrepreneurship and financial literacy at a very critical stage in young people's lives; and
- Innovation in the development of the high school programme onto a digital platform, the new Digital Enterprise Programme and the Environmental Entrepreneurs Programme, a new primary school programme which teaches young learners about the challenges related to climate change, the need to reduce, re-use and recycle, and expose them to business opportunities related to such practices.

*"This award is dedicated to our agents and facilitators in the nine provinces who each serve as the face of JA South Africa – inspiring and encouraging the youth to consider entrepreneurship as a viable career."* Linda McClure, MD, JA South Africa, in acceptance of the award. ■

### **Investec Rewards Learners with Entrepreneurial Potential**

#### **Announcing the Winners of the 2015 Junior Innovators Competition**

Pearl Mchunu and her Trend Hut, an innovative app idea which is designed to help shoppers find and compare items from various shops and also provides a delivery service, has taken the winning title in the

fourth annual Junior Innovators Competition hosted at Investec during the summer school holidays. Pearl, in Grade 10 at New Forest High in KZN is the recipient of a R60 000 bursary towards her tertiary studies at a university of her choice.

Second prize was awarded to Patience Shandu from Stanger ML Sultan Secondary, KZN, for her Alcohol Detecting Steering Wheel. Patience's innovative idea is a steering wheel which is designed to detect the driver's alcohol levels through his/her fingers or palms. If the driver's alcohol levels exceed the legal limit the vehicle will not start which therefore eliminates any possibility of accidents happening. Third place was awarded to Nicole Rusere from Sandtonview High School, Johannesburg for her Carpet Alarm Clock/The Silent Striker. This innovative business idea from Nicole is an alarm system designed to make sure you wake up in the morning. The user sets the alarm time on a clock that is linked to a wrist-band and a carpet. The wrist-band will vibrate initially and the user will have to place his/her feet on the mat to deactivate it.

Over 23 weeks, hundreds of high-school learners from schools across the country participated in JA South Africa Enterprise and Entrepreneurship Academy Programmes, gaining access to skills on how to manage their own small businesses. Based on the strength of their proposed business ideas, 40 learners in Grades 10 and 11 were invited to participate in the final phase of the competition.

The initiative was launched in 2012 by Investec, in partnership with JA South Africa, and is aimed at promoting entrepreneurial skills and thinking among Grades 10 and 11 learners. It also seeks to recognise learners who have demonstrated promising entrepreneurial potential. Mentorship is a key part of this. During the final week, eight JA South Africa alumni members are on hand to mentor the finalists and assist them in refining their business ideas by exposing them to the basics of business, microeconomics, business ethics and ways of improving their entrepreneurial potential.

Since its inception the competition has prompted the emergence of a multitude of interesting business ideas, such as a melodic fishing rod, a bullying alert for teachers and solar powered cell phones. ■



## Transnet Young Movers Programme

Transnet Young Movers Programme is aimed at instilling the culture of innovation, design and entrepreneurship among South African youth. Transnet believes that igniting entrepreneurship among the youth is critical to addressing economic challenges. They believe that entrepreneurial mindset needs to be set during the early stages of the childhood development. This would be achieved through building and developing future entrepreneurs by inspiring and growing a culture of entrepreneurship as the way of achieving faster and better economic development and job creation results.

The project aims to connect young people and educate them on youth entrepreneurship and design. It would help them realise their talents and abilities and produce sustainable future leaders of innovation through collaboration.

The SABS Design Institute delivered the programme during the summer school holidays to 40 learners from across the country. The learners all attended the Transnet-funded Academy Programme through ORACEL

model. The model was built in the belief that entrepreneurs are individuals who can identify an opportunity or an idea, research its viability, activate the process, commit to the process, excel and lead the business to the next level. ORACEL is typified by opportunity, research, activation, commitment, excellence and leadership.

These are the winners and their prizes:

- Pertunia Hieta - 1st prize (Sinotec Tablet with design applications + tablet case) Portia Shabangu, Mpumalanga;
- Silindile Cele - 2nd prize (Sinotec Tablet with design applications + tablet case) ML Sultan, KZN;
- Siphokuhle Tantsi - 3rd prize (Sinotec Tablet with design applications + tablet case) Monwabisi, Northern Cape; and
- Smarado Chithwa - Best presenter (Innovation Books "THE EDGE") Ngwenyathi High, East London.

The design apps loaded on the tablets: Oxford English dictionary, Complete Mathematics, Physical Science 2015 and Word Search. ■



# JA SOUTH AFRICA BOARD OF DIRECTORS

## PATRON



*Ms Wendy Luhabe*



## EXECUTIVE DIRECTORS



*Ms Linda McClure*  
**MANAGING DIRECTOR**  
*(Resigned August 2015)*



*Mr Abdul Rajah*  
**DIRECTOR**



*Ms Nelly Mofokeng*  
**FINANCE DIRECTOR**  
*(Acting MD from Sept 2015)*



## NON-EXECUTIVE DIRECTORS



*Ms Dolly Mokgatle (Board Chair)*  
*Executive Director*  
*Peotona Group Holdings*



*Ms Donna Oosthuysen*  
*Director Capital Markets*  
*Johannesburg Stock Exchange*



*Ms Dudu Nchoba*  
*Chief Director, Marketing*  
*Department of Arts and Culture*



*Mr Sthembiso Tshabalala*  
*Analyst African Corporate Finance*  
*Standard Bank*



*Mr Karabo Denalane*  
*Managing Director*  
*McCann Johannesburg*



*Mr Eric Mabuza*  
*Attorney*  
*Mabuza Attorneys*



*Ms Humaira Choonara*  
*Executive Manager Human Resources*  
*Transnet Freight Rail*



*Mr Chris Lister-James*  
*Director*  
*Vantage Capital*

# REPORT OF THE BOARD CHAIR



Ms Dolly Mokgatle

**During 2015 JA South Africa reached 8 163 learners and 13 770 learner experiences, where one individual has been exposed to more than one programme experience**

The year 2015 has been one of great opportunities and some challenges for JA South Africa. We kick started the year with the development of a sustainability strategy which opened up a lot of opportunities for capacity building and brand development initiatives for the organisation. The staff changes, though unsettling initially, also presented new and exciting ways of doing things at JA South Africa.

Through it all, JA South Africa continued to deliver more in-depth programme interventions as well as ensure strengthened funding partnerships. During 2015 JA South Africa reached 8 163 learners and 13 770 learner experiences, where one individual has been exposed to more than one programme experience.

We are pleased to report on progress made in implementing the sustainability strategy with organisation-wide success tacking being in full force. Our marketing and communications plan has really taken off and we are excited to share our pockets of success in the field through regular features in our communication medium and we are happy to be building some great brand ambassadors in the process.

The stakeholder engagement initiatives particularly around competitions have also enabled us to open up new opportunities for our learners, with JA South Africa Alumni from Realogile High School in Alexandra Township presenting their innovation ideas to Hull City entrepreneurs from England as part of the 2015 Global Entrepreneurship Week activities.

In 2015 JA South Africa partnered with Save the Children on the Aspires project to design, train the trainers and monitor the employability and entrepreneurship programmes targeting young people in peri-urban and rural areas of KZN and Gauteng over a period of three years until 2018. Through this intervention we are breaking new ground and reaching areas we have not serviced previously.

Our graduates from the high school Enterprise and Entrepreneurship Academy Programmes were able to further enhance their learning and put their entrepreneurial ideas to the test by participating in three different national competitions in 2015.

Through generous funding from Citi, this year we were able to re-introduce our local Company of the Year competition along with the Investec sponsored Junior Innovators competition and the Moving Ideas competition sponsored by Transnet.

Team Washer Washer from Clubview Secondary School in the Free State walked away with the first prize for their school cleaning business idea in the Local Company of the Year competition. Four members of the Washer Washer team also represented JA South Africa at the JA Africa Regional Company of the Year competition in Gabon in December 2015. While they did not win the first prize they displayed a point of social innovation and entrepreneurship, which earned them the Bechtel Spirit of Entrepreneurship Award. We are proud of them and congratulate them for being SA's ambassadors of entrepreneurship.



**The highlight of the year has been the receipt of the MetLife Entrepreneurial Award of \$25 000 for Programme Innovation on the Digital Enterprise Programme in 2015**



We would like to express sincere gratitude to Mr Dennis Evans, Chief Country Officer for Citi South Africa and Mr Karabo Denalane, Managing Director McCann Johannesburg and JA South Africa Board member, who generously volunteered their time to mentor the team in preparation for the JA Africa Regional Company of the Year competition.

