

Expanding horizons of opportunity

Our vision

To be recognised as the leading independent social investment managers in South Africa.



Join the conversation

Visit Tshikululu's interactive **website** often at www.tshikululu.org.za to be ahead of social investment news, research findings, event updates, sector analysis and sharp thinking.

Watch social investment **DVDs** and interviews on our **YouTube** channel, and listen to Tshikululu's 'Challenging Change' programme on **Radio Today** every Monday at 18:30 on **DStv** audio channel 169.

Subscription to *The Social Investor* **e-zine** is free. Send the word 'subscribe' to info@tsi.org.za. Receive regular news via our **Facebook** and **Twitter** services.

Report to society 2010

Our mission

To actively provide an effective bridge between private sector and developmental realities in ways that bring meaningful improvements and opportunities to increasing numbers of people.



Anonymous Donor
Number One



DE BEERS
A DIAMOND IS FOREVER



HMM Education
Trust



momentum





Team Tshikululu

Three reasons to talk to us

- 1 Leading social investors**
More private sector social grantmaking is managed by us than any other administrator.
- 2 Comprehensive CSI packages**
We have developed a solid reputation for effective grant management, strategic consulting and specialised social investment training.
- 3 Solid endorsements**
Our client base includes Anglo American, ApexHi, De Beers, Discovery, FirstRand (including First National Bank, Rand Merchant Bank and WesBank), Momentum, and UTI, among others.



Assessing funding applications



Managing breakfast briefings



Site visit briefing



Workshop training



Arriving at the new office



CSI communications training



Teambuilding



Hospital work during public sector strike



Presenting to business leaders



Running client CSI trusts

Large or small, if your company believes that **social investment is more than a company handout**, talk to us.

- Care
- Excellence
- Innovation
- Integrity



“Tshikululu” is the Venda name for the African Rock Fig, a remarkable plant often found growing on exposed rock faces. It is supported by a robust network of exploratory roots that grow along crevices in search of nutrients and water, sometimes breaking the rock apart as they do so. The ability of the Rock Fig to thrive in such environments reflects Tshikululu’s ability to identify and nurture development potential in the most challenging of conditions.

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Leading social investors

A section 21 company, Tshikululu Social Investments is South Africa's leading social investor, managing grantmaking funds and trusts for large and medium-sized businesses. Tshikululu works in the fields of education, health, and social and enterprise development.

This all-in-one management package, from strategy to implementation and monitoring, is supplemented by best-practice thought leadership and training programmes.



Godfrey Gomwe

Our time has come

“This model and approach of all-in-one outsourced and professional social investments is unique, demonstrably successful, and gives clients the benefits of cross-client learnings and economies of scale. Yet we think that much more could be done: nay, must be done.”



Field Band Foundation at Fifa World Cup opening (Anglo American, De Beers)

Tshikululu's operation goes back to 1998, although our files, some partnerships and institutional memory start in 1974 when Harry Oppenheimer set up what was then the Anglo American and De Beers Chairman's Fund. Operating as an independent not-for-gain company these past 13 years has allowed us to expand the extent of our resources, reach of funding, developmental impact and service offerings to build a home for all in the private sector who are looking for best-practice grantmaking that brings real social returns.

This model and approach of all-in-one outsourced and professional social investments is unique, demonstrably successful, and gives clients the benefits of cross-client learnings and economies of scale. Yet we think that much more could be done: nay, must be done. Let me explain.

The private sector has, now more than ever, taken to heart its ability to foster social change beyond its core business activities. But good intentions, in work that is notorious for its disappointments, are not enough. Practical answers to how best to effect positive change and unlock value in our humanity have to be sought, and implemented with a hard-nosed desire for success. In doing this, we can be grateful for the flexibility of action that comes with the resources at the private sector's disposal.

In other words, we should not feel constrained nor overwhelmed by our society's immediate and largest challenges. Rather, we must be realistic, and then ambitious within that realism. National and international targets for development can be our guide, but we are able to go beyond these to identify national treasures and boost grassroots innovation. Well-aimed immediate interventions can sometimes develop into systematic change for the better.

Mostly, our reality is constrained by the fact that private social investment will always be infinitesimal relative to that of the state, and we work in the full understanding that the private sector's biggest contribution to positive change comes through its success in nurturing economic expansion.

We therefore recognise that there is room for innovative partnerships with the public sector and broader society. And here is the critical thing: we also know that, whether in corporate social investment, enterprise development, local public-private partnerships for operating or industry charter reasons, staff community volunteer activity, or just because of a desire for responsible corporate citizenship, our country's businesses, large and small, are willing our national success in ways beyond just doing business for its own sake.

They do so without having to magnify our country's challenges and her problems. We see them every day; we know them well. Yet in our own work at Tshikululu, with many hundreds of remarkable companies, developmental organisations, institutions and individuals, we also know another, sometimes less obvious, reality. It is the reality of a people whose selflessness toward their fellow

men and women is bringing positive change of profound effect and inter-generational consequence. Tshikululu is committed to expanding this reality. We do so with a clear vision of being *“recognised by the business and the development sectors as the leading independent social investment managers in South Africa.”*

This is not about self-aggrandisement. It is about putting our extensive knowledge, experience and practical approach to change at the service of our country's change champions, both in the private sector and beyond.

I am delighted with our Board of Directors, management team, dedicated staff and visionary clients, whose combined efforts have allowed Tshikululu, in difficult circumstances, to show real growth in income, client base, project reach, funds disbursed, reserves harnessed and beneficiaries reached. These things truly matter in the lives of our people, and in the future we must build. Allow me at this juncture to pay a special welcome to a new director of our company, Dr Mothomang Diaho. Quite apart from her useful medical background, Dr Diaho brings to Tshikululu her experience of well-defined and successful community consultations that have evolved from her work as head of the intensive dialogue programme of the Nelson Mandela Foundation.

The time has come to properly focus private sector goodwill to a greater extent than before to change lives and expand horizons of opportunity. That is why we have invested significantly this past year in personnel and other assets, in order to be positioned for growth to South Africa's good.

When Winston Churchill took prime ministerial office in the daunting days of May 1940, he wrote that “I felt as if I were walking with destiny, and that all my past life had been but a preparation for this hour”.

We feel a bit like that too, as though everything we have honed and learned these many years has been but a preparation for the task ahead – the building of a society not simply for a better tomorrow, but one in which all our great-great-grandchildren prosper, in every sense, as South Africans in a country of liberty and expanding opportunity.

Godfrey Gomwe



Tracey Henry

Expanding horizons of opportunity

"We have always taken the view that we cannot, and therefore should not, respond to need alone, but that we should rather back 'champions' doing work that succeeds. The same approach applies to our increasing involvement in enterprise development, where we focus on bridging the gaps that exist between survivalist states of being, self-sustainability and growth."



Claire Hugo visiting projects in KZN (Discovery)



Paul Pereira recording "Challenging Change"



Ian Slade greets FNB bursars

In a year in which South Africa celebrated a "can do" mentality through strong infrastructural investment, improved educational results, the hosting of major global events, and a gradual move away from economic recession, I can report that Tshikululu Social Investments worked hard to achieve its profound mission.

This is "to be South Africa's leading independent social investment managers by actively providing an effective bridge between the private sector and developmental realities in ways that bring meaningful improvements in life's opportunities to increasing numbers of people".

It is important to dwell on that. Neither the bald figures reflected alongside nor anything else that I can say in this report can adequately do justice to the progress that Tshikululu has made toward this deeply meaningful goal.

