

A central image of a yellow bowl filled with white porridge. The bowl is set against a background of four overlapping semi-circles in orange, blue, green, and red. A dotted orange line circles the bowl. The text 'BEYOND' is in large white letters with a grey shadow, and 'THE MEAL' is in smaller black letters below it.

BEYOND

THE MEAL

ANNUAL REPORT **2018**



THE TIGER BRANDS
FOUNDATION

NOURISHING YOUNG GROWING MINDS



CONTENTS

THE FOUNDATION

Legal Status	06
Vision	06
Mission	07
Values	08
Nature of Report	08

OVERVIEW

Chairperson's statement	12
Director's report	14
Key partner messages	16
Minister of Basic Education	16
DBE Deputy Director-General: Care and Support Services	17

THEORY OF CHANGE

A foundation of learning	20
--------------------------	----

YEAR AT A GLANCE

Schools across South Africa	24
Social investment	26
Foundation reach	26
Financials	27

HUMAN RESOURCES

People of the Foundation	32
National office	32
Project coordinators	33
Demographics – staff	33

INSIGHT

Prioritising food safety and empowerment	36
60 million meals served	37
Strong social returns	38
Foundation model endorsed	39

GOVERNANCE AND RISK MANAGEMENT

Stakeholder engagement	42
Role and function of the Board of Trustees	43
Board of Trustees	44
Demographics – trustees	45
Audit, risk and compliance	46

CONTACT DETAILS

The Tiger Brands Foundation	47
-----------------------------	----



The Foundation's senior management lead a national and provincially-spread team, implementing projects through selected channels, with partners, suppliers and other stakeholders at 92 school projects



THE FOUNDATION

- Legal status
- Vision
- Mission
- Values
- Nature of report



TIGER BRANDS FOUNDATION

LEGAL STATUS

The Tiger Brands Foundation Trust ("the Foundation", or "TBF") was established in 2009 to provide assistance to selected regional and community groupings, with a focus on learners of no-fee paying schools in South Africa, vulnerable groups in society, as well as projects that promote sustainable livelihoods in areas without no-fee paying schools.

The Foundation is an independent not-for-profit Section 18A Trust, registered with the South African Revenue Service as a public benefit organisation (PBO tax exemption number 930036488).

The Foundation is intended to be a perpetual Trust and will continue for a period of 100 years unless the Trustees, with the consent of Tiger Brands, resolve to terminate it for good cause.

The assets of the Trust are subject to certain restrictions as set out in the Subscription and Relationship Agreement entered into between Tiger Brands Foundation SPV (Pty) Limited, Tiger Brands Limited, and the Trust, on its founding.



THE TIGER BRANDS
FOUNDATION

NOURISHING YOUNG GROWING MINDS

VISION

Nourishing young growing minds



MISSION

To improve the lives of vulnerable school children and their surrounding communities by creating sustainable, scalable and replicable programmes focused on nutrition and education enhancement

WE BELIEVE

Genders should receive the same level and intensity of focus



That nutrition is the cornerstone of a healthy body and healthy mind

That all communities should be supported in the development and growth of their children



All parents should play an active and integral role in the development of their children

All children should be given a fair chance to learn and develop



Nutrition programmes should be a fundamental component of the national education policy

The Foundation's value and longevity is linked to its ability to contribute to the evolution of society and its sustainable development



Partnerships should be created based on combining core strengths and expressing self-interest upfront



The continuous search for improvement is what promotes the development of individuals, organisations and society.



VALUES



ACCOUNTABILITY

We give an honest account of our responsibilities and actions.



INTEGRITY

We have the courage to do the right thing and to speak the truth.



CONSISTENTLY EFFECTIVE

Transforming South Africa by consistently meeting and exceeding our obligations.

NATURE OF REPORT

This annual report covers the period of the Foundation's financial year of 1 March 2017 to 28 February 2018. Some narrative elements in the report extend into the current financial year to take account of publication date.

The report integrates the Foundation's financial, administrative, governance, managerial and operational activities within its societal contexts. It is guided by the recommendations of the Integrated Reporting Committee of South Africa, published in January 2011 and since updated.

Given the resource constraints inherent in the Foundation being a not-for-profit Trust, this annual report does not claim to be a fully Integrated Report, and is issued as a "report to society" instead.

Financial highlights are included in this report. A full set of audited financial statements may be viewed at the Foundation's office on written request to the Director.

The Director is the Foundation's chief executive officer.







OVERVIEW

- Chairperson's statement
- Director's report

Key partner messages

- Minister of Basic Education
- DBE Deputy Director-General:
Care and Support Services



IT WOULD BE THAT VERY
SOUTH AFRICAN THING TO DO:
TO ANSWER OUR COUNTRY'S CALL





CHAIRPERSON'S STATEMENT

A COUNTRY AT HER BEST

A nation's progress is best viewed over long horizons, but its outcomes are never pre-ordained. Making sure that they are likely to be positive is the work of us all, and South Africans often step up to the plate in this challenge, perhaps more than we may think.

Already in 2012, a global Barclays Wealth survey found that South Africans were the world's second-most generous (after Americans) in their private giving to good causes. This was often focused in generosity to schools and associated activity. In 2015, Statistics SA reported that the number of South Africans volunteering to assist in community development had almost doubled in just the previous two years. In the quantum of corporate social investment measured annually by Trialogue, companies invested an all-time high of more than R9 billion in 2017. This, sensibly, also had an emphasis on education, broadly-defined.

For its part, government pursues policies that focus on alleviating immediate poverty and that are pro-poor in broadening the scope of opportunity for people who find themselves in especially the lower income quintiles of the overall population.

Given our history of lost chances for growth and development caused by willful state neglect of, and discrimination against, most of our people; developmental progress, restoration of dignity and redress of inequity may seem a herculean task. But, as the National Development Plan to 2030 convincingly demonstrates, our country's goals are eminently achievable, provided we take to this purpose with vigour and care, together.

Convinced that the foundations of our country's critical educational progress must be laid in the health of our children, we are fully aware of the challenge and of its realities.

It is true that vast improvements have been achieved in the state of overall nutrition in the past two decades. Even so, the 2018 SA Survey of the IRR's Centre for Risk Analysis records that fully 22% of households struggled with food inadequacy in 2016. Most ominously, an average of 15 400 children under the age of five years were admitted to hospitals

each year from 2013 to 2016, suffering from severe acute malnutrition.

These findings demonstrate the wisdom that societal progress is often best viewed in its "direction of play" rather than its immediate score. What can we all do to ensure continued progress, a "better score" tomorrow?

An important piece of the answer is found in the work of the Tiger Brands Foundation and especially in its approach of undertaking holistic nutritional school-based interventions in close partnership with public and private sector players at national, provincial, and on-site operational levels.

The practical, positive results of working in this way, and in doing so to the benefit of teaching and learning in our schools, are clearly being shown. They could be further increased, dramatically, when more social investors join us in realising the Foundation's *Enhancing Impact 2022* strategy.

It would be that very South African thing to do: to answer our country's call in a most effective way, and to give meaning to the late Hugh Masekela's "Thuma Mina" words: "I wanna be there when the people start to turn it around; when they triumph over poverty..."

Among those already working on this national project are some truly remarkable people. They include my fellow Trustees; our executive management and staff; our public sector partners in the Ministry and Department of Basic Education and the National School Nutrition Programme; associated social investors; and our partners in 92 schools across our country.

I thank them for what they do for the learners of South Africa.

AMBASSADOR SHEILA SISULU

DIRECTOR'S REPORT

WALKING ALONGSIDE YOUNG SOUTH AFRICA

The Foundation's work across the country is more than the provision of in-school start-of-the-day meals, critical though that is. It is a holistic programme of nutritional strengthening of our young citizens that paves the way for partnerships that can expand its reach to them all.

