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# Legal status

The Tiger Brands Foundation Trust ("The Foundation" or "TBF"), established in 2009 as an independent not-for-profit Section 18A Trust (registration number IT2955/09), operates in terms of South Africa's Trust Property Control Act of 1988.



It is registered with the South African Revenue Service (Sars) as a public benefit organisation (PBO tax exemption number 930036488).

The Foundation is intended to be a perpetual Trust.

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

The Foundation assists selected regional and community groupings through considered interventions aimed at:

- Learners at no-fee paying schools in South Africa;
- Vulnerable groups in society; and
- Projects that promote sustainable livelihoods in areas in which these no-fee paying schools exist.



# Nature of report

Our 2021 Report to society describes The Foundation's financial highlights, as well as administrative, governance, managerial and operational activities within the current South African context in which the Trust operates.



A full set of audited financial statements may be viewed at The Foundation's office upon written request to the Director.

A variety of stakeholders have an interest in our activities, and how these influenced The Foundation's performance in the financial year 1 March 2020 to 28 February 2021. We have, therefore, also included some narrative reporting on these activities.

As a non-profit Trust with limited resources, The Foundation makes every effort to include comprehensive reporting on all areas associated with its work.

We cannot claim this to be a fully Integrated Report, but we are guided by the recommendations of the Integrated Reporting Committee of South Africa, published in January 2011 and since updated. On account of The Foundation necessarily diverting resources in response to measures and regulations to curb the spread of COVID-19 government strategies, costs have been contained across non-operational areas of The Foundation's work. The Foundation is, however, satisfied that the level of reporting contained in this report allows readers to make full and useful comparisons to key indicators contained in earlier annual reports, all of which are available on The Foundation website.

The Director is The Foundation's chief executive officer to key indicators contained in earlier annual reports, all of which are available on The Foundation website.

#### 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 enhancing nutrition and education.

#### **Values**



We give an honest account



#### We believe:



That nutrition is the cornerstone for a healthy body and healthy mind.

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





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

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





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

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





 $\label{lem:number_number} \textbf{Nutrition programmes should be a fundamental component of national education policy.}$ 

All genders should receive the same level and intensity of focus.





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

# Our operating model

Policies and planning are carefully managed by The Foundation. Our multi-partner development model for implementation involves partners across the public and private sectors, including funders, suppliers, schools, and communities at 101 sites in all provinces.



#### TBF National Office

#### Management OversightPolicies,

procedures, processes, and controls

#### Financial sustainability

5% dividend from Tiger Brands Ltd. Income from corporate partnerships

#### Strategic



#### **PLANNING**



#### **School selection**

Proposals by the DBE on schools to be included.



#### Agreement with school

Signed with beneficiary schools stipulating conditions of participation in the programme.



#### Menu planning

To ensure provision of a nutritious breakfast.









#### **GUIDED BY** STANDARD OPERATING **PROCEDURES**

#### Food manufacturing

Leveraging the existing capacity of food manufacturing partners to gain benefits of economies of scale.

#### Warehousing

Leveraging existing national warehousing structures for cost-effective storage of products prior to delivery at schools.

#### **Distribution**

Trained food handlers and monitors placed in schools to ensure that food serving occurs in line with standard operating procedures (SOPs).

#### **Food Serving**

Risk management, enterprise and SME model utilised to further enhance social benefits.



Serving of

breakfast

Breakfast served to

learners between

07:00 and 07:45 every

school morning.

Storage of food items Food stored in safe and hygienic conditions at school.

Food supply, warehousing & distribution

Outsourced to strategic value chain partners – controlled through M&E.

training for

food handlers.

#### Training of staff Appointment of Health and safety volunteer staff

Voluteer Food Handlers (paid a monthly stipend) and monitors.



#### Kitchen resource provision

Cooking and eating utensils provided.



#### **Real-time monitoring**

Mobile technology used for real-time data collection – integrated reporting system.





#### **Reports by RCOs**

Oversight and reporting by TBF Regional Coordinators.