Fulfilling our mission must mean increasing our ability to operate effectively by growing our client base, increasing funds under our care for onward and careful disbursement, choosing developmental partners judiciously, and working to make a measurable positive impact in society.

It goes beyond our own immediate work in leading Tshikululu, to place a much greater emphasis on providing thought leadership to others wanting best practice advice on social investment, creating platforms for knowledge-sharing between private sector grantmakers, social entrepreneurs, institutions of state, the public through targeted media partnerships, and in influencing useful learnings in academia.

It must also, at minimum, mean a careful husbanding of our own company to ensure that we are able to withstand any unexpected financial knocks in the first instance and, critically, are able to provide for the expansion of our client base, service offerings, and thus community development impact.

That we have achieved all of this, and more, in a time of economic constraint, speaks volumes to the commitment our clients have to this work and to their faith in their ability to support the best in human potential.

We are now on a path of high financial, social impact, and thought leadership expansion that will make us leading social investors in every sense. But to do that properly requires the humility to acknowledge that we do not have all the answers, and that positive social change takes place in myriad ways and incorporates all the nuance and complexity of what it is to be human; and so ours is a collaborative endeavour towards societal betterment.

For these reasons, we have reached out to our beneficiary and development partners through cross-learning and conversation, which is work that will receive strong attention in the year ahead. Talking about what works and what doesn't in the difficult terrain of social change is best done beyond one's comfort zones, and so we have created, and will expand, platforms for such sharing across the private sector and beyond.

Being real in innovation

This work does not take place in a vacuum. Indeed, the way in which business responds to broader societal needs is often innovative and remarkable.

This includes its work in corporate social investment (CSI), whether in response to the Department of Trade and Industry's codes of good practice and agreed industrial sector charters, enterprise development in terms of Code 600 of the BEE codes of good practice, social entrepreneurship support as an alternative for-profit activity with a social cause, select sponsorships or through formalised staff volunteer programmes.

Highlights of 2010

- > Assets of client trusts top half a billion rand for the first time
- > Grantmaking increased by 28.75% to R309 million
- > Average grant up 21% to R263 000
- > 229 site visits conducted
- > Client satisfaction increased by three percentage points to 88%
- > 3 450 applications for funding processed, compared to 2 978 in 2009 (an increase of 15.8%)
- > Strong growth and diversification of client base
- > Investments for company expansion made in new personnel and fixed assets
- > Tshikululu received an independently verified Level 3 BEE rating

Bucking the trend

Yet some news in South Africa's broader social investment arena is sobering. The release, at year-end, of an estimate of only R5.4-billion in CSI spend throughout South Africa in 2010 means that this is the first in 10 years without a real increase in CSI. But even to match last year's amount, companies have included all sorts of non-core CSI items, such as expenditure on infrastructure required by licensing agreements, all-in social and labour plans, product and volunteer provision to good causes, and so forth. Not-for-profit organisations now receive only 37% of CSI, indicating that pure CSI spend has declined substantially. One sector at special risk is that of welfare, a critical foundational zone of effort given our realities.

I imagine that the imperatives of the industrial sector charters, licensing and various transformation initiatives, along with a sometimes simplistic notion of "business alignment" of CSI and "brand/product returns" dictating CSI spend, would account for much of the change. Whatever it is, it is certainly profound. Then there are the community trusts (often ignored in CSI analyses) that are increasingly popular as vehicles for driving broad-based BEE. But there is very limited documented knowledge about the frequency of their use, their fitness for the purpose, or of the factors that enable or constrain their effectiveness.

For this reason, Tshikululu has published research that suggests that the realisation of the developmental objectives described in the B-BBEE codes of good practice persistently eludes community trusts, and that even the immediate outcome for private enterprise – meeting the ownership target obligation – is inherently problematic. This isn't to castigate business.

After all, poverty alleviation to scale can only come through substantial and sustained economic growth, and it is government's primary responsibility to address matters of basic poverty, justice and the protection of all human rights and to set policy for the acceleration of economic growth with consequent job creation. It is a given that success in this area is more likely through sound

partnerships between the public and private sectors. Indeed, we must recognise that the biggest positive impact that any business can make to community upliftment is to run its own affairs well, to make profits, expand markets, provide employment, create products of use, meet its corporate responsibilities and pay taxes.

That said; let me concentrate on the socioeconomic development (mainly through CSI) that formal business can undertake.

Regardless of the model we follow, or the value of the contribution, it is important to do it well from the start and to incorporate what we at Tshikululu call our "four key pillars of success". These include insistence on strong governance of CSI work, and sound processes to ensure that the right structures are in place for effective decision-making, accountability and reporting.

Our work also needs to be informed by sound research on national and local policies and programmes and use a strategy that guides decision-making. Critically, it must remain informed first and foremost by developmental agendas as opposed to simple business needs.

Finally, we must work to constantly review, monitor, evaluate and report on this work. That way lies understanding and future efficiencies.

Building capacity in 2011

Looking to 2011, I cannot help but notice that "capacity building" has become a common buzzword in the donor and development world. The essence of capacity building lies in actions to improve NGO effectiveness. This makes it similar to normal business concepts of organisational development, organisational effectiveness and/or organisational performance management.

But when we think of these concepts in the development sector we sometimes forget the lessons of business and insist on quick fixes to often complex problems. And it's easy to say that "enhancing sustainability" should be the key focus of any capacity-building

activity without always thinking through what this should mean. Sadly, some donors expect this to mean that NGOs generate their own income and so become financially independent. But the vast majority of NGOs will not be able to achieve this goal, and their work often demands that they shouldn't. For these, sustainability probably means something else – the ability to consistently, continuously and efficiently raise, manage and deploy funds with which to implement programmes and to achieve set goals that ultimately benefit the communities in which they operate. It means the running of their operations to greatest efficiency and thus best societal effect.

This is our understanding of what sustainability means, and our support for in-depth organisational capacity support, though often vital to NGO success, must always work from this understanding. Driven by true partnerships with an involved NGO leadership, capacity building is work that can have a much longer-term beneficial effect on organisational stability, growth and positive social change than mere funding alone. Done well, it can build a robust civil society as a strong legacy to our future.

A continuum of development

We welcome President Jacob Zuma's emphasis in placing job creation at the top of the national discussion, with a resultant enthusiasm in much of the public and private sectors for enterprise development (ED) which is naturally to the good. But there are no silver bullets when it comes to ED, or other forms of development for that matter.

Successful enterprise development is an integral part of the overall development continuum. It is about identifying, and working with, things that are themselves real, and that result in the long-lasting and positive empowerment of people. It is about being in for the long haul, and knowing that liberation is a process, not an event.

The continuum can be likened to one's progress up a ladder, whose rungs start with basic human needs, then welfare, then education and skills training, and so on up to things like enterprise development.

We have always taken the view that we cannot, and therefore should not, respond to need alone, but that we should rather back "champions" doing work that succeeds. The same approach applies to our increasing involvement in enterprise development, where we focus on bridging the gaps that exist between survivalist states of being, self-sustainability and growth.

The continuum of personal and general empowerment contains many critical building blocks to reducing poverty, increasing our country's skills base and creating opportunities for employment or self-employment. We decline, then, to see enterprise development as a stand-alone initiative, but view it instead as integral to our overall development strategy. We will be taking this message, with associated service offerings, to broader society in a much more forceful way in the future.