The highlight of the year has been the receipt of the MetLife Entrepreneurial Award of \$25 000 for Programme Innovation on the Digital Enterprise Programme in 2015. This was one of the four awards under this category, the other awards being received by JA Mauritius, JA Zimbabwe and JA Germany. The funds have been used for the additional development of the Digital Enterprise Programme required to allow for the real scaling up of the programme, thus increasing our programme reach in a more cost effective manner than that of the classroom-based facilitated programme. We remain excited about the opportunities this new programme presents not only for JA South Africa but the region as well.

We are also pleased to have reached 87% of our budgeted income for 2015 despite the fundraising challenges facing the non-profit sector. Through astute financial management we were able to cover our expenses and still end the year on a small surplus.

As we look back to 2015 we sharpen our attention to those aspects that need strengthening and continue to improve on our capabilities and resources to carry out this most critical intervention in youth development

and entrepreneurship education.

This year we sadly accepted the resignation of Ms Linda McClure, our Managing Director. She served the organisation with great stewardship for almost 10 years. We will forever be grateful for her tremendous contribution in growing JA South Africa financially and in its footprint. The appointment of Nelly Mofokeng, Finance Director as acting Managing Director, demonstrated our ability to keep the organisation stable and our key stakeholders confident in our continued focus on quality delivery of our progress. It has also allowed the board to conduct a search for a new Managing Director with the knowledge that the organisational integrity is intact.

As the Board of Directors we express our sincere appreciation to all our partners and funders for their on-going support and long-term strategic relationships in 2015 and beyond. I would also like to thank the Board of Directors for the commitment to the organisation and for the time they spent supporting the efforts of the organisation. ■

Dolly Mokgatle  
Board Chair

# ORGANISATIONAL REPORT



Ms Nelly Mofokeng

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**The year 2015 presented some good opportunities for JA South Africa to consolidate on programme interventions and chart new paths for the future**

We started off the year with some exciting initiatives for organisational sustainability, focusing on our financial position, capacity building, operational efficiency, brand awareness, fund development and resource mobilisation. Each of these domains was rated and project plans developed for implementation - building towards optimum sustainability for the organisation.

While we budgeted for lower learner numbers in 2015, in line with reduced funding for the more scalable Environmental Entrepreneurs Programme, we remain confident in the quality of our programme content and have gained some traction on our in-depth programmes, particularly the out-of-school youth programmes ITS TYME and the Youth Enterprise Development Programme. This year we are pleased to have reached 723 out-of-school, unemployed or self-employed young people across 22 programmes despite challenges with learner retention in Rustenburg, Kimberly and Saldanha. Feedback from the post-programme mentorship and support also revealed plausible results in terms of small business start-ups, job creation and overall economic activity of programme participants.

All in all, we were able to reach 8 163 learners and a total of 13 770 learner experiences

across all our programmes in 2015.

This is the last of the three year grant funding from Barclays for the out-of-school youth programme, ITS TYME. A total of 17 programmes were implemented in 2015, reaching a total of 605 students. For the first time, this year we had a graduate from the ITS TYME Programme representing JA South Africa at the JA Africa Regional Competition in Gabon. Mr Andries Mahlangu of Mbongakwande Enterprise put on a sterling presentation of his men's clothing business.

230 of the students who completed the programme in 2014 received telephonic mentoring and site visits for six months in 2015. This intervention yielded improved results compared to the 2013 cohort. The post programme mentoring and support clearly has a direct impact on the sustainability of the newly launched businesses. The resulting impact report indicates that of the 230 (2014: 115) businesses surveyed, 64 new businesses were registered as a result of the programme intervention. Twenty businesses reported profits with turnover ranging from R1 200 to R50 000 per month (2014: R100 – R13 000); twenty businesses secured bank lending (2014 :1). The final benchmark was measured by employment figures, an important indicator in the South African landscape where youth unemployment sits at 37%. In 2015, 24 companies resulting



Investec

Property Fund Ltd



## ORGANISATIONAL REPORT - CONTINUED

from the 2014 ITS TYME Programmes reported hiring new staff totalling 49 new jobs.

It is clear from these results that the programme has great potential to contribute towards curtailing youth unemployment and every effort is made to ensure continuity of the programme in future.

We are also excited to announce new funding from Investec Properties for three Enterprise Programmes which we ran at Gresswold Senior School, Realogile and Northview High Schools in Gauteng, reaching 108 learners. The programmes closed off with an Entrepreneurial Selling Day at the Balfour Mall, an Investec Property, where learners were provided an opportunity to sell their products to a diverse market.

Mpact also came on board this year and funded one Enterprise Programme in Phulong Secondary School. The roll-out of this programme was a collaboration between Mpact, the funder, JA South Africa and the Gauteng Department of Education. We are pleased to report on the utmost support from our partners with most of the programme sessions attended by a volunteer from each of the partners, providing expert advice to the learners thereby strengthening the programme intervention.

One of the highlights of the year was the MetLife Award for innovation on the development of

the Digital Enterprise Programme, the funds were used for further development on the Raspberry Pi(Ed) solution, which allows for full programme implementation without access to the internet, to synchronise programme data to a central server. Six additional pilots were run in 2015 reaching 209 learners, after which final revisions to the programme will be completed, we look forward to the full roll-out of Digital Enterprise Programme in 2016.

We are pleased to report on progress made in implementing the sustainability plan with every effort being made to ensure continued maintenance of high standards in financial management and programme delivery. Organisation-wide success tracking has been carried out throughout the organisation from full-time staff, to agents and part-time facilitators in all the provinces.

Efforts to raise the JA South Africa brand are beginning to yield some positive results, we have managed to grow our followers on Twitter by 20% from 2014. Additionally, our Twitter impressions have grown exponentially such that, within a given 28 day period we achieve about 8 000 impressions – when a tweet has been delivered to the Twitter stream of our 5 065 followers.

In 2015 we conducted an assessment of current Monitoring and Evaluation processes and resources. The National Programmes

Manager has also received formal training on Monitoring and Evaluation. Our database has been upgraded and programme staff trained on data maintenance and reporting. We are currently in the process of recruiting a full-time programmes support staff member who will also be responsible for programme Monitoring and Evaluation. It is hoped that these interventions will set us on the right track to documenting and reporting on our programme impact and success stories.

For the fourth consecutive year, Investec has supported the Junior Innovators competition. This year 40 finalists participated in a five day workshop at Investec offices in Johannesburg, after which the final three winners were announced.

This is the second year of a five year grant from Transnet for the Entrepreneurship Academy Programmes, with a focus on innovation and design. These programmes form part of a larger Transnet initiative whereby our school learners, university students and small business owners participate in an innovation and design competition. In October, 40 finalists across five provinces participated in a week long innovation and design workshop facilitated by SABS, and presented their innovative business concepts to a panel of judges. The top three winners were announced at a Gala dinner held in Pretoria.



This year we also ran the Local Company of the Year competition, thanks to generous funding from Citi. A total of 18 young people representing all nine provinces, accompanied by a chaperone, came to Johannesburg in October to compete in the JA South Africa Company of the Year competition. Four members of the winning team Washer Washer also went on to represent JA South Africa at the JA Regional Company of the Year competition in Gabon in December 2015. The team received the Bechtel Spirit of Entrepreneurship Award at the JA Africa Regional Company of the Year competition.

In November we reviewed our activities for the year. Along with some invaluable feedback from our partners we have been able to plan for

2016. We look forward to the year ahead with great excitement; it is particularly pleasing to note that our top five long term funders have committed to support our initiatives again in 2016. We really value the continued support of all our funders who not only support us financially, but also as volunteers on our programmes or provide capacity building for our staff.

This year has also seen some defining staff changes for JA South Africa it was particularly sad to bid farewell to Ms Linda McClure our Managing Director, having served the organisation with amazing aptitude for almost 10 years. We were however able to attract new and exciting talent in the programmes and marketing departments. They all bring in

diverse skills and expertise that will certainly take the organisation to the next level.

I wish to express my sincere appreciation to the JA South Africa team who remained committed to upholding high standards of programme delivery at times under very difficult circumstances. Thank you to our Board of Directors for volunteering their time and providing guidance to the organisation. ■



Nelly Mofokeng  
Acting Managing Director



# NATIONAL PROGRAMMES MANAGER'S REPORT



Ms Lisa Sonnekus

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**The year 2015 ended  
with some good results  
– most important  
of which is the fact  
that we exceeded  
our targeted student  
numbers**

In 2015 a lot of focus was placed on maintaining our learner numbers during programmes. Some of these actions included programme site-visits and additional one-one coaching offered to the programme participants. Our attendance on the programmes in general improved. In the out-of-school Youth Enterprise Development Programme we managed to increase attendance to an average of 33 students certified per programme.