**PROGRAMME** & PROCESS **IMPROVEMENTS** 



Oversight by TBF Board of Trustees.



Thought leadership presentations at relevant events.



Regular meetings with DBE, provincial aovernments. school principals, local communities and other stakeholders.



National team meetings and regular staff training for head office and provincial staff.

Impact evaluation studies undertaken with research partners (social impact & Social Return on Investment).

# Introducing the 4 Tenets

### Strengthening impact through a more responsive school nutrition strategy

The multitude and complexity of challenges have only deepened the vulnerabilities across the growing number of disadvantaged communities that The Tiger Brands Foundation continues to serve. Appreciating that, in the context of a protracted pandemic, record-high unemployment and inflation have severely exacerbated poverty levels, The Foundation set out to reassess and enhance its social response.

With the goal of eradicating child hunger at the core of its purpose, the emphasis was on accelerating the growth of Tiger Brands Foundation's flagship school nutrition initiative's footprint, enhancing access and ensuring more measurable impact. This resulted in a collaborative evaluation of the challenges faced, the dynamics amplifying these, and The Foundation's existing response. Led by our regional coordinators, this process saw The Foundation's broader team and our RCOs, come together.





From these discussions emerged the *Khulisa Programme*, which is rooted in our purpose to extend access to nutritional breakfasts to every child. Supported by The Tiger Brands Foundation's flagship feeding initiative, *Khulisa* - which is underpinned by four tenets, namely our Flagship Programme, Supporting Initiatives, Internal Enablers and Systemic Risk Monitoring - identified as the principles of our community growth and development - is in the early planning phase. We are in the process of developing a robust roll-out plan, the key aspects of which will be shared in due course. This programme is being actively driven by teams of passionate, dedicated individuals who are committed to mapping out a responsive strategic framework that is highly efficient, sustainable, adaptable, scalable, and measurable.

The launch of Khulisa reinforces our growing commitment to empowering vulnerable communities and is testament to the quality of partnerships we continue to leverage to build a more participative and productive society. We are excited about the direction in which The Foundation is progressing and remain committed to continuously bolstering all efforts to enhance the reach of our empowerment programmes and optimise the impact thereof.



Chairperson's statement

# Connecting Impact







South Africans are respected internationally for their resilience in the face of adversity. But unfortunately, this capacity is now being severely tested. The pandemic presented a truly unprecedented existential challenge to our already frail communities. And, as the events of the July riots remind us, social turbulence is an ever-present issue. At the same time, these challenges also underscore the critical role The Tiger Brands Foundation and its partners play in assisting communities as they rebuild.

Reflecting on 2021, I am exceedingly proud of the work The TBF team has delivered. They successfully adapted to a rapidly changing environment. And the team remains committed to fulfilling our mission to improve the lives of the most vulnerable in society and their surrounding communities by developing sustainable, scalable and replicable programmes focused on nutrition and education enhancement.

Arguably, our country's resilience has much to do with the spirit of our people. Despite our immense challenges, a feeling of togetherness somehow overcomes our manifold differences. The South African spirit of Ubuntu underlies the work The TBF team delivers. As a team, we often reflect on what we mean by 'beyond the meal', and this sense of purpose drives our mission.

Over the years, we have seen the positive outcomes this mission has afforded to learners, their families, and the wider community. For example, there is less truancy in the communities where the schools offer breakfast to the learners.

As a result, learners stay in school longer, increasing their chance of academic success. In addition, parents and community members who train as food handlers acquire new skills that translate into improved nutrition at home, better healthcare and improved chances of securing employment in a related industry.

Reflecting on the breadth and depth of the initiative's social impact, I am reminded that while our core purpose remains ensuring no child goes hungry, this is just the first step towards the broader positive socio-economic impact of The TBF programmes.

At the same time, we appreciate that the individuals and communities we serve should never be reduced to socio-economic data points. Creating positive change begins by treating all learners and community members with dignity. This approach is critical to delivering lasting change and building a durable foundation for an equitable and prosperous country.