Diversifying client base

I heartily welcome new clients 1st for Women Trust, the HMM Education Trust, and the JB Marks Education Trust to the Tshikululu family of social investment trusts and funds under management. Then there are other new clients who choose to keep their grantmaking in-house but to whom Tshikululu provides expert consulting and strategic advice. During the period under review, these included Anooraq Resources, the Diamond Empowerment Fund, and MTN, among others. All of them are helping us work towards our mission's fulfilment.

At home

Ours is a dynamic space that attracts special individuals who hold a strong personal commitment to doing right by their country and her people. Our staff are responsible for decisions that affect the life opportunities of many thousands of people, and it is critical that the right social investments are made.

Tshikululu therefore pays proper attention to attracting the right people and placing them in the right positions, and we have invested strongly this year to strengthen our team and to prepare for the expansion of our work. Our clients and our country deserve no less. I am truly impressed by the calibre of the staff members that we have, and heartened always at their determination to play a definitively positive role in our national development. In support, we maintain strong internal training and skills enhancement programmes and have worked hard to secure the best possible team to carry through our multi-disciplinary mission.

Tshikululu's own CSI in 2010 saw the company invest 1% of company surplus in the Kgosi Neighbourhood Foundation, while an additional 3% of surplus was used for enterprise development by being invested in Shanduka Black Umbrellas and in the Black Tie Ensemble.

I am grateful to my colleagues for their extraordinary efforts to effect positive social change, and to our chairman Godfrey Gomwe, the Board of Directors, and my management team for their involved guidance and constant support. Above all, I am grateful to our steadfast and visionary clients and partners, whose generosity of spirit and action speaks well to their view of our country's ability and future, and to our development partners, whose on-the-ground work brings succour and choice to a people thirsting to achieve their potential. Together, they show us what South Africa will become, and it is a good thing indeed.

Tracey Henry



De Beers English Olympiad winners on tour



Serious Social Investing workshop delegates



Skills development at Sparrow Schools



Mthandazo Ngwenya

High returns in constrained times

"The management of a growing profile of clients requires vigilance, and to this end the company will continue to implement rigorous financial oversight and good governance. The risk management processes will be further imbedded in all company activities and the compliance functions will be strengthened to ensure continued adherence to laws, policies and procedures."

The CFO's report provides an overview of the financial performance of Tshikululu Social Investments, a section 21 not-for-gain company, for the financial year ended 31 December 2010.

↑ Assets of trusts under management
R535m
 at 31 December 2010
R495m
 at 31 December 2009

↑ Total income
R37.3m
 Total income, which includes investment income, representing a 3% increase on 2009

↑ Tshikululu funds and reserves
R18.3m
 Increase of 8.9% from R16.8 million in 2009

Operating environment in 2010

The impact of the slow recovery of the South African economy saw real GDP grow to 2.8% from -1.7% in 2009. Some clients in the resources and financial services sectors experienced higher earnings growth compared to the 2009 financial year, while others experienced a contraction of growth. At 31 December 2010, Tshikululu was responsible for the management of 18 trusts that provide social investment funding.

Tshikululu plans to further increase the number of clients under management via the acquisition of new business in 2011 in order to best effect social change. The improved economic outlook for 2011 will have a positive impact on donor client profitability, and that will help increase corporate social investment expenditure in the new year.

Financial overview

| | 2010 R | 2009 R |
|--|------------------|------------------|
| Net surplus position | | |
| Net income before taxation | 2 032 163 | 4 861 570 |
| Taxation | (591 827) | (1 414 530) |
| Comprehensive income for the year | 1 440 336 | 3 447 040 |

Due to strong investments made in personnel growth and fixed assets in preparation for business expansion, post-tax surplus for the year was R1.4 million, a 58% drop from the R3.4 million posted in 2009. The surplus will be reinvested and used to fund future growth and maintain working capital requirements. Tshikululu funds and reserves grew to R18.3 million from R16.8 million (2009).

Tshikululu income

The fee income earned by Tshikululu in respect of the services rendered to the various trusts managed rose to R35.3 million for the year under review, compared to R34.2 million for the prior year. The company has set targets to grow new business income over the next three years and reduce the cost-to-income ratio by way of prudent cost management, thereby further increasing company profitability.

Tshikululu expenses

Operating expenses totalled R35.3 million, representing an increase of 12.8% from 2009. A significant part of this increase reflects the investment made in staff to cater for the increasing number of clients being managed, and for projected company growth. The company allocated R3 million to moving its corporate offices to Parktown, Johannesburg, which move allows for business expansion and personnel growth. Relevant portions of these costs have been capitalised and will be written off over a five-year period.

A breakdown of costs by major category is shown in the table below:

| Major expense category | 2010 (R'000) | 2009 (R'000) |
|-------------------------|-----------------|-----------------|
| △ Staff costs | 22 946 | 19 675 |
| ✓ Consulting fees | 2 144 | 2 452 |
| ✓ IT and IT support | 1 284 | 1 380 |
| ✓ Premises | 1 612 | 1 682 |
| △ Other expenses | 7 287 | 6 209 |
| △ Total Expenses | 35 273 | 31 398 |

Client funds under management

Assets held by the trusts and funds administered by Tshikululu in 2010 increased by 8% to R535 million. The company maintains robust financial controls and governance procedures over these funds. Each entity is subjected to an annual audit by Deloitte & Touche South Africa and Tshikululu's Risk, Audit and Compliance board committee maintains oversight of this process. Tshikululu acts as company secretary and public officer for all funds and trusts under management.

Planning for growth

The company has set a number of key strategic objectives which entail streamlining business processes, increasing productivity and improving business performance measurement which will be finalised in 2011.

The management of a growing profile of clients requires vigilance, and to this end the company will continue to implement rigorous financial oversight and good governance. The risk management processes will be further imbedded in all company activities and the compliance functions will be strengthened to ensure continued adherence to laws, policies and procedures.

We look forward to a successful relationship with the new clients who have joined our portfolio and we assure our existing clients of our unwavering commitment to our values of care, excellence, integrity and innovation.

Mthandazo Ngwenya

Professional management

Social investment is about people. It is about people with needs, and about finding and supporting leaders who have the energy and vision to help assuage those needs. Tshikululu has established itself as the leading social investment manager in South Africa through a committed striving for knowledge and understanding of global trends, national priorities, local realities, and individual relationships.

Tshikululu's team of top-level specialists are dedicated to helping clients through the provision of professional all-in-one management of comprehensive community grantmaking. In doing so, professionalisation of our own skills is an ongoing project.

Employment equity



Board and executive committee



Management



Staff



Number of employees

52
2009: 45

Gender breakdown



Training and development



Tshikululu Values

- Care**
We invest in the skills and expertise development of our people, nurturing their talents and providing the opportunity for career advancement.
- Excellence**
Our specialists are recognised as leaders in their fields.
- Innovation**
We encourage innovation, while considering the lessons drawn from our experience.
- Integrity**
Our employees work according to the highest ethical and professional standards.