In 2014 we averaged 19 students certificated per programme. The most significant results were seen in programmes where the facilitator was involved in the recruitment process. Historically the programme co-ordinators handled recruitment alone without the facilitator. The year 2015 ended with some good results – most important of which is the fact we exceeded our targeted student numbers through an impressive 13 770 learner interventions.

The renewed focus on skills development for facilitators which included facilitation skills to improve learner engagement and reporting, has brought in some good results. All JA South Africa staff participated in the annual programme reviews. During these reviews a SWOT analysis approach was used to get the most out of the sessions. Determination, finding solutions to challenges and a focused

approach to their programmes are of utmost importance.

## Entrepreneurship Academy Programmes

A total of 20 Entrepreneurship Academy Programmes were run in 2015 divided between two main funders in this category. This is the second year of the 10 customised Transnet sponsored Entrepreneurship Academy Programmes. The programmes are customised to include innovation and design. All 10 programmes were completed and 363 learners were certificated. The programmes were supported by a competition funded by Transnet. The Moving Ideas competition was introduced during session eight of the programmes and emphasis was placed on motivating for quality entries.

128 entries were received from the 10 schools. 40 learners were selected for a week mentorship programme ending with a judging process. The winners were Pertunia Hieta from Portia Shabangu Secondary, region Mpumalanga, Slindile Cele from ML Sultan, region KZN, Siphokuhle Tantsi from Monwabisi Secondary, region Northern Cape.

Investec has been a supporter and funder of our programmes since 2007. This year 336 learners completed the programmes in Investec-selected schools in all nine provinces. Investec also sponsors the Junior Innovators Competition which supported the



programmes and brought a lot of excitement into the sessions.

Investec has partnered with JA South Africa for the fourth year in a row to deliver the most exciting Junior Innovators competition. This competition once again saw the top 40 applicants arrive in Johannesburg for a five day workshop hosted by Investec to assist the learners to refine their entrepreneurial ideas.

### **Enterprise Programme**

JA South Africa ran 34 Enterprise Programmes in 2015. This year 1 267 learners completed programmes. The challenge of student retention became more manageable in 2015 due to various interventions such as additional visits to schools to re-engage the learners, and additional classes to accommodate learners that could not complete due to exam preparations.

The aim of the Enterprise Programme is to equip young people with the necessary skills to establish a business, to improve their employability and to improve their capacity to enter tertiary level education, specifically in business, management and commercial disciplines.

Each group meets once a week for three hours and works through the programme over a 12-week period. The programme includes a general introduction to small business and covers the basic business skills such

as financial planning, general management, stock control, pricing, marketing and sales, etc. In addition, learners undertake activities while practically setting up and running a real small business. In the final week, the business is liquidated and profits are paid out to participating learners.

### **BE Entrepreneurial**

The BE Entrepreneurial Programme was funded by UPS for the fourth year. Eight programmes ran in 2015 with a completion of 282 learners. The programme is introduced to Grades 8 and 9 learners and is focused around the idea of starting up and running a business while still at school through learning basic business concepts. The BE Entrepreneurial programme is a great way to prepare learners for the longer and challenging programmes at JA South Africa. We are beginning to see more learners complete the BE Entrepreneurial Programme and go on to attend the Enterprise Programme in the following year. We will be closely monitoring this process and will actively begin marketing in schools to ensure pipeline development.

### **Digital Enterprise Programme**

The development of the Digital Enterprise Programme started in 2013 with majority of the testing completed in 2014. Some of the major challenges were addressed to ensure that the digital platform captures the very hands-on and group oriented programme with

## NATIONAL PROGRAMMES MANAGER'S REPORT - CONTINUED

minimal facilitation required. An additional six pilot programmes were offered in 2015 to ensure all implemented changes from the developers, address identified problems. 209 learners completed the Digital Enterprise Programme.

The digital platform developers are currently busy with the changes to synchronising the Raspberry Pi(Ed) to a central server. This is needed for data to be uploaded so programmes can be monitored off-site. This will also ensure effective reporting on the programmes run nationally. The final testing phase should be completed by February 2016. The aim would be to run one more pilot thereafter and have the programme fully functional mid-2016.

### JA More than Money

The HSBC-funded JA More Than Money programme is effective in teaching financial literacy to Grades 5, 6 and 7 learners. In 2015, 3 871 learners completed the programmes nationally. Part of the programme is a game-board to assist in the teaching of working with money and introducing in a fun and practical way, how to work with money. The programme runs during school hours and the educators welcome the additional intervention to support their lessons in the classroom by providing an experiential lense through which they teach financial literacy.

### Environmental Entrepreneurs Programme

This programme is one of JA South Africa's favourite primary school programmes.

In 2015 it ran in North West, Western Cape, KZN and Gauteng provinces. The programme encourages creativity and the development of social skills as learners work together in groups to discuss ideas, make plans, delegate tasks, share material and deliver products.

The programme is aimed at Grades 5, 6 and 7 learners to build confidence, motivate and encourage self-belief in children who would not have believed it was possible before. The Environmental Entrepreneurs Programme teaches through various activities, the concept of climate change, recycling and entrepreneurship. During the programme they start a project that will reduce the carbon footprint of their school.





## Out-of-school Youth Enterprise Development Programme

In total, JA South Africa implemented 23 out-of-school Youth Enterprise Development Programmes. 18 programmes funded by Barclays and five by Transnet. As National Programme Manager, I represented JA South Africa at the Barclays ITS TYME End of the Grant Workshop in Ghana in October 2015. The Workshop was a great success and the Regional Operating Centre (ROC) was pleased with the development during the three year grant. JA South Africa managed to more than double the number of students who participated in the programme from 294 in 2014 to 605 certifications in 2015. During the feedback session it was clear that this was largely due to changes made to the programme

in 2015 which encouraged a higher commitment by students and retraining of programme facilitators.

There are various challenges involved in working with young unemployed students and after the 2015 programme review it is evident that working together with Community and Skills Centres in areas is extremely important for successful implementation. This will remain a focus to



form sustainable partnerships with centres in communities to ensure successful implementation of the out-of-school Youth Enterprise Development Programme.

The post-programme mentorship results for 2015 shows that the businesses also delivered better results and are more sustainable than in 2014. This could be linked to the focus that was placed by the Programmes Team on Market Research and to ensure starting of sustainable businesses. Part of the planning of the mentorship project going forward, would be business visits to ensure a better understanding of what needs to be in place to ensure sustainability of small start-ups.

### JA South Africa and Aspires Project

JA South Africa has partnered with HIVSA, Aspires and Save the Children on the Aspires Project funded by USAID. It is a three year project which started in August 2015. JA South Africa's role in the project is:

- Assist and Design of Employability Programme;
- Training of Trainers for the Employability Programme; and
- Monitor and Evaluate the training of the Employability Programme in the field.

The first three sections of the project, Labour Market Assessment, Design of Employability Programme and the Training of Trainers took place in September and October 2015.

The same stages will be repeated in 2016 for the Entrepreneurial Programme. This will be based on the JA Academy Programme with some changes to incorporate the findings during the Labour Market Assessment.

### Closing

2015 was a productive year with some challenges that we were able to control effectively in the field. We will continue with the project to uplift our skills in the programmes team to ensure high quality programmes are implemented. This will continue and be an annual project.

Training implemented over and above the internal interventions included: Planning, Monitor and Evaluation, Assessor and Moderator Training. We will monitor the implementation of programme changes, focus on evaluation and quality issues identified to ensure a high return on investment. Investment in staff capability always brings results when closely monitored. ■

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

Lisa Sonnekus  
National Programmes Manager

# MARKETING REPORT



Fazlyn Toeffie

**2015 brought with it, many exciting opportunities for ongoing brand-building opportunities**

2015 brought with it many exciting opportunities for ongoing brand-building opportunities. The appointment of the Marketing and Communications Manager and the subsequent sign-off by the Board of an 18-month marketing strategy and implementation plan saw a number of projects implemented during the year.

One such milestone was the inaugural local Company of the Year competition funded by Citi which has, for many years supported and funded JA South Africa programmes. In early October, two learners from the winning company in each province travelled to Johannesburg accompanied by a chaperone. Winning teams were selected based on their professional handling and running of the business, accurate and up-to-date company reporting and an understanding of market research as evidenced by the product selection and sales success.