We believe that our programme's strength is enhanced through partnerships. Working closely with the Department of Basic Education's National Schools Nutrition Programme (NSNP) helps us leverage our existing relationships with schools to implement our food programme more effectively across South Africa. As we look forward, we need to focus on bolstering our partnership network, enabling us to deliver meals to more schools, feed more learners and improve the outcome for many more children in South Africa. By improving the lives of children, society benefits as a whole, and the broader beneficiaries help us move 'beyond the meal'.

It would be remiss of me not to recognise the enormous support we get from our partners to deliver sustainable nutrition programmes and to The Tiger Brands Foundation Team for their dedication and commitment to building back a brighter future. We are immensely grateful and look forward to continuing our impact and improving outcomes for our children.



Ambassador Sheila Sisulu

Chairperson,
The Tiger Brands Foundation

Director's report

# "Poverty is a very complicated issue, but **feeding a child** isn't." - Jeff Bridges

Over the last year, we have seen how the Coronavirus (COVID-19) pandemic has negatively impacted the youth. It is estimated that nearly a million learners had not returned to school by April/May 2021. That is concerning, as disengagement from educational institutions puts learners at a greater risk of dropping out of school permanently. Moreover, leaving school early is associated with adverse long-term consequences, such as reduced participation in further education and training, lower chances of employment, and reduced lifetime earnings.

And as I reflect on 2022, I am humbled by the learnings and challenges we faced in our quest to deliver nutritious in-school breakfasts every day when considering the harsh realities of how critical our purpose is in enhancing the abilities of 82000 learners in 105 schools to pay attention and engage. In addition, we remain cognisant of the increasing unemployment rate and the rising cost of living, resulting in a rising number of

households unable to provide a daily meal. So, our mission of reducing childhood hunger remains ever more critical.

Since 2011, our flagship programme of serving quality breakfast at partner schools, and the role we play in the National School Nutrition Programme (NSNP), depends upon in-school attendance by learners. However, with attendance based on

a rotation system during the pandemic, we had to adapt our programme to meet the learners where they were - at home.

We recognised early on the devastating impact of the pandemic was evident in the learners being unable to access two meals per day, coupled with rising unemployment. In response, we pivoted from providing breakfast to distributing food hampers consisting of flour, cake flour, rice, baked beans, Morvite, Jungle Oats, Ace Quick Cook Samp, maize meal, peanut butter, and cooking oil.

These food hampers enabled us to extend our reach to the learners' families and the broader communities. We redirected some budget line items to the food hampers, increasing from 1-2 to 6-7 food hamper distributions in 2021. The impact was significant, directly assisting communities with limited financial means of providing for themselves.

One of the biggest lessons learnt is the concept of 'Connecting Impact'. To pivot successfully, we had to learn to collaborate with agencies within the communities. Previously, the school was our sole partner, and we had had a captive audience at a centrally located point (the school site). However, when learners were at home during the pandemic, we had to devise innovative methods to reach them. Working with NGOs in those communities created an accessible pathway.







The NGOs and other partners, such as the South African Police Services, helped to facilitate the ongoing work of our programme within the broader communities. One notable positive outcome is the awareness and goodwill generated in the community around the programmes we support. In addition, these partnerships helped ensure that the beneficiaries received their hampers through a voucher tracking system courtesy of the partner agencies' databases. As a result, our collaborative processes were strengthened throughout the pandemic while we learned to optimise our costs.





At TBF, we are mindful of the dynamic and complex environment in which we operate. Therefore, we decided in 2021 to spend time better understanding the impact of the pandemic on communities and what short, medium and long-term responses we need to consider as part of our strategic planning to ensure we remain future fit. We do not anticipate the headwinds to reduce in the foreseeable future and are mindful that mitigating the risks rests on our foresight and planning.