The numbers

R391 000
invested in staff training

14%
of employees promoted

12%
staff turnover (31% in 2009)

19
internal "learning lunches"

4.4 days
training per staff member for the year

R78 000
awarded for external study

Qualifications

- 11 Diplomas
- 5 Degrees
- 12 Honours degrees
- 5 Master's degrees

B-BBEE

Level 3 contributor
(independently verified)

Expanding opportunity through champions of change

Investing for a social return is a complex activity, the success of which depends on the application of specialist knowledge, rigorous ethical standards and operational processes, along with the careful choice of delivery partners. In 2010 this work, supported by our clients, positively affected the lives of millions of people in South Africa. The following are but some examples of this reach:

- ### Highlights
- Grantmaking increased by 28.75% to R309 million
 - Average grant up 21% to R263 000
 - 229 site visits conducted
 - Client satisfaction increased by three percentage points to 88%
 - 3 450 applications for funding processed compared to 2 978 in 2009 (an increase of 15.8%)

975
bursaries awarded



28 million
people reached through
HIV/Aids awareness



66 000
beneficiaries of disability
interventions

22 000
subsistence farmers
assisted



23 000
beneficiaries of
community enterprise
development

76 000
people received
hospice care



1.3 million
people received
primary healthcare



140 000
learners reached in
maths, science and
languages



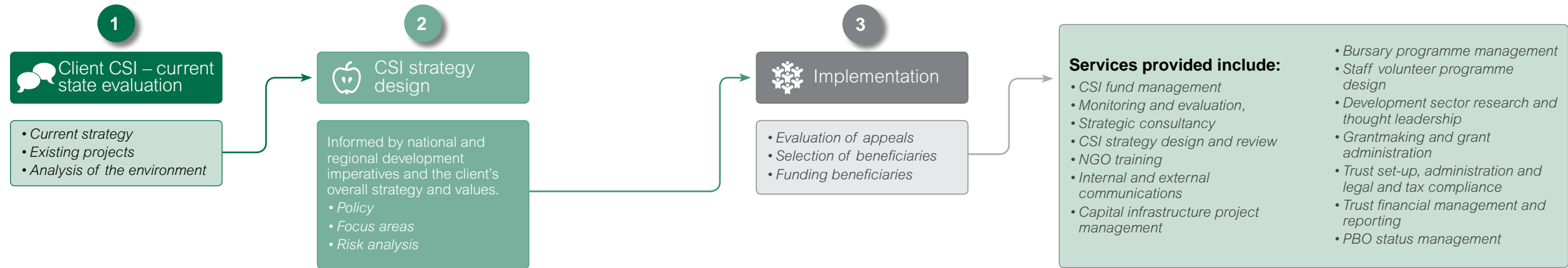
210 000
vulnerable children
assisted



Tshikululu's expertise



Sarah Morrison accepts an award for the Anglo American Chairman's Fund



Significant infrastructure development

Through partnerships with state departments and learning institutions, our clients' infrastructure projects improve the delivery of healthcare, education and development services. These intensive investments are undertaken through Tshikululu project management, from blueprint phase to handover.

FEATURE

➤ The Anglo American Chairman's Fund helped build the Jalamba Clinic to provide healthcare to over **22 000 inhabitants** of the OR Tambo Municipality and to enhance the capacity of local NGOs and provincial healthcare teams.



New classrooms at Buyani Primary School

➤ A working pre-school and early childhood development training centre was built, using money granted by the ApexHi Charitable Trust, to improve the lives of **36 000 children** and families of the Bram Fischerville community.



Hands-on capital projects management

➤ A **R9 million** grant resulted in the completion of the world-first Anglo American Mine Design Laboratory at the University of the Witwatersrand.

➤ **Sixteen classrooms, four administration blocks, three computer rooms and 24 ablution blocks** were built for schools in 2010.

➤ The Bessie Mpelele-Ngwana centre for learning was built through a **R7.2 million** grant from the Anglo American Chairman's Fund. The project encompassed ablution, workshop and administration buildings.

➤ The SANParks Marakele **environmental education** centre was built with the assistance of the Anglo American Chairman's Fund to provide a service to large groups of children.

➤ The Cape Mental Health centre in Athlone was constructed with the assistance of the Anglo American Chairman's Fund **to help children** with profound intellectual and physical disabilities.

➤ The St Monica's Diocesan School project in KwaZulu-Natal involved the building of **six classrooms, ablutions and a computer laboratory** to expand the school's reach, made possible by a grant from the Anglo American Chairman's Fund.

➤ The National Archive Heritage and Cultural Studies building at the University of Fort Hare was upgraded to house the national liberation archives and provide facilities devoted to heritage, using **R7 million** from the Anglo American Chairman's Fund and the De Beers Fund.



Refurbished Fort Hare National Archives

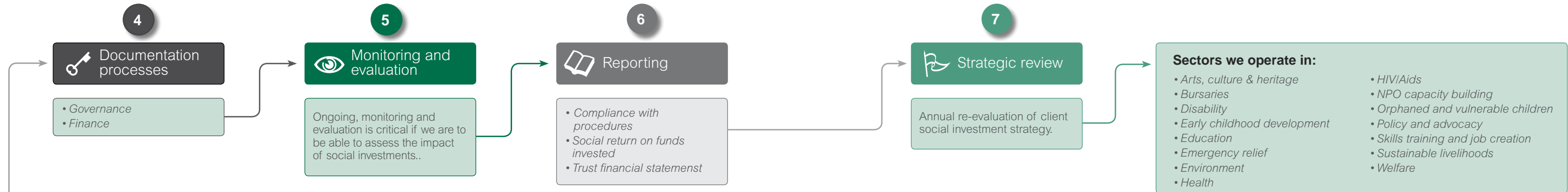
Tshikululu designs:

- Tailored social investment strategies
- Cost-effective interventions in development combined with high social returns

Enterprise development

At Tshikululu we overlay regulatory enterprise development (ED) requirements with a strong social development filter. The ED strategies we develop are informed by an understanding of the social development continuum and ED's place on that continuum; linkages between corporate social investment and ED; and the relative benefits of broad-based ED and narrowly focused ED initiatives. Our strategies are implemented after a rigorous screening process and in a strong governance and compliance environment, supported by regular monitoring and reporting both in terms of regulatory requirements and social impact.

Tshikululu's expertise



FEATURE



Paediatric healthcare at Big Shoes (Momentum)



Edwin Madisha advising on rural schooling

Spreading best practice – consultancy

Companies often regard corporate social investment as an element of their triple bottom line, carried out in-house. Social investment carried out in this way can be very effective, but can also be vulnerable to changing company market positioning, business direction and personnel.

Tshikululu therefore advises clients in the design of tailored social investment strategies to fulfil the client's investment objectives. The result is cost-effective development interventions, with high social returns and targeted sector partnerships.

Strategy is designed in close collaboration with each client to determine how best funds should be invested. Brand and company values and geographical alignment are incorporated where necessary.

During the year under review, ongoing re-evaluation of social investment strategies of current clients were undertaken, and specialised consulting services provided to both clients and non-clients, the latter including Anoraq Resources, the Diamond Empowerment Fund, and MTN, among others.

Staff volunteerism

Tshikululu assists clients with staff volunteer programme strategy design and financial guidance. An example in this past year include strategic assistance given to Anglo American SA.



Judy Mgobhozi joins in FNB staff voluntary community work

Sharing knowledge, encouraging debate, leading the change
Training provided by Tshikululu most often takes the form of lectures/presentations accompanied by audience participant exercises.

The following training topics are covered for the NPO sector:

- Legislation governing the sector
- Accounting systems for NPOs
- Governance and management structures
- Risk management
- Identifying, designing and writing funding proposals
- How to design and communicate brand messages

The following training topics are covered for companies:

- Updated CSI overviews
- Strategic funding in maths education
- Trends in funding agricultural livelihoods
- CSI message design and brand use
- What to look for in NGO financials
- Best practice in funding proposal evaluation

Company overview

Professional management

Tshikululu's expertise

Trust portfolio

Knowledge-sharing



GIBS director Professor Nick Binedell addressing the Serious Social Investing workshop

Through knowledge-sharing and training workshops, a vigorous online and social media presence, select media and other partnerships, and through the publication of research and insight articles in the broader media, Tshikululu takes its knowledge and views to targeted audiences working for social change.