For two days, learners were exposed to mentorship and support to enable them to successfully pitch their business concept to a panel of judges. The entire supply chain of service providers for the competition was comprised of SMMEs (with the exception of large-scale travel providers). This provided the learners with an opportunity to engage with exemplary entrepreneurs about the business of business. The learners were encouraged to

bring this insight into their presentations to the panel of judges on Saturday, 3 October.

The winning team, Washer Washer, from QwaQwa in the Free State was applauded for being sensitive to the unique needs of their community by providing a social benefit, while maintaining a very financially lucrative business model.

Washer Washer went on to compete in the Regional Company of the Year competition held in Libreville, Gabon 2 – 5 December where they went on to win the Bechdel Spirit of Entrepreneurship Award.

Another successful event hosted in 2015 was the Investec-funded Junior Innovators Competition. The initiative was launched in 2012 and is aimed at promoting entrepreneurial skills and thinking among Grades 10 and 11 learners. It also seeks to recognise learners who have demonstrated promising entrepreneurial potential. Mentorship is a key part of this. During a week of workshops held at Investec in Sandton, eight JA South Africa alumni members are on hand to mentor the top 40 finalists and assist them in refining their business ideas by exposing them to the basics of business, micro-economics, business ethics and ways of improving their entrepreneurial potential.

Pearl Mchunu and her Trend Hut, an innovative app idea which is designed to help shoppers

find and compare items from various shops and also provides a delivery service, have taken the winning title in the fourth annual Junior Innovators Competition hosted at Investec during the summer school holidays. Pearl in Grade 10 from New Forest High in KZN is the recipient of a R60 000 bursary towards her tertiary studies at a university of her choice. Second place was awarded to Patience Shandu from Stanger ML Sultan Secondary, KZN for her Alcohol Detecting Steering Wheel. Patience's innovative idea is a steering wheel which is designed to detect the driver's alcohol levels through his/her fingers/palms. If the driver's alcohol levels exceed the legal limit the vehicle will not start which therefore eliminates any possibility of accidents happening. Third place went to Nicole Rusere from Sandtonview High School, Johannesburg for her Carpet Alarm Clock/The Silent Striker: This innovative business idea from Nicole is an alarm system designed to make sure you wake up in the morning. The user sets the alarm time on a clock that is linked to a wrist-band and a carpet. The wrist-band will vibrate initially and the user will have to place his/her feet on the mat to deactivate it.

Since its inception the competition has prompted the emergence of a multitude of interesting business ideas, such as a melodic fishing rod, a bullying alert for teachers, and solar powered cell phones.

A third event during the exciting year that 2015 proved to be, was the Transnet Moving Ideas competition, a programme aimed at instilling the culture of innovation,

design and entrepreneurship among South African youth. Transnet believes that igniting entrepreneurship among the youth is critical to addressing economic challenges.



## MARKETING REPORT - CONTINUED

They believe that entrepreneurial mindset needs to be set during the early stages of the childhood development. This would be achieved through building and developing future entrepreneurs by inspiring and growing a culture of entrepreneurship as a way of achieving faster and better economic development and job-creation results.

The project aims to connect young people and educate them on youth entrepreneurship and design. It would help them realise their talents and abilities and produce sustainable future leaders of innovation through collaboration.

The SABS Design Institute delivered the programme during the summer school holidays to 40 learners from across the country. The learners all attended the Transnet-funded Academy programme through ORACEL model. The model was built with the belief

that entrepreneurs are individuals who can identify an opportunity or an idea, research its viability, activate the process, commit to the process, excel and lead the business to the next level. ORACEL is typified by opportunity, research, activation, commitment, excellence and leadership.

These are the winners and their prizes:

- Pertunia Hieta - 1st prize (Sinotec Tablet with design applications+ tablet case) Portia Shabangu, Mpumalanga;
- Silindile Cele - 2nd prize (Sinotec Tablet with design applications+ tablet case) ML Sultan, KZN;
- Siphokuhle Tantsi - 3rd prize (Sinotec Tablet with design applications + tablet case) Monwabisi, Northern Cape; and
- Smarado Chithwa - Best presenter (Innovation Books "THE EDGE") Ngwenyathi High, East London.

The design apps loaded on the tablets: Oxford English dictionary, Complete Mathematics, Physical Science 2015 and Word Search

Media coverage continues to be a hugely successful manner in creating brand recognition and 2015 saw JA South Africa access a number of very exciting media opportunities, the highlight of which was an interview on SABC 3's Afternoon Express. Two female learners from the Transnet-funded JA South Africa Entrepreneurship Academy Programme at Spine Road High School in the Western Cape were interviewed to speak about the value of the JA programme and their future aspirations as entrepreneurs especially in light of social issues in their communities. Mumtazz Dharsey and Alex Morris engaged eloquently about the programme. ■





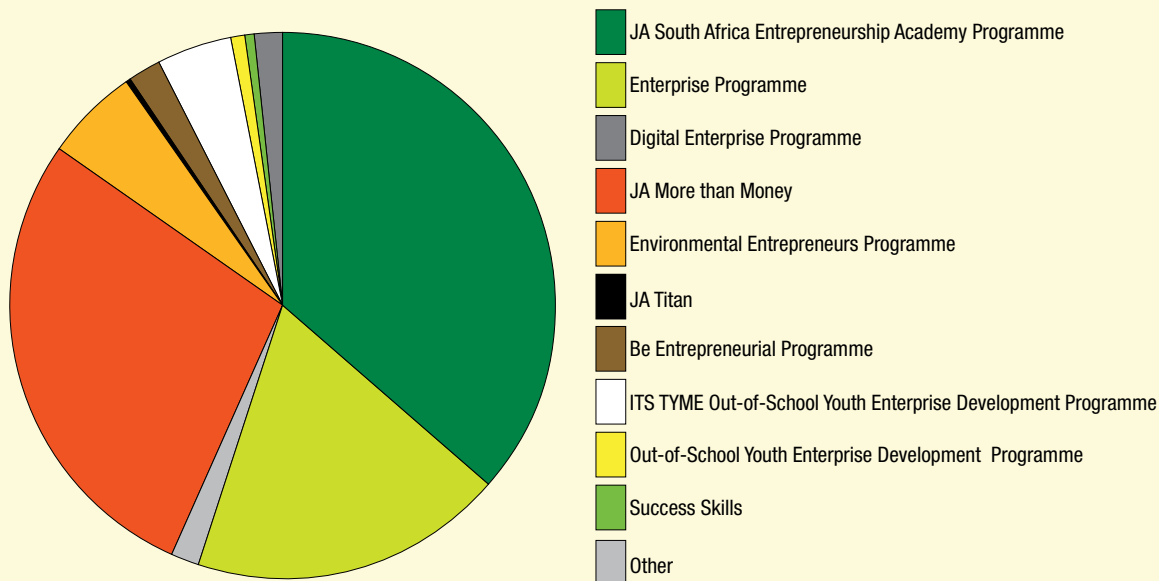


# PROGRAMME IMPACT

## TOTAL LEARNER INTERVENTIONS

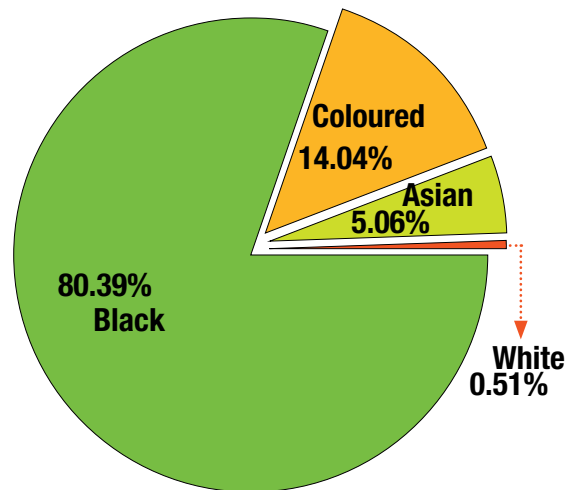
Programme	Experiences	Percentage
JA South Africa Entrepreneurship Academy Programme	5 028	36.51
Enterprise Programme	2 572	18.68
Digital Enterprise Programme	209	1.52
JA More than Money Programme	3 871	28.11
Environmental Entrepreneurs Programme	763	5.54
JA Titan	40	0.29
Be Entrepreneurial	282	2.05
ITS TYME Out-of-School Youth Enterprise Development Programme	605	4.39
Out-of-School Youth Enterprise Development Programme	118	0.86
Success Skills	70	0.51
Other	212	1.54
<b>TOTAL</b>	<b>13 770</b>	<b>100.00</b>