Given this, the resulting outcome sees our new strategic framework evolving into four tenets, namely the *Flagship Programme* focusing on protecting the serving of quality breakfast at our schools, *Supporting Initiatives* focusing on driving partnership, embracing evidence & innovating, *Internal Enablers* focusing on ensuring effective measurement and evaluation, governance and capacitating people, and lastly, *Systemic Risk Modelling* looking at monitoring, and planning responses to, systemic risks to TBF, driving collaboration as needed. In due course, we will provide a comprehensive update on our progress as we embark on the new strategic framework journey.

Ongoing research into the value, impact and methodology of the TBF in-school breakfast programme remains a strong focus for The Foundation. Continuous monitoring and evaluation mean that each phase of the programme is implemented with precision. Checks and balances allow us to track the programme's performance and influence - from food procurement, distribution and storage to preparation and hygiene - adapting as we learn. Moreover, ongoing research enables us to think practically about the long-term impact of poverty and create sustainable solutions designed to eliminate it.

I believe that partnerships and collaborations are the necessary conduits to keep moving 'Beyond the Meal'. Strengthening our partnership with the Department of Basic Education and other national departments such as the Department of Health, Social Development, and Water and Sanitation creates the necessary pillars to forge meaningful shared value relationships. The impact of poverty and hunger on our most vulnerable in society is so entrenched that any significant change can only be achieved through public-private partnerships committed to connecting themselves to lasting impact.

The mandate of The Tiger Brands Foundation remains to facilitate economic transformation in South Africa through improving learner health and education outcomes. We aim to achieve this by systematically combating malnutrition in South Africa's youth. We aspire to contribute toward breaking the cycle of poverty, hoping to capacitate learners to become economically productive adults. Ultimately, we are driven by the principle that every child in South Africa should receive a nutritious, high-quality breakfast and lunch every school day.

When it comes to malnutrition amongst the youth, there is a scalable and replicable solution. The proven plug-and-play model means that any business can apply it. As both one of the most urgent and severe social problems in South Africa and a root cause of so many of our social ills, childhood hunger should be a priority for any socially conscious firm. Therefore, we sincerely hope that more corporate partners will adopt this proven, effective, and sustainable initiative and commit to reducing the inequality gap in society and restoring dignity and hope to all communities.

It remains incumbent on all South Africans to play their part in eradicating childhood hunger in the hope of building a more sustainable and equitable tomorrow. And as we pursue our mission to change the lives of children one meal at a time, we continue to call on partners to join us on this journey to change the course of our future.

En route to building a competitive nation and securing the country's future, the work of The Tiger Brands Foundation remains a crucial part of South Africa's socio-economic development. However, our trusted and supportive partnership with the Department of Basic Education has empowered us to play our role in eradicating hunger.

I would like to extend my thanks to the Minister of Basic Education, Mrs Angie Motshekga, the Deputy Director General, Dr Granville Whittle, the Director of the National Nutrition Programme, Ms Neo Sediti and her team, the Provincial Education Departments (PED's), our corporate partners and the schools for your contribution and support over the last year. I would also like to thank the Tiger Brands Board of Trustees for your continued trust in our mission and in the TBF team to deliver. Despite the challenges, you have all provided steadfast support and a true sense of partnership in helping to overcome barriers and getting us back to serving in-school meals to learners.

I remain incredibly proud of the TBF team for their commitment to making a difference in the lives of our learners every day.

Thank you for your unwavering support in nourishing young, growing minds.

#### **Eugene Absolom**

Director at The Tiger Brands Foundation





Key partner message

# Minister of Basic Education

It is difficult to reflect on the last two years without acknowledging the devastating impact the pandemic had on the most vulnerable in our society – our children.

The national lockdown was initiated to curb the spread of the pandemic, limiting access to learning environments and the vital daily meal received at non-fee-paying schools. As we return to a more normal time and learn to live with the pandemic, we remain committed to improving nutrition as we look to build sustainable livelihoods and resilience of young people for a better tomorrow.

Responding to the crisis of poverty and hunger requires cooperation between the government, the private sector and civil society. Developing critical ecosystems through which we can work together to increase our chances of improving children's access to quality education and nutritious foods is fundamental to realising a far more equitable society.