Of special interest are corporate leaders, people engaged in CSI programmes, enterprise development practitioners, NGOs, specific government and public sector roleplayers, the advertising and marketing industries, and educational institutions.



YouTube
Tshikululu's YouTube channel carried more than 20 filmed interviews, company and project DVDs

f t
Tshikululu's Facebook page provided news almost daily to hundreds of registered fans, with this backed by a complementary and active Twitter news feed

Tshikululu's new interactive website, launched in February 2010, attracted 69 000 visitors. Its insight pages, CSI news, media centre, and events calendar are updated frequently

Tshikululu released two short films: *Leading Social Investors* and *Your Goodwill Without End*, which were distributed electronically and can be found on the Tshikululu website

The free monthly Tshikululu e-zine, *The Social Investor*, goes out to 400 companies and more than 1 000 NGOs

Tshikululu gave lectures as part of the Gordon Institute of Business Science (GIBS) executive leadership courses for CEOs and board member

Tshikululu Social Investments was placed first out of 2.7 million results on Google for "corporate social investments South Africa"

In 2010, the GIBS-Tshikululu partnership saw:

- > The first annual **Serious Social Investing** workshop attended by 120 private sector social investors and achieving an average 94% approval rating from delegates.
- > The first annual **Serious Enterprise Development** workshop attended by 120 private sector representatives and achieving a 92% average approval rating; and
- > The hosting of two **Development Intelligence Series** breakfasts to provide high-level contextual analysis for both profit and non-profit sectors.

The bi-annual *Conversations in Social Investment* thought-leadership publication was distributed at various public fora

Tshikululu published 14 thought-leadership articles in various media

A partnership with sustainability strategy leaders **OgilvyEarth** brings Tshikululu social investment knowledge to a broader section of corporate South Africa

Media partnerships

- > "Challenging Change" Tshikululu's weekly half-hour radio programme on social investment best practice, is carried on *Radio Today* with an LSM 9 and 10 audience footprint of 449 000 terrestrial and 700 000 LSM DSTV listeners from Tanzania to Cape Town.
- > *Finweek* provides coverage of the Tshikululu-GIBS **Development Intelligence Series** to its 91 000 LSM 9 and 10 readers.
- > The *Financial Mail* partners the Tshikululu-GIBS **Serious Social Investing** and **Serious Enterprise Development** workshops, giving advertising in itself and *Business Day*. It also distributes 32 000 copies of the annual "CSI - The Human Face of Business" booklet, with Tshikululu as editorial advisor, to its 238 000, mainly corporate, readers.

Tshikululu assists Anglo American SA, De Beers Consolidated Mines, the FirstRand Group, Momentum, and UTi with client **CSI communications** product, strategy, events, or in other ways.

Company overview

Professional management

Tshikululu's expertise

Trust portfolio

Tshikululu's research



Serious Enterprise Development workshop



Matching strategy to client brand personality



Development research compilation



Client-beneficiary workshop

Research

Tshikululu is committed to organising and disseminating the wealth of knowledge gathered by our CSI practitioners, and to solidifying our position as leading social investors by analysing and shaping broader societal trends.

➔ Five research papers and 14 thought-leadership pieces were published by Tshikululu in 2010

Broadening true empowerment

Tshikululu commissioned an in-depth study to investigate the role and effectiveness of community trusts in Black Economic Empowerment transactions. The study, the first of its kind, is a product of Tshikululu's commitment to acting as a bridge between the needs of the social and the formal economic sectors through thought leadership on the role of the private sector in development. The study identified an increasing trend in the inclusion of trusts to broaden the base of ownership in BEE transactions, despite the fact that the realisation of the developmental objectives described in the BBBEE codes of good practice persistently eludes community trusts, and highlighted the need for further research in this area.

Tshikululu also conducted extensive research into areas such as gender-based violence, social entrepreneurship, and orphans and vulnerable children. Published research includes: "Fighting gender-based violence: a suggested approach for social investors", by Elinor Kern and Hangwi Manavhela; "Orphans and vulnerable children: a corporate social investor's basic guide", by Claire Hugo; and "Social Enterprise Development in South Africa – creating a virtuous circle", by Bridget Fury. These research reports can be found in the Media Centre of the website.

Being reported on – grantee feedback

Tshikululu's first comprehensive grantee survey was undertaken to determine the effectiveness of our processes, and to gain an even deeper understanding of developmental realities. Grantees were given the chance to offer feedback on Tshikululu's provision of services across various categories. Tshikululu scored highly with regard to the application process and to the relationship over the grant period. Grantees were also impressed by the fact that Tshikululu managed larger grants on behalf of its clients over longer periods than other grantmakers, but some expressed a desire for greater non-financial support and for more feedback on reporting. The responses have guided us in performing a review of our CSI processes and procedures, and changes will be instituted in the next period.

Cross-learning

Regular internal meetings between Tshikululu sector representatives allow colleagues from different disciplines to discuss trends, recent developments, and possibilities for partnership, and to develop a collective response to the strategies of government and our clients, focusing at all times on areas of greatest need. These fora take place every six weeks, and are chaired by key account managers.

Workshops, teaching and knowledge-sharing:

Knowledge-sharing is a key component of our service offering to both delivery partners and clients. In 2010, we ran 16 client-beneficiary workshops covering:

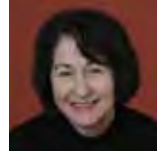
| | |
|---|--|
|  Community care |  Monitoring & evaluation |
|  Bursaries |  Disability |
|  Food security |  Mathematics & science |

Working together

Partnerships

Written in the language of the Khoisan, South Africa's motto means "diverse people unite". It is about each of us bringing our different strengths and talents together for the common good. At Tshikululu, this means the forming of alliances and partnerships with key roleplayers in social change to work together to greatest effect.

The following are some examples of what this means in practice:



"Inyathelo and Tshikululu are increasingly working together to build improved communication between grantmakers and organisations that are doing the work on the ground. We believe it is critical to bring civil society and NGOs into the developmental debate with the private sector in a range of areas, from governance, capacity building, and grantmaking practice through to good development and organisational practice."

Shelagh Gastrow, CEO, SA Fundraising Institute – Inyathelo



"Our jointly-designed workshops and breakfast briefings bring particularly South African realities, and how to work with them, to the country's top and emerging business leadership."

Professor Nick Binedell, founding director, Gordon Institute of Business Science (GIBS)



"OgilvyEarth brought its world-leading integrated sustainability strategy design and training to South African companies in 2010. By partnering with Tshikululu, we are able to add best practice social investment insights to our package of services and so give companies a greater opportunity to widen their foci for real social change."

Deon Robbertze, creative director, OgilvyEarth



"Our joint ventures with Tshikululu and the *Financial Mail* have brought literally hundreds of companies to social investment learning events and to share their innovative ideas through our specialised annual books on CSI and enterprise development. This outreach will be expanded in the coming year."