## INTERVENTIONS

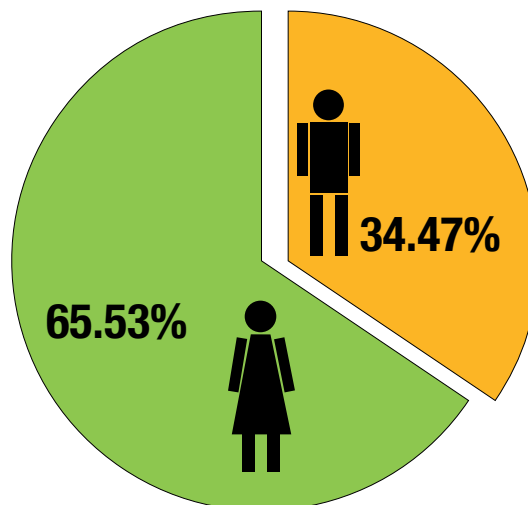


# LEARNER DEMOGRAPHICS

Race	No of learners	%
Black	6 562	80.39
Coloured	1 146	14.04
Asian	413	5.06
White	42	0.51
<b>Total</b>	<b>8 163</b>	<b>100.00</b>



Gender	No of learners	%
Male	2 813	34.47
Female	5 350	65.53
<b>Total</b>	<b>8 163</b>	<b>100.00</b>



# PARTICIPATING SCHOOLS AND INSTITUTES

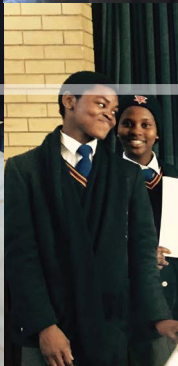
HIGH SCHOOL	PRIMARY SCHOOL	OTHER INSTITUTE
EASTERN CAPE		
Khulani Commercial High	Ebongweni Primary	National Youth Development Hub
Mfesane Senior Secondary	Stephen Mazungula Primary	
Ngwenyathi High		
Vulamazibuko High		
FREE STATE		
Bluegumbosch Secondary		
Clubview Secondary		
GAUTENG		
Allanridge Secondary	Abdullah Bin Salaam Islamic	Ennerdale Multipurpose Centre
Dawnview High	Bonwelong Primary	Entokozweni Youth Development Centre
East Bank High	Denver Primary	Khomanani Centre, Vlakfontein
Eketsang Secondary	Dr Knak Primary	Orange Farm Skills Centre
Eqisniweni Secondary	Educational Programme Centre	Randfontein Municipality
Florida Park High	Ekucatheleni Primary	Stanza Bopape Skills Centre
Gresswold Senior Secondary	Goedehoop Primary	Upbeat Youth Centre, Tweefontein
Highlands North Boys High	Guguleziswa Primary	Usizo Thuso Centre, Lawley
Hope High	New Comet Primary	
J Kekana Secondary	Njinga Sindane Primary	
Lamula Jubilee High	OR Tambo Primary	
Makgetse High	Ramaphosa Primary	
McAuley House	Reiger Park Primary	
Meyerton High	Sandtonview	
Namedi High	Sereme Primary	
Northview High		
PHL Moraka High		
Phoenix College		
Phulong Secondary		



HIGH SCHOOL	PRIMARY SCHOOL	OTHER INSTITUTE
Ponelopele Oracle Secondary		
Ratshepo High		
Realogile High		
Sandtonview High		
Sunward Park High		
Tembisa High		
Tlakula Secondary		
Tsosoloso Ya Afrika Secondary		
KWA ZULU-NATAL		
Avonford Secondary	Rydalvale Primary	Cato Manor Municipality
Chesterville Secondary	Tyburn Primary	Sappi Resource Centre, Stanger
Kingsway High		
Grosvenor Girls High		
Grosvenor Boys High		
ML Sultan Technical High		
Mowat Park High		
Durban Academy		
New Forest High		
Northlands Girls High		
Northmead Secondary		
Northwood High		
Danville Park Girls High		
Rigde Park College		
Umlazi Comtech		
Umkhumbane Secondary		
LIMPOPO		
Doasho Secondary		Civil Society Development Initiative
Kgakoa Secondary		
Lefakgomo High		
Mokwadibe Secondary		

## PARTICIPATING SCHOOLS AND INSTITUTES - CONTINUED

HIGH SCHOOL	PRIMARY SCHOOL	OTHER INSTITUTE
Motse Maria Secondary		
MPUMALANGA		
Mhlume Secondary	Violet Jiyane Secondary	
Portia Shabangu Secondary	Sobhuza Primary	
Zinikeleni Secondary		
NORTH WEST		
Herman Thebe Secondary	Agonkitse Primary	Batlhalerwa Education Support Centre
JM Ntsime High	Bakgofa Primary	Luka Love Life Centre
Kalafi Secondary	Batlhalerwa Primary	Diale Residence, Tlhabane
Khayaletu Secondary	Borite Primary	
Oom Paul Tegniese Skool	Bothibello Primary	
Rakoko Senior Secondary	Leema Primary	
	Mabeleapodi Primary	
	Mperebere Primary	
	Tshwara-O-Dire Primary	
NORTHERN CAPE		
Monwabisi High	Emthanjeni Primary	
Pescodia High		
Tshireleco High		
Vuyolwethu High		
WESTERN CAPE		
Grassy Park High	Luzuko Primary	Academy of Maths, Science & Technology
Kensington Senior Secondary	Mseki Primary	Communiversiety
Sophumelela High	Parkhurst Primary	Living Hope Centre
Spine Road High	West End Primary	Sladanha Community Centre
Villiersdorp Secondary	Zeekoevlei Primary	





## Jabulani Dlamini

### #OpportunityMaker Takes Orange Farm to Greener Pastures

*"I've always been a Greenie Beanie (known colloquially as someone who is environmentally conscious) so it frustrated me when the illegal dumping site in Orange Farm, where I live, was growing out of control. Illegal dumping is widespread in most townships but so is the lack of productive space for things like playgrounds for kids, food security programmes and just beautiful spaces where residents can have picnics or informal social events. I have made it my life's work to create these spaces and to begin in my home town."*

This is the story of Jabulani Dlamini, a community leader from Orange Farm and now a learner on our out-of-school Youth programme offered in Orange Farm by facilitator, Lawrence Tihapane.

Jabulani's relationship with JA South Africa

spans about 20 years. He has always been an advocate for our programmes. Back in the late 1990's, after himself attending one of our programmes, years earlier, he recommended the JA South Africa Primary School programmes to other schools in Orange Farm which resulted in our offering the JA More than Money programme to schools in Orange Farm. In 2013, Jabulani once again advocated our programmes and assisted our facilitators to mobilise out of work, out-of-school youth in Orange Farm to participate in the 20-week programme. As a result, 68 learners have been exposed to our experiential entrepreneurial skills development programme (36 are attending the programme currently running in Orange Farm).

Jabulani has always been a very community-minded individual, so when



he came across a group of young primary school learners being housed for an aftercare programme in an icy community centre during winter, he felt it his duty to find a solution to obtaining better resources for the programme. *"They were doing amazing work at the Havho Mutshila Community Centre, but how can a learner concentrate or stay healthy in such terrible conditions?"* Jabulani goes on to say, *"I then met with centre*

*Additional information may be found at [www.jasa.org.za](http://www.jasa.org.za) | Twitter: @JASouthAfrica | YouTube: [www.youtube.com/JASouthAfrica](http://www.youtube.com/JASouthAfrica) |*





*manager, Solly Makhabela and the two of us, together with eight other concerned community members, registered a co-operative called Sidingulwazi (seeking knowledge in IsiZulu). Together we set out to address a number of community challenges: The lack of resources for the aftercare programme that served such a critical need in the community; addressing the matter of illegal dumping in Orange Farm; teaching the co-operative members and the community at large, the value of recycling; earning an income for ourselves; and providing a source of income for unemployed community members."*

Sidingulwazi opened its doors on spring day of 2014 - an apt day to launch a waste management business. Together with Pikitup, the team spent a week rolling out a cleaning campaign where 120 community members were taught the value of waste by exposing them to recycling. Government's Expanded Public Works

Programme (EPWP) was also introduced to the community. During the campaign the Co-operative made a profit of R5 000, which was invested into upgrades of the community centre ahead of the winter months.