Working in selected no-fee schools across South Africa, this endeavour brings with it associated educational programmes, assists in job creation, invests in strengthened management capacity in nutritional rollouts, and does much more. Working with the Department of Basic Education and through private partnerships, it goes "beyond the meal", with positive results that are measurable and profound.

This begins with the Foundation's long-term Theory of Change, detailed in this report, and rests on an underlying "golden circle of actions" that aim for positive transformation in the lives of young people through direct interventions, on-the-ground, "at eye-level".

These play out practically in the in-school nutrition programme that this year saw the Foundation serve its 60 millionth meal since 2011. It sees infrastructure support in the installation of industrial-standard kitchens in some schools and the systematic upgrading of facilities at others, in the distribution of food hampers to support families during school holidays, in the sponsoring of winning schools of the annual National School Nutrition Programme of the Department of Basic Education, in local capacity-building of various sorts for excellence in nutritional programme success, through robust monitoring and evaluation of our work, and in the Foundation's thought leadership through commissioning research and sharing learnings, so that others may fruitfully join this effort.

Indeed, this last is critical if South Africa is to maximise the benefits of her large and sustained investment in the improvement of access to schooling, and so in the results of that educational endeavour. That will require the National School Nutrition Programme's feeding of 9 million learners to be complemented by these learners receiving on-site meals to start their schooling days too, the benefits of which are both obvious and demonstrable.

It requires public-private partnerships across the full gamut of schooling, led by educational authorities, and benefitting

from this Foundation's shared knowledge. There can be few things in social investment that offer better societal returns. Thus, independent studies commissioned by the Foundation show that our programme delivers a social-return-on-investment of an average R9 social return for every R1 invested (see page 38).

The programme works to interim goals that make up our *Enhancing Impact 2022 strategy*.

First off is the requirement for its financial sustainability. As a vehicle for Broad-Based Black Economic Empowerment, the Foundation, an independent entity, receives income from dividends accruing from shares held in Tiger Brands Limited. By nature, dividend payments fluctuate due to various factors.

I am pleased to report that the Foundation has not been seriously affected by related matters, and that our operations are unaffected. We maintain a positive balance sheet, financially-viable reserves, continue to diversify our income streams, and we take seriously the professional management of our risk coverage.

So it is that we have been able to increase our reach to providing in-school meals to 92 schools across every province, with an average 63 500 learners benefitting each school day.

Direct impact is reinforced with proactive efficiency and capacity interventions at local level by our dedicated staff members who are sited across our operations, working closely with state, school, and private sector partners. Apart from Tiger Brands Limited; the Ministry and the Department of Basic Education at different levels, and the National School Nutrition Programme; the Foundation's current principle partners include Gouda Wind Energy Facility, Nungu Marketing and Distribution, Sishen Solar Facility, and the Southern Lodestar Foundation.

With targeted advocacy backed by in-depth independent research and well-worked through lessons learned in our own work, the Foundation will increase its strategic partnerships to secure additional long-term, flexible corporate partnerships that further expand the positive impact of our programme.

For this is always a work of many hands. It includes food handlers and monitors; provincial coordinators; provincial education authorities, school governing bodies, principals

and supervising teachers; distributors of supply; builders; trainers of nutritional education, hygiene and associated work; associated social investors; and more besides.

That is why the Foundation takes care to invest in its own capacity-building and skills retention, and it is why we extend this to bespoke training of implementing staff and volunteers across the country. It is a prime reason for our hosting of the immensely useful and productive biennial gathering of principals who are involved in the programme.

This three-day conference held in Gauteng in April 2017 worked off the premise that “A hungry child cannot learn – healthy children change the world”, a pithy summary of our *raison d’être*. Principals, educational authorities and Foundation staff worked with world-class developmental experts in a sharing of what works best, and what less so, in this work. We identified and explored best practices that can be replicated across our sites of service, to bring greatest benefit to our shared goal of advancing quality education, improved health in our communities, and increased social justice.

Walking alongside young South Africans is the honour of us all, and I commend it to you.

It is work that the Foundation is able to undertake with assurance, thanks to the involved oversight and guidance of our Chairperson and Trustees, our public and private sector partners who walk alongside us, and because of our in-house team of professional operational staff whose dedication to excellence and high impact results always inspires.

Such partners and colleagues are exemplars of our country’s best spirit, and the Tiger Brands Foundation is sincerely grateful to each one.

I trust that you will enjoy the insights into our work that are presented in this annual report.

EUGENE ABSOLOM



GOING “BEYOND THE MEAL” IS A PROGRAMME OF POSITIVE RESULTS THAT ARE DEMONSTRABLE AND PROFOUND



KEY PARTNER MESSAGES



basic education

Department:
Basic Education
REPUBLIC OF SOUTH AFRICA

MINISTER OF BASIC EDUCATION



AN EXAMPLE TO EMULATE

Partnerships on nutrition programmes are integral to achieve our country's goals of continuous improvement in educational outcomes. To provide an environment that unlocks the full potential of South Africa's learners, is definitely the responsibility for all of us. A fine example of this, is found in the partnership between Tiger Brands Foundation and the Department of Basic Education, which benefits 92 schools across the length and breadth of our country. This is a partnership, we wish to replicate with interested public and private partners for the benefit of our schooling system.

A holistic approach to nutritional support for learners, is a core part of the nation's work – of giving full meaning to the Constitution injunction that “basic education as an inalienable basic human right” for all South Africans. This declaration was underscored in 2015 by UNESCO, when it adopted the Global Education 2030 Agenda, where the Sustainable Development Goals call for an “inclusive, quality and equitable education and lifelong opportunities for all”.

Here, the National Development Plan states that “by 2030, South Africans should have access to education and training of the highest quality, leading to significantly improved learning outcomes... The education system will play a greater role in building an inclusive society, providing equal opportunities and helping all South Africans to realise their full potential ...”

To achieve these goals, requires many quality inputs, investments and initiatives, including infrastructure provision, support material rollouts, educator development, curriculum reform and stability, and dedicated programmes targeting specific areas of challenge, just to name a few. The positive effects of the Tiger Brand Foundation's investments are already felt within the basic education sector. We have begun to see an upward trajectory in quality outcomes, as is measured in a variety of national, regional and international assessment studies. But we have to concede that there is much more work to be done, and we are called to act together in maximising the country's investment of about 5% of our Gross Domestic Product in basic education, and about 1,4% on higher education and training.

In this, pre-school education, in particular Early Childhood Development has expanded massively. There is gender parity in school enrolment; and the retention and through-put ratios have improved substantially up to Grade 9. However, the schooling system needs to address the drop-out and repetition rates from Grades 9 to 12. The introduction of the Second Chance Programme for young people, youth development and energised social cohesion programmes, curriculum differentiation for more effective inclusive education, and the introduction of the three stream curriculum model – academic, technical and vocational streams – are innovations designed to improve curriculum choices, the quality of schooling, the reduction of repetition and drop-out rates, and deepen the quality of learning outcomes within the sector.

A vital element underlining it all, is the Government's pro-poor policies, that see more than 9 million learners benefitting from the National School Nutrition Programme (NSNP), the second-largest provision of direct social assistance to the young, after the provision of child support grants.

The NSNP is supplemented for 64 000 learners by the breakfast nutrition programme, and related infrastructural and upskilling investments provided by the Tiger Brands Foundation and its partners. This is an excellent example that the private and public sectors as well as civil society organisation could emulate to ensure the enhancement of teaching and learning strategies that are already in place. I am indebted to the Tiger Brand Foundation for our innovative partnership.