Hayley Horan, MD, Creative Space Media



"In our efforts to deliver quality education to our constituency, the Department of Basic Education emphasises the need for strategic and sustainable partnerships with the private sector in order to assist us in overcoming this all important and challenging task. A good example of the effectiveness of such partnerships is with Tshikululu Social Investments. More than 40 schools have benefitted from infrastructural improvement through the innovative partnership that is the Limpopo Rural Schools Programme. Run jointly since 2003 by the Department of Basic Education and Tshikululu Social Investments, and funded by government, Anglo American and De Beers, this work brings true educational empowerment to our deepest rural areas. Although this is only one example of our various educational partnerships with Tshikululu, we commend others in the private sector to emulate this approach to jointly opening the doors of quality learning "

Louis Taylor, Project manager: public-private partnerships and mobilisation, Department of Basic Education



"Radio Today and Tshikululu use the airwaves to discuss matters that concern our communities, ranging from education and health to issues of development in general, and how these things affect business development. Tshikululu does not only talk about sustainability but walks the talk. It is a good example of how companies should facilitate social development."

Sanele Sobantwana, station manager, Radio Today



"SANGONeT and Tshikululu speak to sometimes different audiences of NGOs and corporate social investors. These groupings are both involved in social investment work but need to hear one another's points of view more regularly. Our content-sharing partnership through the NGO Pulse portal is a regular and practical effort to help this happen."

David Barnard, executive director, SANGONeT/NGO Pulse



"Partnering with GIBS and Tshikululu on the Development Intelligence breakfast briefing series has enabled *Finweek* to bring to our readers lessons on first rate social investment thinking that they may otherwise miss, and that they can adopt in their own work."

Colleen Naude, editor, Finweek



"Sharing Tshikululu's insights on what's working across our communities helps us to alert our expat readership across the world about how their home country is growing and why they need to bring their skills to bear on our great project of national upliftment."

Brigitte Britten-Kelly, director, Homecoming Revolution



"The *Mail & Guardian* has always been at the forefront of social change for the better. That's why we've been delighted to work with Tshikululu on our prestigious Investing in the Future Awards, and why we'll be expanding this partnership in ways that will bring even more useful knowledge to our society's often unsung heroes."

Sudley Adams, brand manager, Mail & Guardian

Awards

The achievements of our funds and staff have been celebrated with some of South Africa's most prestigious awards. These include:



Tracey Henry receives the 2010 award for "most influential woman in business and government – financial services (general)" from CEO magazine

CEO magazine's 2010 Most Influential Women in Business and Government Award in the financial services (general) category: Tracey Henry

South African Federation for Mental Health Special Services Award for Financial Support: Anglo American Chairman's Fund

Mail & Guardian Investing in the Future Award for Best Corporate Employee Community Involvement Programme: FirstRand Volunteers Programme

Mail & Guardian Investing in the Future Education Award: De Beers Fund

Trust portfolio under management


During 2010, Tshikululu was privileged to manage CSI funds and trusts for the following clients:



The oldest professionally-managed CSI programme in South Africa, the Anglo American Chairman's Fund supports projects of national significance throughout the country in education, health and sustainable community development.

Anonymous Donor Number One

Anonymous Donor Number One favours suitable projects and beneficiary non-profit organisations offering services in the community development sector, including early childhood development, youth projects and projects assisting the aged.



The ApexHi Charitable Trust invests in the fields of early childhood development, teacher leadership, management skills training, and discretionary grantmaking in the welfare sector.


DE BEERS

A DIAMOND IS FOREVER

The De Beers Fund initiates and supports development projects and programmes in communities around De Beers Consolidated Mines operations. Understanding these communities and building relationships with all key role players is essential to the Fund's work.




The Discovery Foundation invests in the education and training of medical specialists and the development of academic and research centres.




The FNB Fund's flagship programmes reflect the Fund's focus areas: the Tertiary Bursary Programme, the Community Care Programme, the Early Childhood Development Programme, the Hospice (HIV/Aids) Programme, and the Secondary Schools Maths and Science Initiative.



The JB Marks Education Trust Fund awards bursaries to members of the National Union of Mineworkers and their dependants.



The FirstRand Foundation is the vehicle through which FirstRand and its major brands direct their social giving to meaningful development across a wide range of development sectors.




A philosophy of self-belief, and of inspiring people to achieve success, is the driving force behind the Momentum Fund's Disability Programme, Community Orphaned and Vulnerable Children HIV/Aids Programme, and Bursary Programme. As of 1 December 2010, this fund is independent of FirstRand.

HMM Education Trust


The HMM Education Trust empowers previously disadvantaged individuals through education, with a specific focus on maths, science and technology, early childhood development and mining-related fields of study.





The Discovery Fund considers support for non-profit organisations and institutions that provide and enhance healthcare services for communities that do not have access to mainstream healthcare.




The DRA Group specialises in project management, engineering, mining, infrastructure and mineral process plant design and construction. DRA Mineral Projects disburses grants in support of enterprise development.



These three independent trusts, founded by Anglo American, support secondary schools and projects working to increase the number of school leavers with high-level passes in maths and science.



The RMB Fund celebrates South Africa's diversity and heritage through its Arts, Culture and Heritage Programme, Environment Programme, and Maths Leadership Programme (including the FirstRand Foundation Maths Education Chairs Initiative).

The UTi Empowerment Trust was formed by holding a 25% stake in UTi South Africa. The Trust provides awards to support the tertiary education of black UTi employees, their dependants and nominees throughout the country.



Established in 2009, The Tshikululu Trust provides select public-benefit activities to smaller donors by applying pooled funds from various donors to choice projects to make a greater difference.



The WesBank Fund empowers communities to become self-supporting through the Fund's flagship programme of Food Security and Agricultural Livelihoods.

Champions of change



Evaluating project impact

Social investments by Tshikululu's clients in remarkable champions of change expanded the horizons of opportunity for millions of South Africans in 2010. Such partners included:

Abalimi Bezekhaya
 Aryan Benevolent Home Chatsworth
 African Children's Feeding Scheme
 Africa Co-operative Action Trust
 Africa School of Missions
 Africaid's WhizzKids United
 African Scholars Fund
 African Self Help Association
 Agape Copeland Train Productions
 Agulhas Theatre Works
 Alexandra Educational Committee
 Alldays Community Day Care Centre
 Angus Gillis Foundation
 Animal Anti-Cruelty League
 Ann Harding Cheshire Home
 Apollo Music Trust
 Association for Persons with Disabilities and the Deaf: Free State
 Association for the Physically Disabled: Greater Johannesburg
 Association Francois-Xavier Bagnoud
 Aurum Institute for Health Research
 Autism South Africa
 Avril Elizabeth Home
 Badisa
 Bateleurs
 Beautiful Gate Ministries
 Bel Porto Foundation
 Bergzicht Training Centre
 Bethany Home
 Bigshoes Foundation
 BirdLife South Africa
 Bitou Foundation
 Black Tie Ensemble
 Bokamoso Science and Technology Education Centre
 Bold Moves 771
 Breede River Hospice
 Bridge

Brits Hospice
 Business & Arts South Africa
 Business Against Crime
 Cape Leopard Trust
 Cape Mental Health
 Cape Peninsula University of Technology
 Cape Philharmonic Orchestra
 Cape Town Opera
 Carel du Toit Centre
 Caring Network
 Centre for Creative Education
 Centre for Development and Enterprise
 Centre for Early Childhood Development
 Centre for Indigenous African Instrumental Music and Dance Practices
 Centre for Positive Care
 Chaeli Campaign
 Child and Family Welfare Society: Pietermaritzburg
 Childline
 Children of the Dawn
 Children's Assessment & Therapy Centre
 Children's Disability Centre
 Childhood Cancer Foundation South Africa
 Christel House South Africa
 Clowns Without Borders South Africa
 Christian Social Services East London
 Coalition of Anglican Children's Homes
 Columba 1400 Leadership Academy
 Community Action Public Private Partnership
 Community Action Towards a Safer Environment