The community's cleaning campaign resulted in four dumping sites being cleared of waste. Two community groups representing about 30 families have adopted two of the open spaces and are using them as sustenance farms where onions, tomatoes, green beans and carrots are being farmed to feed these 30 families. The third space is being used as a children's recreational space where, in partnership with City Parks, the installation of play equipment and maintenance is an ongoing project. 150 community members, in partnership with Pikitup, run a food waste programme on the fourth open space. Pikitup donated tools, protective uniforms and Occupational Health and Safety training programmes to 10 team members to ensure the success of the programme.

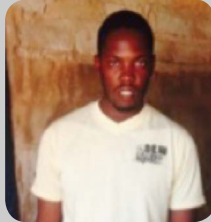
It is clear that Jabulani is a beacon of success in Orange Farm and uses his network to benefit the community as a whole.

*"The JA South programme has helped me develop my interpersonal skills in such a way that I am now more comfortable with delegating responsibilities to team*

*members and as a result, we get more work done. The market research session was an eye opener for me. At start up, I thought I knew exactly what the market (my community) wanted because I was so invested in the needs of my community. However, the programme taught me to ask the right questions of my clients resulting in a better service offering to them."*

After graduating from the ITS TYME programme, Jabulani's application to the Absa's MyGreatestGame competition where he used his experience on the JA South Africa ITS TYME programme as motivation. Jabulani was privileged to attend the Rugby World Cup opening ceremony in London where he had the opportunity to network with other similar entrepreneurs and social entrepreneurs sharing stories and insights into how each of them are achieving amazing milestones, living their greatest lives.

After returning to South Africa from London, Jabulani was presented with yet another amazing opportunity: he was selected to attend a fully-funded year-long programme – The New Economy Accelerator. The goal of the NEA programme is to support your business by harnessing the power of the 'new economy' and to promote human and environmental well-being, inclusivity and social. ■



## Jabu Sibiya

### JA South Africa ITS TYME Graduate's Business Brings Internet Access to His Community

"I had a business registered but that was as far as my understanding of business went. Until I met Zipporah Segabetla who begged me to join the ITS TYME programme, funded by Absa. She promised me I would find benefit in the programme. Joining and committing to the programme was the best decision I've ever made!" These are the sentiments of Jabu Sibiya, a recent graduate of the ITS TYME programme offered in Rustenburg.

"Put yourself in the shoes of a community member from Robega Village in Rustenburg (a town about 300km from Johannesburg's city centre). Before we opened our business, community members would have to get a taxi early in the morning, spend about R40 per round-trip into Rustenburg Town (the central business district of the small town), then another

R40 only to use the internet at an internet café – there is no money for luxuries like food! Understand what that means for someone who does not have any money and is desperately job hunting in order to put food on the table!" Jabu goes on to say; "I was that person! I had dreams of starting a business that will benefit my family but I also had dreams of making life in Robega easier for those who live here and when I realised what a struggle it was to register my business (due to internet accessibility challenges), I knew I had the solution for my community and I was the best person to make internet access a reality for the community."

Jabu attended the ITS TYME programme in 2014. During the 20-week session he learned about banking – a new concept to him as the idea of banking was always



*Jabu pictured here with two clients and the JA South Africa team*

daunting in the past. Until then, his only exposure to business was through Business Studies, a subject offered at school, but even so, his understanding of business was theoretical with no real practical appreciation. However, since childhood, entrepreneurship was always an aspiration. "I would see people on TV making lots of money from offering their immediate community a product or service they needed. That was my inspiration. It

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became clearer when I realised how tough the job market was when I completed high school and all my applications for positions I was suited for were not successful or I got no reply.”

Immediately following the ITS TYME programme offered by Zipporah and Joe Segabetla, JA South Africa facilitators in Rustenburg, Jabu identified five other learners on the programme whom he believed would offer great support and commitment. Together the six-member team set out to make a reality, the internet café Jabu had envisaged for his community.

Today, community members need only spend a few minutes walking to **STM Internet Café and Academy** where one of the six co-owners on duty will offer a customised service, based on the client's need. Something the team identified during the market research module on the ITS TYME programme is that each

community member has a different need and understanding or knowledge of computers. The client would have access to the internet for a mere R15 per hour along with computer literacy training. “We teach our customers how to do their own internet searches, type up or update their CVs or whatever service they require our assistance with. We believe that when they learn by doing, the skills we teach them will stick. Jabu is proud of the role he plays in this community. But he is even more proud of the role the business plays in the lives of the six co-owners. The business has been running for eight months and is located along the main road in Robega next to its biggest restaurant and bar and just to the left of the village's taxi rank. The location is therefore ideal for their clients to access. As a result of this prime location and the hands-on personalised service each client receives, the business has been able to expand within a short space of time – from one computer and printer at start up, the business now boasts three computers and two printers. The business is also in a position to pay each team member R400 per week and the member on duty for that week receives payment of R600.

At the ITS TYME programme certification event, graduates are provided with a USB containing contact details and brochures of incubator programmes with whom JA South Africa has forged a relationship.

Graduates are encouraged to contact these business incubators to take their businesses to the next level. Jabu and his team did exactly that. They are in the process of applying for an expansion grant from the National Youth Development Agency (NYDA) and are currently attending workshops offered by the NYDA to support their growth aspirations.

We look forward to witnessing Jabu's business grow from humble beginnings to becoming a beacon of light in the Robega community.

ITS TYME is a Barclays-funded **out-of-school Youth Enterprise Development Programme** - a 20 session incubator style programme for out-of-school unemployed youth between the **ages of 18 – 35**, facilitated over three months, during which students are required to start up and run a sustainable business. The programme is modelled on the highly successful Enterprise Programme where students are introduced to business theory, after which they are required to start up their own businesses.

The programme includes site visits, case studies, guest speakers, and an introduction to micro finance as well as mentorship and support for a period after completion of the formally structured programme.

Acceptance onto this programme is subject to a selection process. ■



## Dibuseng Phaloane

### From Unemployed Mother to an Investor in a Small Community-based Business

#### ***The Journey of JA South Africa ITS TYME Graduate, Dibuseng Phaloane***

Being unemployed in South Africa is a reality I know all too well. But this reality did not sit well with me. I am a mother of two and a mother who wants more for her children than I was exposed to, so being unemployed for three years made me realise I do not want to be a statistic in this battle. Insanity is said to be the result of doing the same thing over and over and expecting a different result so I finally had to admit that the futile hunt for a job was over but was not sure what was next? How would I put food on my family's table? Enter JA South Africa and their offer to provide experiential entrepreneurial skills training.

*Dibuseng Phaloane (30) is a recent*

*graduate of the Absa-funded ITS TYME Programme offered during 2015 in Orange Farm, south of Johannesburg.*

I was a subsistence entrepreneur before joining the ITS TYME Programme - for me to survive, I started selling polony hampers in my community. I provided 41 different hamper options and this kind of variety set me apart resulting in my ability to make 100% profit (purchase price of R70 and selling price of R140). The revenue enabled me to send my 10 year old to a private school in Orange Farm (which caters to her learning needs) and costs R12 000 p.a. excluding transport of R300 per month. But often I was unable to make the monthly commitments to school fees let alone living expenses and I was constantly stressed out by the possibility that my child would be suspended from school. And then in an attempt to expand

my business's reach, I walked to the opposite end of Orange Farm marketing my meat business along the way. This is when I met Jabulani Dlamini at the Orange Farm Skills Centre. He was scheduled to attend the programme and was an advocate for the programme – introducing it to other out-of-work, out-of school youth in Orange Farm and he introduced me to the ITS TYME programme. I am a true believer in fate!

A few weeks into the JA South Africa programme I learned there are alternative ways to grow my business and I increased my product range even further - I began selling rainbow chicken hampers as well. Later, I saw the opportunity to take the same products and open my own store where, in addition to the raw meat products, I sold fast food using my own stock and the profit margins grew exponentially. This decision

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came off the back of a market research exercise I was encouraged to do on the programme. Now I was able to support my family's needs as well as purchase equipment for my business. I bought a deep fryer and a fridge and at end of this month (August) I will buy a bigger deep fryer (priced at R3 000) to address the needs of my growing business. My profits have now grown from about R3 000 to about R5 000 – R6 000 per month.