ANGELINA M MOTSHEKGA, MP

DEPUTY DIRECTOR-GENERAL: CARE AND SUPPORT SERVICES



REAL PARTNERS, REAL RESULTS

Sustainable Development Goal 17 promotes multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources to support the achievement of the sustainable development goals. It further encourages effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. This notion of partnership is reflected in our own National Development Plan (NDP). The NDP advocates for a new development paradigm “that seeks to involve communities, youth, workers, the unemployed and business in partnership with each other, and with a more capable state.”

In 2011, the Department of Basic Education (DBE) and the Tiger Brands Foundation (TBF) entered into a partnership to improve the National School Nutrition Programme (NSNP). The NSNP is currently the largest school feeding programme on the African continent providing nutritious meals daily to more than 9 million primary and secondary school learners in South Africa. The TBF supplements the NSNP by providing a breakfast programme for 92 schools, across all nine provinces, reaching more than 63 500 learners every day.

Breakfast remains the most important meal of the day and the evidence demonstrates that the TBF breakfast programme positively impacts cognitive development, learning outcomes and even learner behaviour. As a result of both the NSNP

and the in-school breakfast programme, we have observed increased school enrolment, more regular attendance as well as reduced rates of learner absenteeism.

Children who receive a breakfast in addition to the school lunch are often more alert and active in the classroom. The TBF breakfast programme also provides indirect benefits to local communities. It offers employment opportunities in school kitchens, increased income for local women and skill acquisition opportunities.

I am also pleased that since 2015, the TBF has introduced a management training programme for school principals that participate in the in-school breakfast programme. This has contributed significantly to the improvement of the breakfast programme the NSNP as a whole. In the year under review, TBF reached another milestone with the development of an accredited skills training programme for Volunteer Food Handlers (VFHs). The DBE is keen to ensure that this programme, hopefully with the support of other partners, could be scaled up.

The TBF has been successful in leveraging various business relations to grow the in-school breakfast offering. Over the years, several other partners joined the TBF in-school breakfast initiative, including Nungu Marketing and Distribution, Gouda Wind Energy Facility and Sishen Solar Facility. We sincerely thank these partners for their continued contributions.

The TBF continues to sponsor the DBE annual NSNP Best Schools and District Awards in recognition of good nutrition and food preparation practices in schools and districts and to recognise the dedication and hard work of officials, teachers and VFHs. This sponsorship contributes significantly to the improvement of kitchen facilities in our winning schools.

On behalf of the DBE, and thousands of learners and teachers around the country, I wish to, once again, express gratitude to the TBF, the management and its Board of Trustees led by Mrs Sheila Sisulu. Special gratitude to the Executive Officer, Mr Eugene Absalom, for his leadership and support to the NSNP team over many years. The DBE values our partnership and looks forward to growing its reach and impact in the years to come.

DR GRANVILLE WHITTLE





THEORY OF CHANGE

- A foundation of learning



A FOUNDATION OF LEARNING AND LIFE



The Tiger Brands Foundation adds to the wellbeing of school learners by including a holistic nutritional education programme in the schools where our breakfast programme is rolled out.

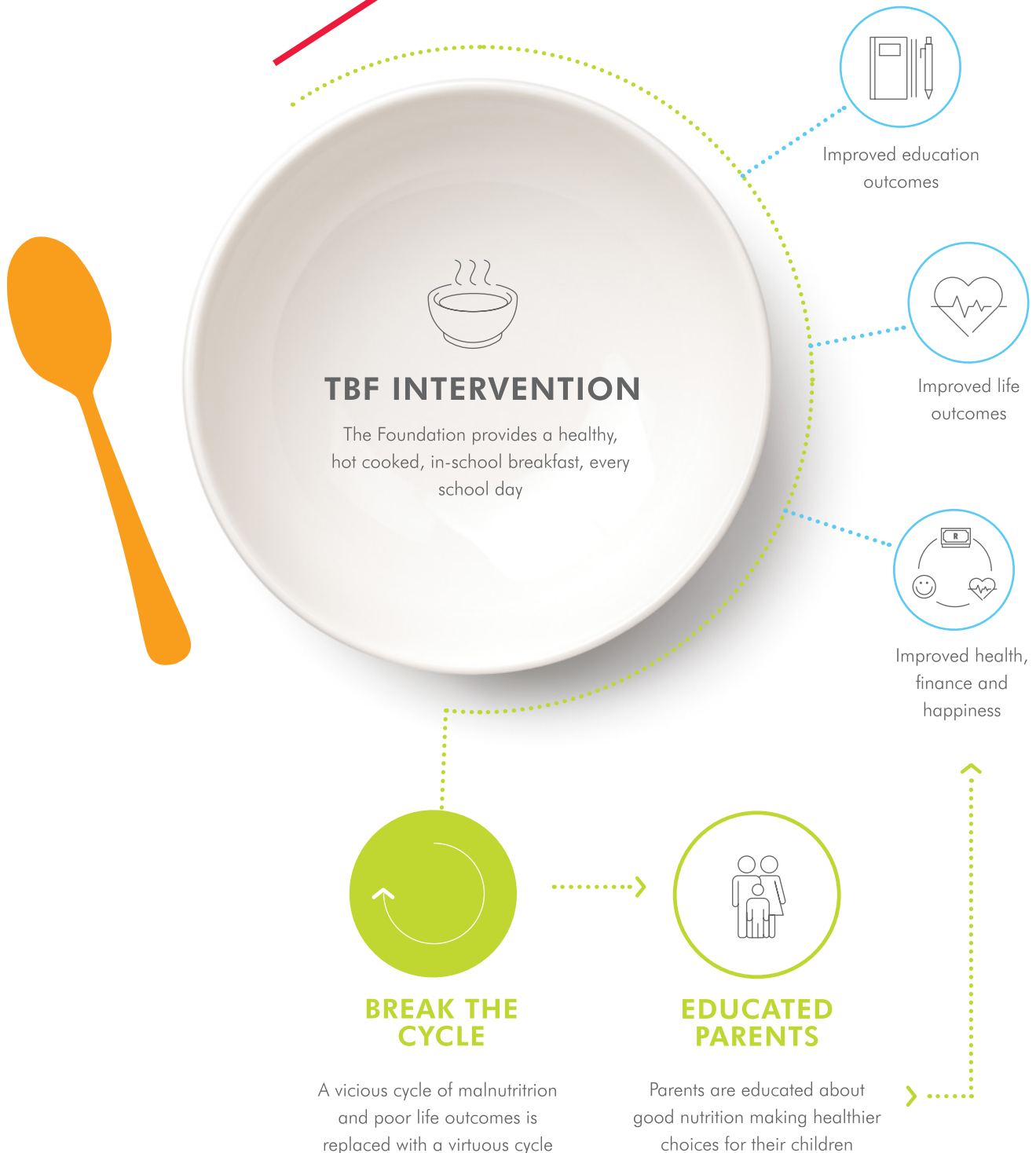
This enables children to make better eating choices, improving their health while helping them to better concentrate on learning. The resultant improvements in their education increase their chances of better outcomes throughout life.



THEORY OF CHANGE

PROBLEM

Poor nutrition contributes to poor health, education and life outcomes





The day gets going after breakfast at Rekgonne Bapo Special School,
North West province



YEAR AT A GLANCE

- Schools across South Africa
- Social investment
- Foundation reach
- Financials

SCHOOLS ACROSS SOUTH AFRICA

CORNERSTONES OF HEALTHY MINDS

The Tiger Brands Foundation regards nutrition as a fundamental part of good education. Its programme works through partnerships with, among others, school principals and administrators in 92 schools.

(highlighted below), the programme enjoys additional on-the-spot support from social investment partners **Gouda Wind Energy Facility**, **Nungu Marketing and Distribution**, and **Sishen Solar Facility**.