Community Media Trust
 Conquest for Life: Westbury Project
 Cotlands
 Crescent of Hope South Africa
 Custoda Trust
 Dance Forum
 Deaf Child Pre-School and Grades Classes
 Dedel'Ingoma Arts Healing
 Dependable Strengths Articulation Programme
 Development Action Group
 Diabetes South Africa
 Diketso Eseng Dipuo Community Development Trust
 Donald Woods Foundation SA
 Door of Hope
 Durban & Coastal Mental Health
 Durban Botanic Gardens
 Early Learning Resource Unit
 Eastern Province Child and Youth Care Centre
 Eco-Access
 Educo Africa
 Edutak Pre-School Training & Development
 Eersterust Care & Training Centre
 Eersterust Welfare Organisation for the Aged
 Elim Hlanganani Society for the Care of the Aged
 Endangered Wildlife Trust
 Endeavor South Africa
 Enlighten Education Trust
 Environment and Language Education
 Epilepsy South Africa
 Epworth Children's Village
 Estcourt Hospice Association

Ethembeni HIV/Aids Ministry
 Family and Marriage Society of SA
 Family Life Centre Johannesburg
 Faranani Trust
 Farm and Garden National Trust
 Field Band Foundation
 Food Gardens Foundation
 Footprints: Soweto Retired Professional Society
 Foundation for Alcohol Related Research
 Free Market Foundation SA
 Freeplay Foundation
 Frida Hartley Shelter
 Friends of East Africa
 Friends of Mosvold Hospital
 Friends of the Johannesburg Art Gallery
 Gadra Education
 General De la Rey Rural Institutional Award
 Girls & Boys Town South Africa
 Goldfields Hospice
 Gozololo Centre for Needy Children
 Grahamstown Hospice
 Grail Centre Trust
 Grassroot Soccer
 GreaterGood SA
 Greytown Children's Home
 Greater Nelspruit Rape Intervention Project
 Hantam Community Education Trust
 Hatzolah Medical Rescue
 Head Start
 Headway Gauteng: Khomelela
 Heartbeat Centre for Community Development
 Heifer South Africa
 Helderberg Hospice



SA Ballet Theatre (RMB)



Wildlands Conservation Trust (WesBank)



Mercy Ships (Anglo American, Momentum)

Helen Bishop Orthopaedic After-Care Home
 Highway Hospice Association
 Hillcrest Aids Centre
 HIV Abandoned Babies & Infants Trust
 Hivos SA
 Hlatlolanang Health and Nutrition Education Centre
 Hoedspruit Training Trust
 Home-Start South Africa
 The Hope Factory
 Hospice Association of the Witwatersrand
 Hospice Matlosana: Khaya Tshupo Home of Hope
 Hospice Moeder Theresa
 Hospice Palliative Care Association of South Africa
 Howick Hospice
 Human Resource and Social Information Centre
 Humana People to People
 Independent Examinations Board
 Ikamva Lisezandeni Zethu
 Ikhulubone Trust
 Impilo Health Programme
 Independent Schools Association of Southern Africa
 Institute for Healing of Memories
 Institute for the Deaf: Worcester
 Institute of Training and Education for Capacity Building
 Irene Homes
 Izingolweni Education Centre
 J&J Development Projects Trust
 James 1:27 Trust
 Jewish National Fund of SA
 Jo'burg Child Welfare
 Johannesburg Children's Home

Johannesburg Jewish Helping Hand & Burial Society
 Johannesburg Youth Orchestra Company
 Junior Achievement South Africa
 Kagiso Trust
 Keiskamma Art Project
 Kgatelopele Social Development Forum
 Khululeka Community Education Development Centre
 Kids Haven
 Kimberley Academy of Music
 Knysna Sedgfield Hospice
 Kwa-Dukuza Resource Centre
 KwaZulu-Natal Society for the Blind
 KZN Child Eye Care Programme
 Ladybrand Hospice
 Leratong Hospice
 Lesedi Educare Association
 Lesedi Hospice
 Letsema Circle: Walking Together for Health
 LHC Foundation Trust: I Care
 LifeLine
 Link-SA Fund
 Little Angels Day-Care & Rehabilitation for Physically and Mentally Challenged Children
 Little Eden
 Little Elephant Training Centre for Early Education
 Little Saints of Bethany
 LoveLife Trust
 M² Coffee Shop
 MaAfrika Tikkun
 Mahlasedi Learning Centre
 Make Your Mark
 Malamulele Onward

Mandela Rhodes Foundation
 Manguzi Hospital
 Masibambane Disabled Centre
 Masimanyane Women's Support Centre
 Masincedane Training Centre
 Masisukumeni Women's Crisis Centre
 Mass Media Project/Heartlines
 Master Farmers: Port St Johns
 Médecins Sans Frontières South Africa
 Men on the Side of the Road
 Mercy Ships Southern Africa
 Metro Evangelical Services
 Minerals and Energy Education and Training Institute
 Mineworkers Development Agency
 Mmbana Creche
 Mosaic Training, Service & Healing Centre for Women
 Mosamaria Ministry
 Mothers 2 Mothers 2 Be
 Moving into Dance Mophatong
 Msunduzi Hospice Association
 Musina Community Hall
 Naledi Hospice
 Natal Early Learning Resource Unit
 National Association of Child Care Workers
 National Business Initiative
 National Institute for the Deaf
 Nazareth House: Cape Town
 Nceduluntu Sanctuary Trust
 Ndlovu Care Group
 Ndlovu Medical Trust
 Neighbourhood Old Age Home
 Nelson Mandela Metropolitan University
 Networking HIV/Aids Community of South Africa

Ngaka Modiri Molema District
 Nicro
 Nightingale Hospice De Aar
 Nisaa Institute for Women's Development
 Noah Neighbourhood Old Age Homes
 NSPCA
 Ntataise Lowveld Trust
 Nurturing Orphans of Aids for Humanity
 One In One Out
 Oosterland Youth Centre
 Open Africa
 Open Schools Worldwide
 Opera Africa Studio
 Orchestra Company
 Organisation for Educational Resources and Training
 ORT South Africa Operational Trust
 Outward Bound Trust of South Africa
 Parent Centre
 Partnership Foundation Leaders in Action
 Palaeontological Scientific Trust
 Peace Parks Foundation
 Penreach
 Persona Doll Training
 Plettenberg Bay HIV/Aids Forum
 Port Elizabeth Mental Health Society
 PositiveMoms Foundation
 President's Award for Youth Empowerment Trust
 Pretoria Evangelism and Nurture
 Pretoria Sungardens Hospice
 Pretoria Workshop for the Blind
 Primary Maths Research Project
 ProBono.Org
 Public Affairs Research Institute

Champions of change



Francois Witbooi holding a funding assessment meeting



Joyce Wanjogu on a school site inspection in North West province (Epoch-Optima)



Deepa Patel at the new Anglo American Wits Mining Laboratory



Ratanang special needs school (De Beers) near Polokwane



Deputy Basic Education Minister Enver Surty at the Anglo American maths and science awards



New Seshane Primary School classrooms in Limpopo (De Beers)