The entrepreneurial bug has now bitten. I've recently been exposed to an opportunity to sell furniture. My boyfriend, who was an unemployed carpenter, presented his business case to me and since I am not strong in financial acumen, I consulted a fellow student on the ITS TYME programme for guidance on this decision. After an assessment of the business case against my cash flow and savings, I am now able to provide my boyfriend with seed funding of R5 000 into his business based on profits from my food business.

My fellow student on the programme commended me on my business systems when he assisted me with the decision to invest in my boyfriend's business. During the programme I learned how to record daily, weekly and monthly sales in a more effective manner. So now, at the drop of a hat, I am aware of my business's financial health. I also realise that I don't have to do

everything in the business and am creating joint ventures with other small business owners – especially those I met on the ITS TYME programme – to support me in areas of business management where I am not strong. ■

### ***A report from Dibeseng after visiting Alexandra during site visits on the ITS TYME Programme:***

*"Its business as usual on the streets of Alexandra. Manic doesn't even begin to describe the scene as cars toot their hooters while blasting every sound imaginable. The taxi driver dodged his way through the traffic. Our destination was Alexandra, well known for producing prominent, respected entrepreneurs and top politicians. I was amazed by the area itself. There is no space in Alexandra for anything. How can one run a business in such a congested place? JASA creates a culture of entrepreneurship but how possible is it here? I knew that it was important for me to be part of the field trip but I never thought that would change one factor which I thought was an obstacle for me to open my own business, an office, business space for me. It could make or break my business. We visited different businesses that had one thing in common. They are operated against all odds. I found it very amusing and amazing that Tumi the shoe polisher and Valentino the restaurant owner established their businesses in Alex. Vali's restaurant is on top of a house, there is no space but Valentino managed to run a restaurant, bar and clothes shop in one*

*congested area. He used what he could get hold of to build his empire and yes he survives. I'm also very afraid of rats even when they are dead but Tumi managed to run a successful shoe polishing business here. If it was me I was going to observe disadvantages, risks and failure of the business in a place like Alex where rats use rocks to sharpen their teeth. I realised that for one to be an entrepreneur, it starts within. Passion, determination and vision may lead me to be a successful business woman. Like Lorenzo, he worked very smart to be where he is today. Due to his hard work he managed to create jobs for more than 100 people. He is a mentor to his fellow employees and partners. If I want to achieve, its important that I stop looking for short cuts but use what I have to build a well known, respected undertaker company that will create employment for residents of Orange Farm. I truly treasure what JASA taught me. With the skills I obtained I will be able to conduct myself in a proper manner that will assist me to run a profitable business. Slowly but surely I am getting there."*

*By Dibuseng Phaloane*

### **About JA South Africa**

JA South Africa has, for the past 36 years been offering South African youth, aged between 10 and 35 a platform to create sustainable futures as opportunity makers and possibility seekers. We achieve this through our array of programmes, all **experiential** in nature where learners are required to actively engage in **real business or financial activities**.

# FINANCE REPORT

36



Mr Abdul Rajah

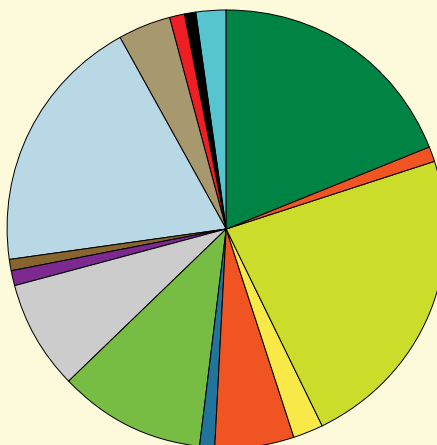
**We managed to end  
the year with an  
excess of income  
over expenditure**

JA South Africa was fortunate during 2015 to secure most of its funding in the previous year. This despite the non-governmental sector suffering a general decrease in funding.

We managed to end the year with an excess of income over expenditure. Overall income was 7% higher than in 2014 and this can be attributed to the interest from the previous HSBC grant being taken into account in 2015. Programme funding increased by 5% mainly due to larger grants received from Barclays and Transnet.

With our ongoing monitoring of expenditure we managed to contain our expenses and ended the year 6.5% more than 2014. The major expense in 2015 related to three learner competitions in 2015 as compared to two in 2014. This line item includes airfares and accommodation for over 40 learners and teams taking part in the JA Africa Regional Company of the Year competition in Gabon in December 2015. Expenditure also included increased costs related to staff recruitment and training to ensure a high standard of programme delivery.

## INCOME

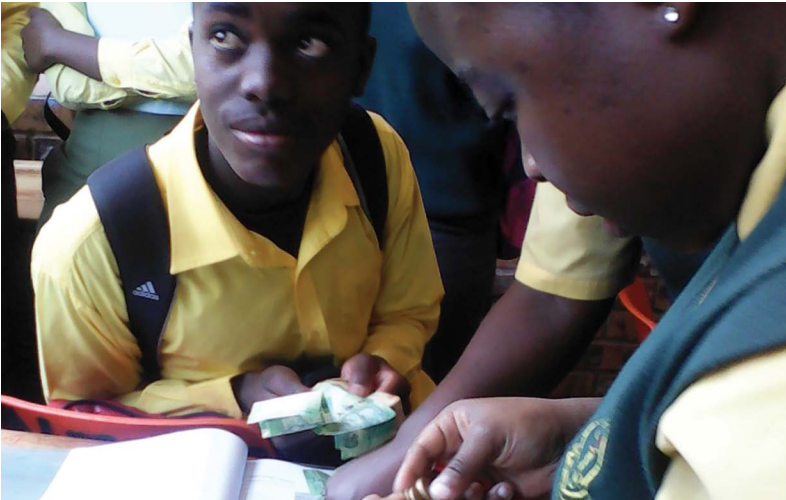
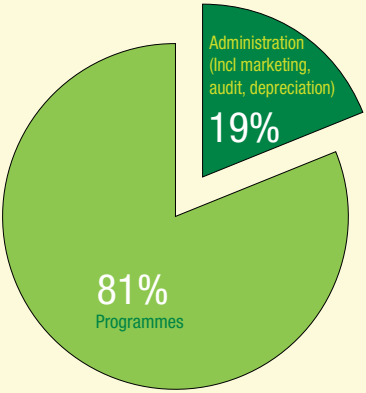


With the total commitment of the team as evidenced particularly during the latter part of 2015 with the departure of the Managing Director, and the continued funding of our partners and confirmation of new funders, we are looking forward to a successful 2016.



Abdul Rajah  
Director

# EXPENDITURE



# INDEPENDENT AUDITOR'S REPORT

## TO THE MEMBERS OF JA SOUTH AFRICA (NPC) ON THE ABRIDGED FINANCIAL STATEMENTS

The accompanying abridged financial statements comprise the abridged statements of comprehensive income and financial position of JA South Africa (NPC) for the year ended 31 December 2015. We expressed a qualified audit opinion on those annual financial statements in our report dated 25 January 2015.

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 JA 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 JA South Africa (NPC) for the year ended 31 December 2015 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 JA South Africa (NPC) for the year ended 31 December 2015.

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 JA South Africa (NPC) as at 31 December 2015 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 25 January 2016 states that as part of our audit of the annual financial statements for the year ended 31 December 2015, 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*

Deloitte & Touche  
Registered Auditor  
Per: N.B. Radebe  
Partner  
25 January 2016



## ABRIDGED STATEMENT OF FINANCIAL POSITION

as at 31 December 2015

	2015 R	2014 R
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant and equipment	142 978	165 856
<b>Current assets</b>		
Deposits	56 103	53 521
Cash and cash equivalents	22 893 419	20 608 827
<b>Total current assets</b>	<b>22 949 522</b>	<b>20 662 348</b>
<b>Total assets</b>	<b>23 092 500</b>	<b>20 828 204</b>
<b>RESERVES AND LIABILITIES</b>		
<b>Reserves</b>		
Accumulated funds	15 898 469	15 398 741
<b>Total reserves</b>	<b>15 898 469</b>	<b>15 398 741</b>
<b>Current liabilities</b>		
Trade and other payables	1 196 729	553 659
Provisions	102 139	121 945
<b>Income received in advance</b>	<b>5 895 163</b>	<b>4 753 859</b>
	<b>7 194 031</b>	<b>5 429 463</b>
<b>Total reserves and liabilities</b>	<b>23 092 500</b>	<b>20 828 204</b>

## ABRIDGED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2015

	2015 R	2014 R
<b>Revenue</b>	<b>12 021 553</b>	<b>11 396 073</b>
Interest income	1 464 867	1 206 621
	<b>13 486 420</b>	<b>12 602 694</b>
Operating costs	(12 986 692)	(12 184 411)
<b>Surplus funds for the year</b>	<b>499 728</b>	<b>418 283</b>