In the period under review, this saw 63 500 meals served on an average school day. At selected schools in three provinces

The Foundation is privileged to partner with champions of educational progress **across all nine provinces**:

EASTERN CAPE

Lady Frere, Queenstown and East London

Bowden Junior Primary School
Bozwana Junior Primary School
De Hoop Junior Primary School
Edendale Senior Primary School
Emazimeni Junior Primary School
Emzi Junior Primary School
Glen Adelaide Junior Primary School
Gqebanya Junior School
Kundulu Junior Primary School
Masikhule Senior Primary School
Masizakhe Senior Primary School
Mathyantya Junior School
MC Kaysnek Junior School
Mnikina Junior School
Nzimankulu Senior Secondary School
Noluthando Primary School
Nonesi Junior Primary School
Nqiningana Junior Primary School
Pakamisa Senior Primary School
Pumelela Junior Primary School
Qoqodala Junior Primary School
Sodidi Junior Primary
Thandulwazi Primary School
Thembeni Senior Primary
Three Crowns Senior Primary School
Vulindlelea Primary School
Vuyolwethu Senior Primary School
Xonxa Junior Primary School
Zwelixolile Senior Primary School

FREE STATE

Ficksburg/ Meqheleng

Caledon Park Primary School
Masaleng Primary School
Mehopung Primary School
Meqheleng Primary School
Qhowaneng Primary School
Seithati Primary School

GAUTENG

Bovet Primary School
Carter Primary School
Dr Knak Primary School
Ekukhanyisweni Primary School
Emfundisweni Primary School
Gordon Primary School
Ikage Primary School
Iphutheng Primary School
Ithute Primary School
M C Weiler Primary School
Pholosho Primary School
Rebontsheng Primary School
Skeen Primary School
Zenzeleni Primary School

KWA-ZULU NATAL

Bergville

Dukuza Primary School
Hoffenthal Primary School
Masumpa Primary School
Nqobile Combined School
Woodford Primary School

LIMPOPO

Modimolle

Dagbreek Primary School
Hector Peterson Primary school
Khabele Primary School
Lekkerbreek Primary School
Maokeng Primary School
Modimolle Primary School
Ulando Combined School

MPUMALANGA

Kabokweni

Gutjwa Primary School
Makhahlela Primary School
Msogwaba Primary School
Mthayiza Primary School
Sifunindlela Primary School
Tsembalefu Primary School

WESTERN CAPE

Ashton

Ashton Combined Public School
Ashton Secondary School
H Venter Primary School
Middelrivier Primary School
Prospect Primary School
Stockwell Primary School
Vlakteplaas Primary School

Gouda

Bakerville Primary School
Groenberg Primary School
Hermon/ Rongeheuvel Primary School
Saron Primary School
Soentendal Primary School
Steenberg's Cove Primary school
Voorgroenberg Primary School
Wagenmakersvallei Primary School
Msogwaba Primary School

NORTH WEST

Sonop - Brits

Kgwanyape Primary School
Leokeng Primary School
Rekgonne Bapo Special School
Tebogo Primary School
Thaba Morula High School

NORTHERN CAPE

Dibeng and Olifantshoek

Deben Primary School
Maikaelelo Primary School
Noord-Kaap Laerskool
Sishen Intermediate School
Sishen Primary School



The Foundation's in-school breakfast programme is rolled out in differing circumstances across SA. Developed catering infrastructure is not a required point of entry. Rather, schools are considered according to how well they can manage the programme and their own related systems.

YEAR AT A GLANCE

SOCIAL INVESTMENT



62 MILLION

Meals served since 2011 (as at end-May 2018)



63 500

Average meals per school day



66 088

Beneficiaries (educators, learners, food handlers, aux. school staff)

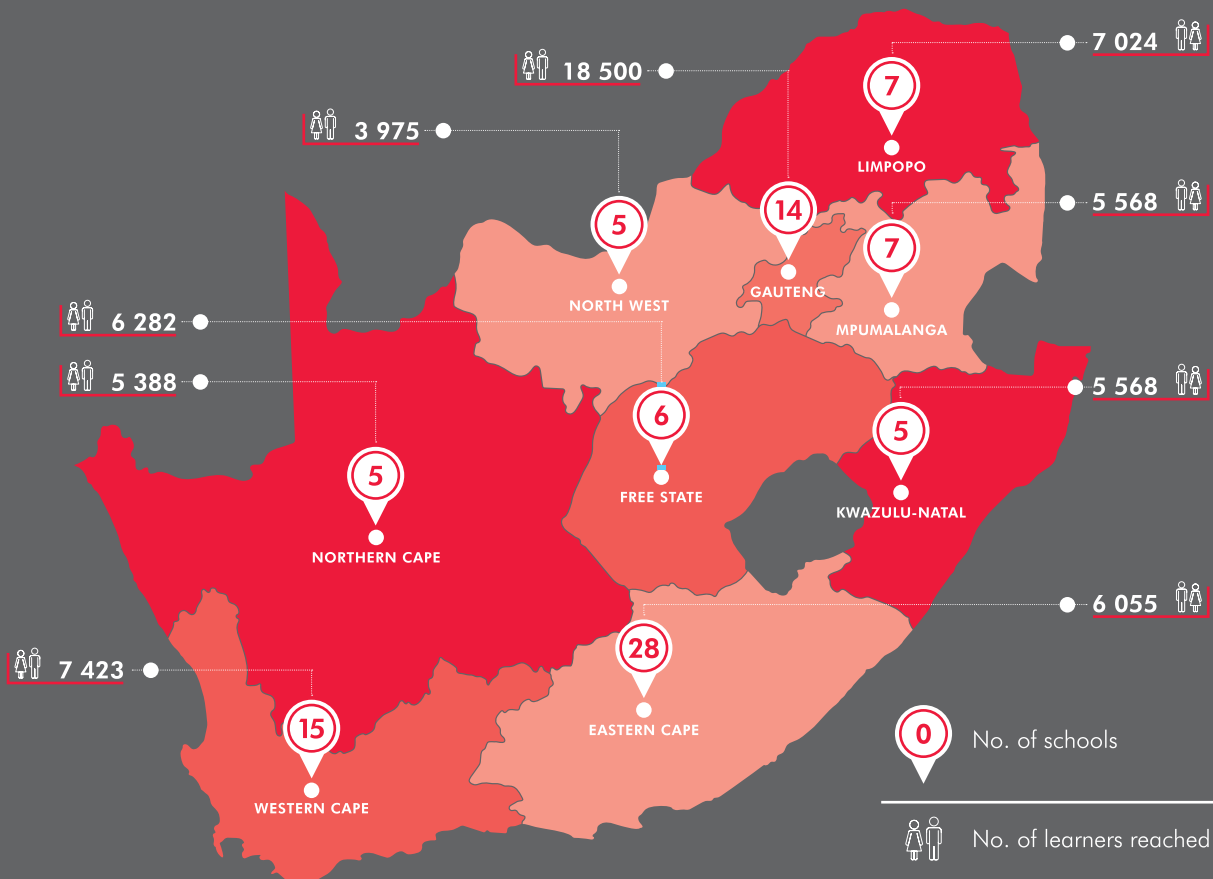
FOUNDATION REACH

92

Number of schools in the programme

9

In all South African provinces



FINANCIALS

Figures rounded.

Bankers: Nedbank Ltd.