QuadPara Association
Rachel Swart Fund
Rape Crisis Cape Town
Reach for a Dream
Read Educational Trust
Red Cross Children's Hospital Trust
Restorative Justice Centre
Rhino & Lion Conservation
Rhodes University
Ridge Park College
Rivoni Society for the Blind
Roselands Trust
Rural Development Support Programme
Rural Education Access Programme
Rural Fellowship Awards
SA Ballet Theatre
SA Cares for Life
SA Foundation for the Conservation of Coastal Birds
SA Guide-Dogs Association for the Blind
SA Institute of International Affairs
SA Institute of Race Relations
SA Red Cross Air Mercy Service
SA Red Cross Society
Saica: Thuthuka Bursary Fund
Salvation Army
San Salvador Home
Sanca: National Directorate
Schools Environmental Education and Development
Scripture Union: Lifeskills Education
Sego Monene Training and Resource Centre
Sekolo sa Borokgo
Services for the Blind
Sibasa & William Eddie Health Centre

Sibikwa Arts Dance Company
Sibikwa Community Theatre Project
Sikhula Sonke Early Childhood Development
Simba Kleuterliefies
Sithuthukile Trust
Siyajabula Siyakhula
Siyazisiza Trust
Social Change Assistance Trust
Society for Animals in Distress
Soil for Life
Somerset Hospital Board
Sonke Gender Justice Network
Soul City: Institute for Health & Development Communication
SA Brain Research Institute
SA Institute for Advancement: Inyathelo
SA National Council for the Blind
SA National Parks
SA Society of Obstetricians and Gynaecologists
SA Wine Industry Council: Biodiversity & Wine Initiative
South Coast Hospice Association
Soweto Cheshire Home
Soweto Retired Professional Society
St Bernard's Hospice
St Francis Hospice
St Helena Sandveld Hospice
St John Eye Hospital
St Joseph's Care and Support Trust
St Joseph's Care Centre
St Luke's Hospice
St Mary's Day Care Centre
Starfish Greathearts Foundation
Stellenbosch University
Steve Biko Academic Hospital

Student Sponsorship Programme
Study Trust
Stutterheim Education Trust
Sunfield Home School
Sunlight Safe House Project
Sunshine Centre Association
Surplus People Project
Taung Skull Consortium
Teba Development
Technical College Student Aid Trust
Teddy Bear Clinic for Abused Children
Thohoyandou Victim Empowerment Trust
Thusanang Care Group
Thusanani Childrens Foundation
Thuthuka Education Upliftment Fund
Tintswalo Hospital: Rural Fellowship Awards
Topsy Foundation
Trauma Centre
Training and Resources in Early Education
Trevor Huddleston CR Memorial Trust
Tshepang Educare Trust
Tshepong Centre for the Disabled
Tygerberg Hospice
Ubuntu Education Fund
Umthathi Training Project
Unisa Foundation
United Church Schools
United Nations Children's Fund
University of Cape Town
University of Johannesburg
University of KwaZulu-Natal
University of Limpopo
University of Pretoria
University of the Free State

University of the Western Cape
University of the Witwatersrand
Uplands Outreach Programme
Verulam Regional Hospice
Viljoenskroon Hospice
Walter Sisulu Paediatric Centre for Africa
Walter Sisulu University Science Learning Centre for Africa
Waterberg Welfare Society
Western Cape Forum for Inclusive Education
Western Cape Primary Science Programme
Westiders Against Addiction
Westville Girls' High School
Where Rainbows Meet
Wide Horizon Hospice
Wilderness Foundation
Wings and Wishes
Winterberg School Trust
Witbank White Rose Hospice
Witkoppen Health and Welfare Centre
Women and Men Against Child Abuse
Women's Development Business
Woodside Sanctuary
Woodside Special Care Centre
Wordworks
Zama Dance School Trust
Zisize Educational Trust
Zululand Hospice Association

Schools Financial and other assistance was provided to public schools and to selected independent schools' outreach programmes.

Alexander Road High School
Arena Park Secondary School
Bergvliet High School
Bishops Diocesan College
Cape Academy of MST
Carl Malcomess Senior Secondary School
Centre of Science and Technology
Clapham High School
Cosat
Crescent Girls' High School
Danville Park Girls' High School
Dendron Secondary
Diocesan College for Girls Grahamstown
Dlangezwa High School
Dominican Convent School Belgravia
Drakensberg Boys' Choir School
Durban Girls' High
Durban Music School
Effingham High School
Eletsa Secondary School
Empangeni High School
Eunice High School
Fairmont High School
General Smuts High School
Giyani High School
Glenwood High School
Greenbury Secondary School

Greenside High School
Grey College Secondary
Harry Oppenheimer Agricultural High School
Herschel Girls' School
Hilton College
Hoërskool Waterkloof
Holy Cross High School
Holy Family College
Hudson Park High School
Inkomazi High School
Isipingo Secondary School
Jeppe High School for Girls
John Ross College
Kearsney College
Kharwastan Secondary School
Kimberley Girls' High School
Kingsmead College
Kingsridge High School for Girls
Kingsway High School
Kleinzee Primary School
Kutama Secondary School
Leap
Letsatsing Science High School
Litshovu High School
Livingstone High School
Lowveld High School
Makgetse High School
Mampoi High School
Mankopane High School
Maritzburg College
Mathibeng Primary School
Mbilwi Secondary School
McAuley House School
Metropolitan Raucall School
Mgwezani Primary School
Michaelhouse
Midlands Community College

Moletse Primary School
Motse Maria High School
Mphaphuli High School
National School of the Arts
Navalsig High School
New West Secondary School
Newcastle High School
Newhaven Secondary School
Norman Henshilwood High School
Northlands Girls High
Orient Islamic School
Parktown Boys High
Parktown High School for Girls
Pelangwe Primary School
Pepps Polokwane Preparatory School and College
Pietermaritzburg Girls High
Pinelands High School
Pinetown Boys' High School
Plumstead
Plumstead High School
Port Shepstone High School
Prestige College
Pretoria Boys High School
Pretoria High School for Girls
Queensburgh Girls' High School
Rearebetswe Pre-School
Ridge Park College
Roedean School
Rondebosch Boys' High School
S. J. van der Merwe T. H. S.
Sacred Heart College Observatory
Sandringham High School
Selborne College
Selly Park College
Settlers High School
Siyamukela High School
Siyathuthuka Nursery School

Sol Plaatje High School
South Peninsula High School
Southlands Secondary School
Springs Boys' High School
St Andrew's College
St Anne's Diocesan College
St Augustine College
St Augustine Primary School
St David's Marist Inanda
St John's College
St John's College Academy
St Mary's DSG Kloof
St Mary's DSG Pretoria
St Mary's School Waverley
St Monica's Diocesan School
St Stithians Boys' College
St Stithians Girls' College
Stanger Manor Secondary School
Stanmore Secondary School
Stellenberg High School
Stirling High School
Strelitzia Secondary School
Sunfield Home School
The Settlers High School
Thengwe High School
Tlamelang Special School
Tongaat Secondary School
Tsogo Secondary School
Umtata High School
United Church Schools
Westerford High School
Westville Girls' High
Willowridge High School
Wingen Heights Secondary School
Wynberg Boys' High School

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Content queries, along with suggestions and other feedback, are welcome and should be directed to the Public Affairs Executive, Tshikululu Social Investments, Private Bag X125, Braamfontein, South Africa; or to info@tsi.org.za.

To find this report in PDF format, please visit www.tshikululu.org.za.