# PROGRAMME FACILITATORS

## GAUTENG

B Molabane

Busisiwe Kunene

Heinrich Theunissen

Isaac Ganyiwa

Lawrence Thlapane

Lucky Matsangu

Moeketsi Mofokeng

Mosa Malebo

Moses Molefe

Nosipho Malatona

Phistos Masilu Maifo

Ponku Putso Nkabinde

Power Masemola

Sphila Bhembe

Staneford Sithole

Tabeth Mhlanga

Tasneem Seedat

Tinos Kucherera

Zandi Nkabinde

## KWAZULU-NATAL

G M R Pillay

Linda Ford

Rosh Rajah

Nikisha Haridut

Sanusha Moodley

## LIMPOPO

James Sekele

Jeffery Matsaung

Salome Sithole

## MPUMALANGA

A Cooper

DM Thshabane

DW Maile

FM Makabela

H Lukhele

Mantoine van Biljon

PM Mahlangu

RE Mabuya

SG Mavimbele

TC Makananise

## NORTH WEST

Zipporah Segabetla

George Danse

Mercedes Fredericks

Sivive Ntloko

Natasha Bushula and Sivive Ntloko

## EASTERN CAPE

F Masanya

Lindile Marhi/ Nomonde Qoto

P Deliwe

Ysanne Bosman

Vuyiswa Sogoni

## WESTERN CAPE

Angelique Brand

Benorita Ockhuis

Elena Meyer

Khulisa

Norman Mentoer

Robinn Koeberg



# STAFF AND AGENTS

## JA SOUTH AFRICA STAFF 2015

Name	Position
Abdul Rajah	Director
Bonga Khumalo	National Programmes Coordinator
Fazlyn Toeffie	Marketing & Communications Manager
Lisa Sonnekus	National Programmes Manager
Mpho Mcunu	Office Administrator
Nelly Mofokeng	Finance Director and Acting MD
Shabir Ismai	Materials Coordinator
Terence Modiba	National Programmes Coordinator

## AGENTS

Elena Meyer	Western Cape
Helene Botes	Mpumalanga
James Sekele	Limpopo
Linda Ford	KwaZulu-Natal
Rosh Rajah	KwaZulu-Natal
Lulama Sidloyi	Eastern Cape
Mercedes Fredericks	Northen Cape
Ysanne Bosman	Port Elizabeth
Zipporah Segabetla	North West



# IN THE WORDS OF OUR LEARNERS

## Learner Testimonials:

Aubrey Chauke, JA South Africa alumnus from 2012, shares an update on Facebook and goes on to offer advice to learners entering competitions especially the Junior Innovators Competition funded by Investec:

*"Good day Sir, I was just reflecting on the opportunities that God has blessed me with in my life...And guess what? JASA Is one of the institutions that really changed my life . . . The wise words you always have, made an impact on my life . . . I remember during the programme you told us to believe in ourselves . . . When I was in JASA I had a dream of being recognised as one of the best learners in my school and the dream became a reality. Today I saw something on my student account that I received a merit Bursary for the 2nd time from NWU MAFIKENG CAMPUS. It's not easy to go to university without a bursary but God always provides".*

### **Aubrey offers his advice to learners entering JA South Africa competitions**

My journey at the Investec-funded Junior Innovators competition in 2012 started with just having a business idea and having faith

that no one can present the idea better than I can.

I remember when I was filling in the competition form and reading more information about the competition, it felt like a dream come true.

Just knowing that I was selected to be among the top innovators to present my idea was enough to motivate me. I went to the competition with the idea of being willing to work with my fellow participants.

During the preparation for the presentation day, we were taught many things such as knowing how to present our ideas and making someone such as investors believe in our ideas.

We were given an opportunity to learn a lot from people such as Mr Setlogane Manchidi who is the head of corporate social investment for Investec. Listen to your mentors because they know better than you guys. I did not just have an idea. I knew how to present the idea even financially because of the lessons we were taught and the guidance I got from my mentor during the preparation for the big day.

You guys just have to be confident and dress in a way that you would like to be addressed. How you dress during a presentation won't just make you look good and confident but it will make the judges to pay attention to you.

Practice your presentation everyday so that you can be familiar with it. If you are confident in your idea then it will be easy to persuade the judges to believe in your idea.

Make sure that you participate in team building activities because they will contribute to your overall score. Don't be scared of the judges, they are just there to help you succeed, forget about losing and think about winning. Last but not least, remember that we can't all be winners but we can all gain experience from the competition.

### **General Manager, Mathapelo Chokoe – Citi funded East Bank High, Alexandra, Johannesburg**

I found the information sufficient and fundamental to an individual who wishes to start her own business. The information/knowledge on basic concepts about business and different departments that form up a team have been an eye opener. Prior to learning about all this, I had no idea how a business requires a number of team members in order to become a success.

Putting the information into practice has been the best and effective strategy to understand the practicalities of business. It helps to grasp

the shared information and doesn't feel like information overload but knowledge that can be applied. Giving each learner a role to play in the company helped to learn every role that the team members in the company play, the purpose, responsibilities and importance of the role. It made it easy to know roles as it was put into practice each session.

Selling the products taught me numerous skills of an entrepreneur and skills that I have and was not even aware of them. I've learnt to be persistent and push the sales. It was exciting to learn all about the process behind selling a product and what is done once the product has been sold. I had the role of general manager and it has a lot of responsibility as you oversee every team member and a lot is expected from you. The experience in general was beautiful, fun and exciting to learn about something I am passionate about. As much as it requires a lot of commitment, discipline and focus, it is enjoyable. After everything is done, the professional and technical procedures, it feels good to see the outcome of the work. It gives pride to see your work paying.

**Malibonwe Dlamini – Assistant Accountant Investec-funded Mhlumi Secondary programme in Mpumalanga:**

Through this programme I learnt more about how to start and manage my own business, how to work with money and this will make a difference in my future. I have learned how to talk to people and I want to start my own business now that I know how to manage it.

**Lucia Mabuza – Accountant Transnet Funded Entrepreneurship Academy ML Sultan Technical, KZN**

*"For me being an accountant was a good thing. The job I had was very interesting but I won't say it was easy because there were some challenges as I went along. I also learnt how to calculate the variable cost, the cost of production and more. This has been a great experience for me and everyone in my company because now we know how to start and manage our own businesses. One thing I loved is how it has taught me to work hard and that and these things don't come easy in life. I and my company would like to thank JASA and Transnet for giving us this opportunity. Berg n Dal accountant was very nice because I worked with*

*someone who was very hard working and honest; I had fun because I like to work with money."*

**Rudolph Gama – Transnet-Funded out-of-school Youth Enterprise Development Programme Diale Residence – Tlhabane, North West Province**

*"I would like to thank JASA for giving us such a good, lifetime opportunity. And the experience I had since the first day, I learned a lot of things that I wasn't aware of, such as cash flow in the business, budget, business plan, job description, target market and many more about entrepreneurs.*

*Being part of this was truly fun and interesting and awesome, everything we did was challenging interesting at the same time. We had a lot of great times together producing and selling our products and working together as a team. A lot of hard work and commitment in a business is needed in order to prosper.*

*Thank you JASA for your commitment, this was a great experience. I hope you will carry on educating and motivating young entrepreneurs. "*

## OUR FUNDERS

### UP TO R3 500 000

TRANSNET

### UP TO R3 000 000

INVESTEC

BARCLAYS

### UP TO R1 200 000

MASTERCARD

### UP TO R1 000 000

CITI

HSBC

### UP TO R400 000

ANGLO CHAIR

METLIFE FOUNDATION

### UP TO R120 000

TOYOTA MOTORS SA

ARCELOR MITTAL

### UP TO R100 000

GENERAL ELECTRIC

UPS

MPACT

### UP TO R10 000

DELOITTE

ANZISHA

ERNST & YOUNG

P DU PLESSIS

S MENDES

V NOMVALO

J GRACE

C HOWARD BROWNE

H NINABER

P C MOYO

N NTULI

P C WILSON

R MUTSHINYA

T M MORULA

Y RAJHA

R BAINRIDGE

A GORDHAN

S JOHNSTON

G MUNN

L SHERMAN

S MANCHIDI

T LITTLE

L VILJOEN

K SEREMANE

C DOS PASSOS

J MODDLEY

A FOURIE







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*Est. in 1979*



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