A full set of audited financial statements may be viewed at the Foundation's offices on request to The Director, Tiger Brands Foundation, P O Box 78056, Sandton, 2146; or foundation@tigerbrands.com

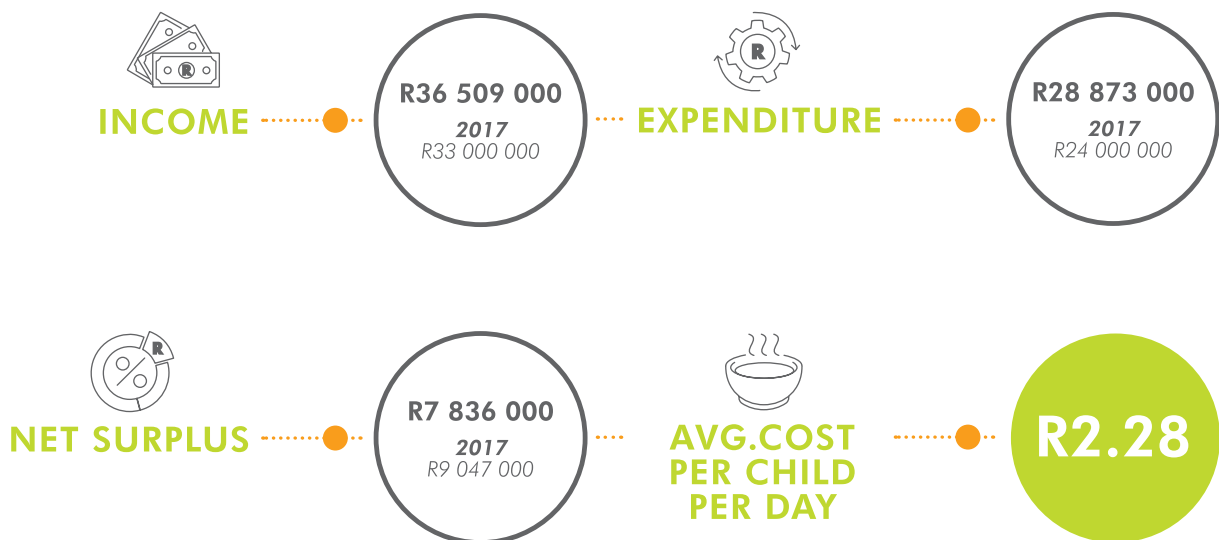


ROBUST CONTROLS, CLEAN AUDITS

Sound financial governance, robust risk management, and ethical leadership underpin everything done at the Tiger Brands Foundation.

The unqualified audit report on the Foundation's financial year that ended on 28 February 2018, records that the

financial statements present "fairly, in all material respects, the financial position of Tiger Brands Foundation Trust as at 28 February 2018, and its financial performance and cash flows for the year then ended, in accordance with International Financial Reporting Standards".



ADMIN EXPENSES
(Including employee costs)

11.1%



Project Coordinator Mfana Mokhachane monitoring local food safety and storage elements of the Foundation's programme at five sites in North West



HUMAN RESOURCES

- People of the Foundation
- National office
- Project coordinators
- Demographics - staff







During 2018, the 60-millionth breakfast was served in the Foundation's in-schools programme that has rolled out since 2011



PEOPLE OF THE TIGER BRANDS FOUNDATION

The Tiger Brands Foundation works off a specialist national office complement based in Johannesburg, and with Project Coordinators in other provinces of operation.

Consequently, the Foundation operates a highly efficient human resources management model, in which senior management at head office are supported by the outsourcing to Tiger Brands Limited of relevant HR functions, along with some support management services, including day-to-day financial services management.

Headed by the Foundation's Director, national office management also operate in the field, carrying out on-site

project management of Foundation activities across South Africa. Further, the national office team coordinates, manages and implements projects through selected channels, engaging with partners, suppliers and other stakeholders.

Reporting to the Operations Manager, Project Coordinators manage local aspects of the Foundation's in-schools breakfast programme and its rollout.

NATIONAL OFFICE



**EUGENE
ABSOLOM**

Director (executive)



**AADILA
EBRAHIM**

Project Support Officer
(Until January 2018)



**BOTLHOLE
KGASOANE**

Administrative Assistant



**KARL
MULLER**

Operations Manager



**NDYABO
NOMATYE**

Intern

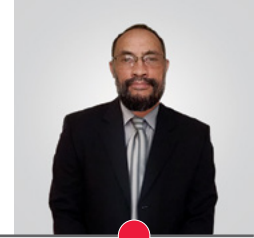
PROJECT COORDINATORS



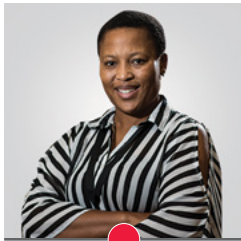
**KEOLEBOGILE
HENRIETTE ANDREAS**
Northern Cape



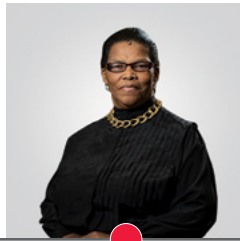
**MELANIE
BUIS**
Western Cape - Ashton



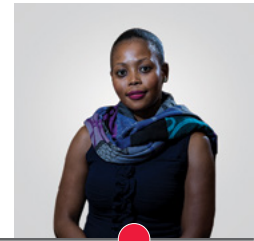
**TERENCE
DE WET**
Western Cape - Gouda



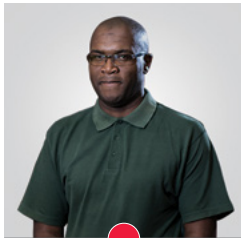
**BABALWA
GCALI**
Eastern Cape



**ELLEN
HLATSWAYO**
KwaZulu-Natal



**SYLVIA
LEDWABA**
Gauteng



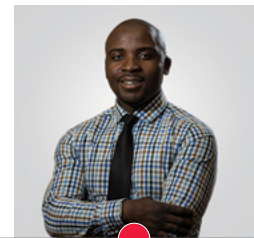
**MFANA
MOKHACHANE**
North West



**KEFILOE
MOKOENA**
Free State

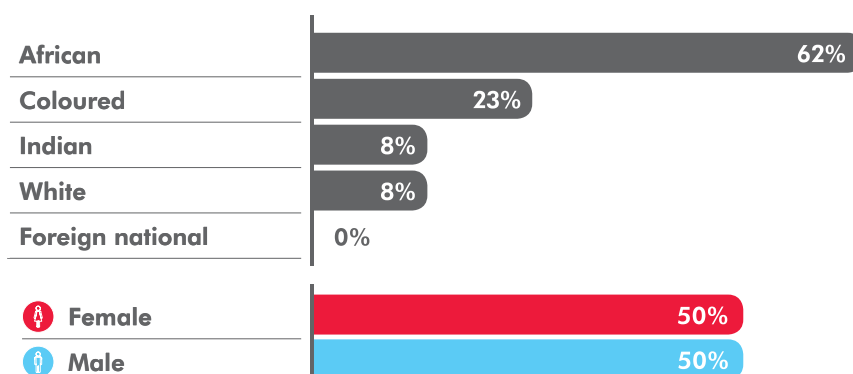


**GLENDA
SEMENYA**
Limpopo



**ZACHARIA
SIBUYI**
Mpumalanga

STAFF DEMOGRAPHICS







INSIGHT

- Prioritising food safety and empowerment
- 60 million meals served
- Strong social returns
- Foundation model endorsed



PRIORITISING FOOD SAFETY AND EMPOWERMENT

As part of the state's school feeding schemes that benefit lower quintile schools, Volunteer Food Handlers receive a stipend from the Department of Basic Education throughout their one-year term of service. In schools where the Foundation's breakfast rollout supplements government's provision of the midday main meal, these food handlers are paid an additional stipend by the Foundation.

They are also provided with comprehensive training in safe food storage and handling, and associated nutritional training. To buttress these skills with longer-term "ready for work" catering skills, the Foundation has introduced a course for Volunteer Food Handlers in a partnership with Eliopax Training.

Accredited by the SA Qualifications Authority; run through the Culture, Art, Tourism, Hospitality and Sports SETA (Cathsseta); and funded by Sustainable Economic Development, this specialised training gives Volunteer Food Handlers credits towards a qualification in cookery, and a certificate which can be presented to local restaurants, hotels, lodges, and others in the hospitality sector. Training is presented in vernacular, and was rolled out to Foundation partner schools in the Free State and the Western Cape in 2017/18.