Optimal brain development is critical in the formative years of all children's development. Therefore, building and supporting sustainable, viable solutions to provide the proper nurturing environment for children to learn and grow will help unlock the potential of future generations in South Africa. For many of our children, schools provide more than just an education. They offer a safe space away from the streets and a meal many do not receive at home due to rising poverty. For some, they provide an opportunity for parents to acquire new transferrable skills that offer employment opportunities.

The socio-economic uplifting of underprivileged communities is necessary for eradicating poverty, and uplifting communities out of the cycle of poverty is only possible through our strategic partnerships with companies like Tiger Brands Foundation (TBF). The TBF Meal Programme supports learners with an in-school breakfast programme crucial to keep them in school and improve their ability to learn and apply their knowledge. We are grateful for the continued support provided by TBF and continue to receive from them. The TBF donated 27018 food parcels, in 2021, to learners in schools participating in the foundation's in-school breakfast programme.

The TBF Breakfast Programme is aligned with and supports the NSNP programme, where we provide a daily nutritious meal to over 9 million learners nationwide to help them perform optimally in school. To broaden our reach, in 2021, we announced our intention to join the School Meals Coalition, powered by the United Nations Food Programme. This collaboration is designed to significantly upscale the school feeding programme, targeting 73 million girls and boys living in extreme poverty. Thanks to these initiatives, we aim for all children in need to receive nutritional meals in school by 2030.

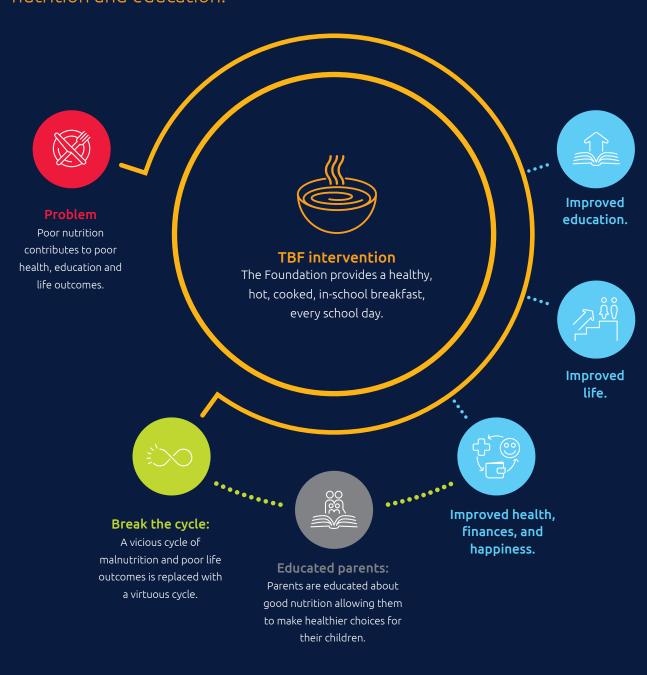
We appreciate the support from TBF that helps to move the country closer to eradicating hunger and providing all children in South Africa a chance to improve their learning outcomes and contribute to a thriving society economically.

> Angelina M Motshekga MP Minister of



#### Theory of Change

Improving the lives of vulnerable school children and their surrounding communities by creating and implementing sustainable, scalable and replicable programmes that enhance nutrition and education.





# Year -at-aglance

Social Investment (figures rounded off)

102 787 108 Meals served since 2011



11 075 052 Meals served: FY2022

This figure takes into account the non-feeding days during lockdown and a reduction in meal served because of the schools implementing a rotational model

Partner funded Schools 26 until Dec 2021

95 Schools

**104** until December 2021



This includes TBF schools plus schools whose nutrition programmes are managed by TBF on behalf of partnering social investors.