The Foundation provides hot breakfasts of oats, sorghum and maize products at all the 92 beneficiary schools that are part of its in-school breakfast programme. Food safety remains of the highest priority in the Foundation's nutritional schools in partner schools.



60 MILLION MEALS SERVED IN NO-FEE SCHOOLS

By end-May 2018, the Foundation had served 62 million meals in no-fee paying schools since inception in 2011. The programme has increased its footprint and impact throughout this time, and celebrated the 50 million meal mark in 2017.

The programme, a public private partnership with the Department of Basic Education, was started at six schools in Johannesburg's Alexandra with meals served to a few hundred learners. It has expanded to providing breakfast every school day to 63 500 learners at 92 schools in all nine provinces this year.

The Foundation was set up by Tiger Brands Limited as a special purpose Black Economic Empowerment vehicle and is funded through a bi-annual trickle dividend from shares held in that company. Tiger Brands focuses its social outreach initiatives on issues pertaining to food and nutrition security, and the Foundation looks to provide this to school learners in some of the country's most impoverished communities.

The programme is about more than just feeding hungry learners. Meals are designed by nutritionists to ensure they

meet the nutritional needs of growing young minds, as well as addressing some of the main health challenges in vulnerable communities.

To mark the serving of the programme's 50 millionth meal, Tiger Brands Foundation selected five schools in the Northern Cape where learners received food hampers for the school holidays, a practice the Foundation rolls out in one region a year.

Each hamper contains 1kg Ace Instant, 1kg Jungle Oats, 1kg Morevite, 2.5kg maize samp, 2kg Tastic white rice, 410g Koo baked beans, 2.5kg Ace maize meal, and 500g Lion sugar beans. TetraLaval, a global food processing and packaging solutions group, contributed milk to each hamper as part of Tetra Pak's #MilkforChange campaign to mobilise stakeholders to collect 60 000 litres of milk for 6 000 children.

Other private sector partners attracted to the Tiger Brands Foundation breakfast programme include **Gouda Wind Energy Facility, Nungu Marketing and Distribution, Sishen Solar Facility, and the Southern Lodestar Foundation.**



HIGH RETURNS FOR NUTRITIONAL SOCIAL INVESTMENTS

Education is the broad field that attracts about half of all social investment in private sector community development work. It is therefore particularly important for social investors to see the **social returns on investment (SROI)** that are achieved through holistic nutritional programmes in schools.

The Tiger Brands Foundation thus commissioned Resilience Analysis Consulting to independently verify the SROI of the Foundation's work through 2016 and 2017, looking at seven Limpopo schools and at five in the Northern Cape.

This analysis indicates that the programme delivers an SROI in the Northern Cape of 10.51:1 at least (i.e. for every R1 invested, approximately R10.51 of social value is created), while in Limpopo it delivers a minimum SROI of 8.68:1 (for every R1 invested, approximately R8.68 of social value is created).

The methodology used in the study was that first developed by the Roberts Enterprise Development Fund in the USA, further enhanced in the UK, and extensively adopted across Australia, Europe, the UK and the US for more than a decade. It is a framework for understanding, measuring and accounting for the broad concept of social value that incorporates social, environmental and economic benefits of the Foundation's work.

In this, the credibility of attribution is a key consideration when trying to measure the effects of social investment. The Foundation therefore requested a conservative approach to measuring any benefits of its work. Stakeholder groups that were identified for the study included learners, most vulnerable learners, educators, food handlers, parents and caregivers, local and provincial educational systems, affected communities, vendors, and associated small businesses.

The complex analysis included determining how the Foundation's theory of change affected each stakeholder group with outcomes for each worked from direct stakeholder engagement and interaction; indicators identified for each outcome; financial proxies assigned to each of the outcomes of value, and the use of a sensitivity analysis for these. Filters were applied to account for those external factors which may have an effect on the overall impact created through the programme.

To avoid over-claiming, care was taken to have direct engagement with stakeholder groups; to include in the analysis only those on-the-ground material changes that are obvious; to consider the Foundation's maximum investments (including branding); to use the minimum number of beneficiaries; to



research financial proxies at local level; and to apply filters (deadweight, displacement, attribution and drop-off) at the highest percentage for each stakeholder.

The Foundation is heartened at the results of this analysis, underscoring as it does the strong social returns received across stakeholder groups on social investments in nutrition as an essential part of education strengthening.

INTELLIDEX ENDORSES THE FOUNDATION'S MODEL

In 2018, researchers into capital markets and financial services, Intellidex, issued the findings of bespoke research into the charitable and community components of empowerment deals entered into since 2002 by the 100 largest JSE-listed companies.

The report, commissioned by Tshikululu Social Investments, notes that the Tiger Brands Foundation “appeals to us as a well-organised, well-run, and carefully structured foundation”.

It goes on to describe why this is:

This foundation exhibits several impressive traits:

Strong collaborations:

The foundation has interesting partnerships with several private sector entities. In the Northern Cape it partners with Sishen Solar Facility which supports four schools. In North West province, it has a partnership with Nungu Distribution. The logistics and distribution company has adopted a special school and agreed to carry the running costs of the programme for five years.

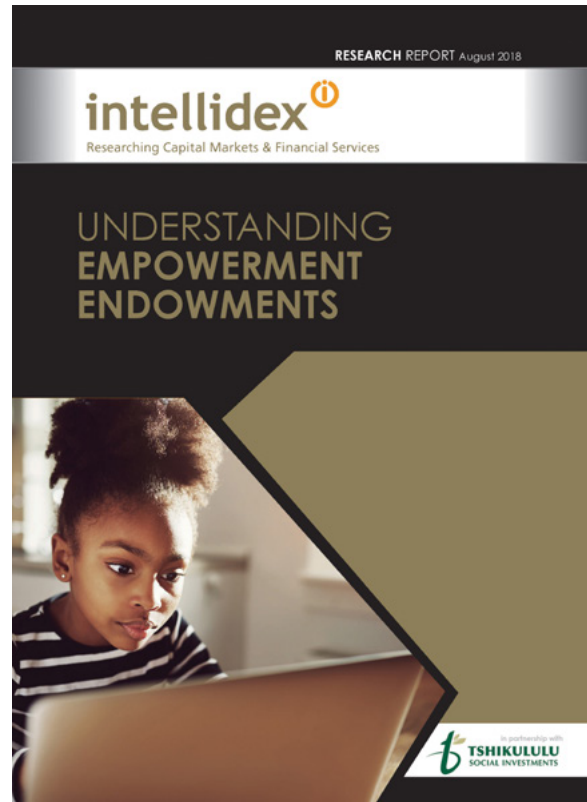
Strong monitoring and evaluation and impact assessment structures:

The in-school breakfast feeding model ensures that each phase of the programme is planned and implemented with precision and that checks and balances are in place to monitor and evaluate programme performance. Ongoing research studies on the value, impact and methodology of the in-school breakfast feeding programme are done continuously.

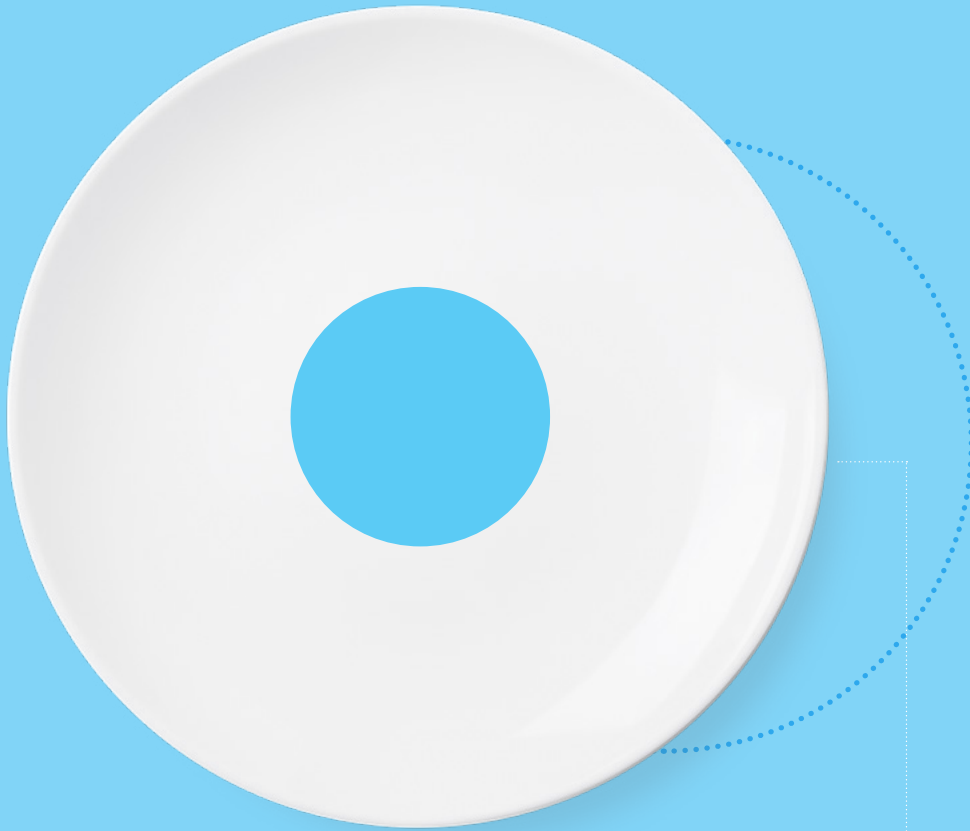
Excellent delivery model:

The TBF is focused on delivering social impact. It therefore doesn't just focus on the narrow mandate of providing breakfast to learners but invests across the value chain. The foundation undertakes infrastructure development at its schools. New kitchens are provided and existing facilities are upgraded. For the food handlers, the foundation provides training in nutrition education, food preparation, storage and hygiene. This equips food handlers with entrepreneurial skills which also enables them to start their own catering business. It also empowers small enterprises through food procurement and delivery contracts while job creation is also addressed as food handlers and monitors from local communities are employed on the programme.

The Foundation is pleased to receive this highly-regarded and independent third-party endorsement of its approach to community development that is found in the partnerships of our in-school breakfast programme.







GOVERNANCE AND RISK MANAGEMENT

- Stakeholder engagement
- Role and function of the Board of Trustees
- Board of Trustees
- Audit, risk and compliance

GOVERNANCE AND RISK MANAGEMENT

The Tiger Brands Foundation is a registered not-for-profit Section 18A trust, Public Benefit Organisation number 930036488. The trust deed was signed in 2009.

STAKEHOLDER ENGAGEMENT

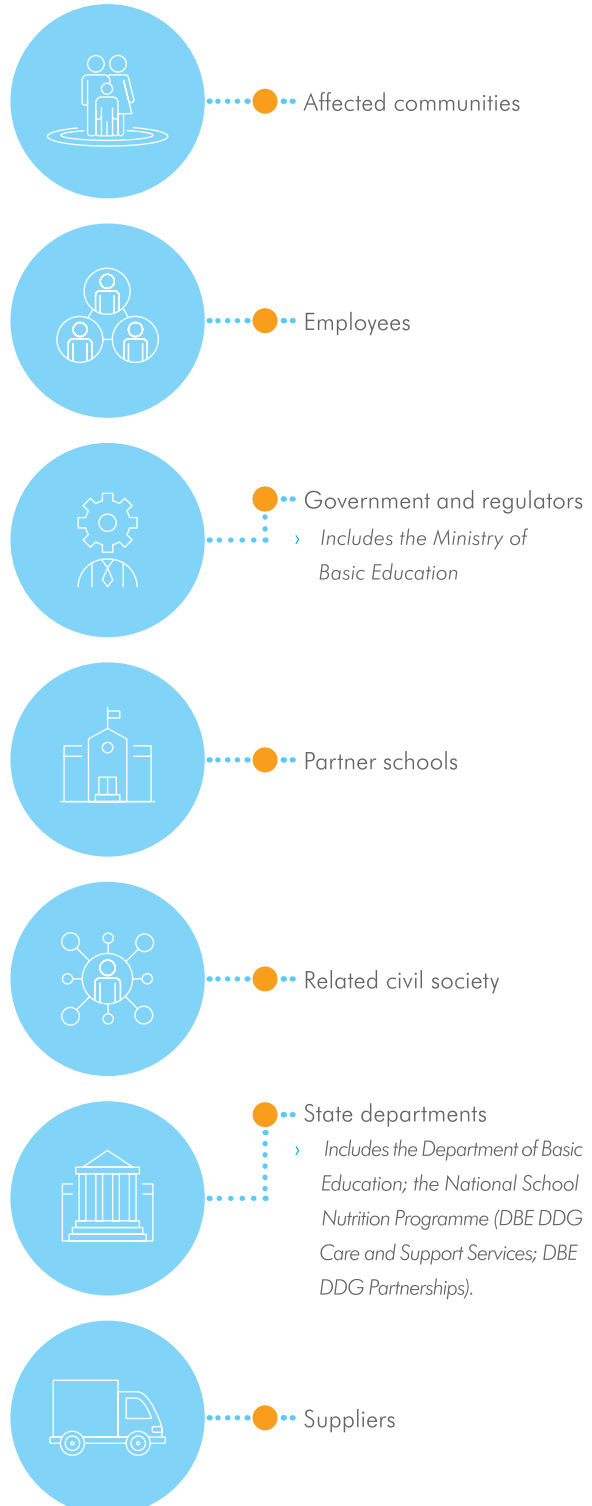
The Foundation regards its stakeholders as entities and individuals who are appreciably affected by its work, and those whose own actions affect, or could affect, the Foundation's ability to achieve its objective to "improve the lives of vulnerable school children and their surrounding communities by creating sustainable, scalable and replicable programmes focused on nutrition and education enhancement".

When carrying out its duties, the Board of Trustees considers the reasonable expectations and interests of the Foundation's identified stakeholders.

While ultimate responsibility for the Foundation's stakeholder engagement rests with the Board of Trustees, operational direction of this work is performed largely devolved to Foundation management, under Trustee governance oversight.



The Foundation's stakeholders are identified as:



ROLE AND FUNCTION OF THE BOARD OF TRUSTEES

The Trustees are tasked with governing the Foundation in a responsible and effective manner, recognising that the principles of good governance coalesce in good faith, care, skill and diligence.

The Board subscribes to the Vision, Mission, and Values of the Foundation, and acts as the custodian of these. It also acts to provide effective leadership on an ethical basis. The Foundation's Trustees are expected to be aware of their duties and responsibilities, relevant legal obligations pertaining to their oversight role and to the work of the Foundation, and to the principles of good corporate governance.

IN THE PERIOD UNDER REVIEW, THE TRUSTEES:

Approved both long-term and short-term strategies

Approved main plans of action by the executive

Kept a close monitor on operational performance

Identified and monitored risks inherent in the Foundation's work

Ensured that processes that underpin effective good governance were in place and carried out

Monitored key performance indicators that track progress in the realisation of Foundation goals

Reviewed executive Director performance

Approved major expenditure

In addition, the chairman and executive director formally briefed the Board of Directors of Tiger Brands Limited on the operations and organisational health of the Foundation.

COMPOSITION

In terms of the Foundation's 2009 Trust Deed, provision is made for the Foundation to be administered by six Trustees, four of whom are independent, and two of whom are appointed by Tiger Brands Limited.

BOARD OF TRUSTEES



AMBASSADOR SHEILA SISULU

Chairperson (non-executive)

Qualifications: BA (UBLS); B.Ed. (Wits); Hon. Doctorates (Maryland; NY)

Board experience: Historic Schools' Trust; Mlambo Foundation; Shared Interest; Thabo Mbeki Foundation

Skills: Government/international relations; education; youth development; gender frameworks; agricultural policy; social development; leadership development; organisational management

Business experience: + 25 years



EUGENE ABSOLOM

Director (Executive)

Qualifications: BA SW (UWC); Business Management (Wits Business School); GIBS (UP)

Board experience: AFS Interculture SA; SOS Children's Villages

Skills: Child and youth development; fund development; intercultural learning and communication; social development; corporate governance; leadership development; management development; public relations; community development and business management

Business experience: + 28 years



DR MIRIAM ALTMAN

Trustee (non-executive)

Qualifications: BA (McGill, Can.); M.Phil. (Cambridge); PhD (Econ.) (Manchester)

Board experience: Manufacturing Development Board; National Planning Commission

Skills: Economic, employment & social development policy; industrial project development; government relations; public management; public dialogue and stakeholder facilitation

Business experience: 24 years



KABELO DLOTHI

Trustee (non-executive)

- Qualifications:** BA LLB (UCT)
- Board experience:** Invula Employee Trust; Kagiso Asset Management Employee Trust
- Skills:** Law; corporate governance
- Business experience:** + 15 years



MARY-JANE MORIFI

Trustee (non-executive)

(Group Executive Corporate Affairs and Sustainability, Tiger Brands Limited)

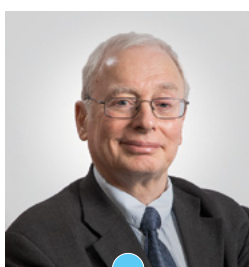
- Qualifications:** B.Soc.Sci (UCT); Post Grad. Studies (Arts & Sciences) (Harvard)
- Skills:** Executive corporate leadership; corporate governance; social development
- Experience:** Amplats – Exco.; BP – International Audit, Risk Management and Assurance and Marketing Operations; Nelson Mandela Children's Hospital Trust – Head: Global Capital Campaign
- Business experience:** + 20 years



JOHNSON (JJ) NJEKE

Trustee (non-executive)

- Qualifications:** B.Com, B.Compt (Hons), Higher Dip. (Tax), CA (SA)
- Board experience:** ArcelorMittal; Barloworld; Metropolitan; MTN; PricewaterhouseCoopers; Resilient Property Income Fund; SA Institute of Chartered Accountants; Silver Unicorn Trading 33 - Chairman; University of Johannesburg - Council; Sasol
- Skills:** Finance; audit; social development
- Business experience:** 29 years



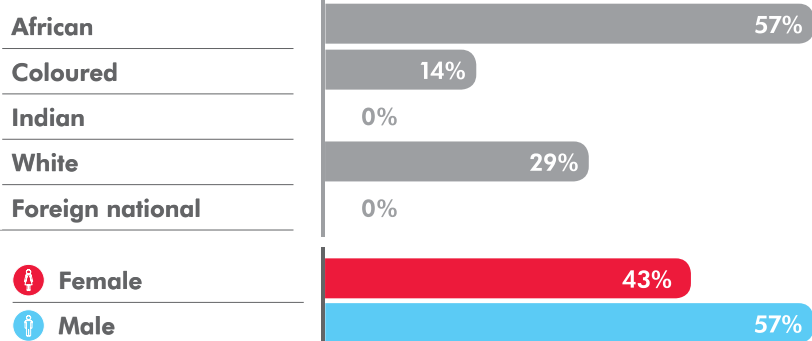
CLIVE VAUX

Trustee (non-executive)

(Corporate Finance Director: Tiger Brands Limited)

- Qualifications:** CA (SA)
- Board experience:** CG Smith; CG Smith Foods; ICS Holdings; Reunert
- Skills:** Finance; corporate finance
- Business experience:** 34 years

TRUSTEE DEMOGRAPHICS



AUDIT, RISK AND COMPLIANCE

A prime duty of Trustees is to ensure that the Foundation is not exposed to unnecessary risk. In this, the Board of Trustees have full and effective control of the Foundation and is responsible for its financial sustainability and strategic direction.

These duties are carried out with full and continuous reviews of the Foundation's strategy, effectiveness, and relevance to societal realities.

Key risks monitored and managed during the period under review:



The annual financial statements have been audited by the independent auditors, Ernst & Young.

The Board of Trustees believes that the auditors have observed the highest level of business and professional ethics, and the Trustees are satisfied that the auditors have, at all, times, acted with unimpaired independence.

Financial highlights of the Foundation's financial year 1 March 2017 to 28 February 2018 are included in this report.

The Foundation's audited financial statements are available on request to the Director, Tiger Brands Foundation, PO Box 78056, Sandton, Johannesburg, 2146; or to foundation@tigerbrands.com.





CONTACT DETAILS

The Tiger Brands Foundation

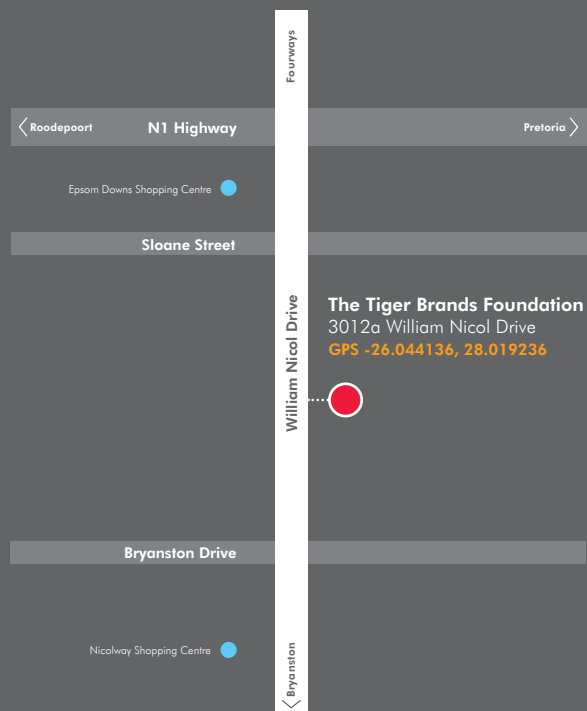
3012A William Nicol Drive
Bryanston, Johannesburg
2021
South Africa

P O Box 78056
Sandton 2146

Tel: +27 (0) 11 840 4654
Fax: +27 (0) 86 716 1846
Email: foundation@tigerbrands.com

Facebook: TheTigerBrandsFoundation
Twitter: @TigerBrands_F
LinkedIn: thetigerbrandsfoundation
YouTube: TigerbrandsFdt
Website: www.thetigerbrandsfoundation.com

Google Maps: [Click here for directions](#)



Editor-in-chief:

Eugene Absolom

Project management:

[WHAM! Media](#)

Contributors:

Ndyabo Nomatye, Botlhale Kgasoane,
Angie Motshekga MP, Karl Muller,
Ambassador Sheila Sisulu, Granville Whittle

Layout and design:

[Autonomous Republic](#)

Photography:

[RM Photo and Video](#)

Material in this annual report is copyright to the Tiger Brands Foundation and is protected under South African law and by international copyright treaties. All rights not expressly granted herein are reserved by the publisher.

Content queries, along with suggestions and other feedback, are welcome and should be directed to the Director, Tiger Brands Foundation, P O Box 78056, Sandton 2146; or to foundation@tigerbrands.com.

To download this report, please visit

www.thetigerbrandsfoundation.com



THE TIGER BRANDS
FOUNDATION

NOURISHING YOUNG GROWING MINDS

www.thetigerbrandsfoundation.com