#### 1.1 million

Average meals per month

(This figure does not take into account Covid-19 restrictions nor the diversion to food hampers for part of FY22)



77 596

Total beneficiaries (Educators, learners, food handlers auxiliary school staff) 82 831 until December 2021

(This figure does not take into account families helped through food hamners during lockdown)



192

FY2022 feeding days



74 527

Number of learners reached

**78 669** until December 2021



433 until December 2021





3 447 Educators and support staff

3 729 until December 2021





ALL SOUTH AFRICAN PROVINCES

LIMPOPO

8 8 622

NORTH WEST 5 4 072

GAUTENG
16
24 249

NORTHERN CAPE
12
12
2 9 622

FREE STATE
7
7003

KWAZULU-NATAL

5 3 186

VESTERN CAPE

8
4 697

EASTERN CAPE

28
6 849



No. of schools



No. of affected children

#### Year-at-a-glance

# 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@thetigerbrandsfoundation.com.





Expenditure FY 2022

R41 527 413

(2021: R36 343 440)



#### A solid foundation

The Tiger Brands Foundation operates rigorous, multifaceted systems and processes to ensure sound financial governance and risk management.

Our annual financial statements are independently audited, and the Trustees are confident that the appointed auditors observed the highest standards of business and professional ethics.

The unqualified audit report on The Foundation's financial year ended 28 February 2021 notes that TBF financial statements present fairly, in all material respects, the financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.





**Admin** expenses

8.5%



Average cost per child per day

R2,82

#### Human resources

The lean team of professionals dedicated to improving the lives of vulnerable school children and their surrounding communities is led by The Foundation's Director, Eugene Absolom and supported by Karl Muller (Operations Manager), Ndyebo Nomatye (Project Support Officer) and Busisiwe Matontsi (Intern) based in Johannesburg at the national office.

ving the lives

A strong partnership of Regional Coordinators (RCOs) enable the programme to be successfully delivered to 105 schools. It is this partnership and the unified belief in creating impactful and lasting change in childhood nutrition, and thereby improving the chances of uplifting future generations out of poverty, that fuels the momentum to keep moving forward.

"Our RCOs have enabled us to continue to support learners and their communities through-out the pandemic through to today and despite the challenges have partnered with us to deliver workable solutions that have deep impact on the lives of South Africa's youth."

- Eugene Absolom

### TBF Team

#### National office



Eugene Absolom

Director



Karl Muller

Operations Manager



Ndyebo Nomatye

Project Support Officer Resigned December 2021



Busisiwe Matontsi

Intern
Transferred to Tiger Brands
Limited January 2022

#### Regional Coordinators (RCOs)



Keolebogile Henriette Andreas

Northern Cape



Melanie

Western Cape, Ashton



Terence De Wet

Western Cape, Gouda programme ended December 2021



Babalwa Gcali

Eastern Cape



Ellen Hlatswayo

KwaZulu-Natal



Mfana Mokhachane

North West



Kefiloe Mokoena

Gauteng



Zacharia Sibuyi

Mpumalanga



Morena Mochesela

Free State



Martin Dlamini

Limpopo



#### Employee demographics

64%	African
29%	Coloured
7%	White
0%	Indian
0%	Foreign national









Nurturing potential

# Centres of excellence

The active, hands-on and passionate commitment by the principals, school management, school governing bodies, food handlers and The Foundation's project coordinators, at 101 nofee schools in all nine provinces, is the vital ingredient required to create this truly effective feeding programme.

With their close involvement, 74 455 hot, nutritious breakfasts are served each school day. Learners receive their meals communally, in part to reinforce lessons of hygiene and behavioural protocol. We supply posters with nutritional guides for classroom use and placemats with healthy food messages for learners.

Listed below are both schools that are part of the TBF programme, and where The Foundation is contracted by other funding partners to implement our in-school nutrition model on their behalf.

Highlighted schools indicate the programme's funding by, respectively, Gouda Wind Farm, Karos Solar One, Nungu Marketing and Distribution, Sishen Solar Facility, Southern Lodestar Foundation, and Tiger Brands SED.











#### Schools

#### **EASTERN CAPE**

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 Adelaid Junior Primary School

Ggebenya Junior Primary School

Kundulu Junior Primary School

Masikhule Senior Primary School

Masizakhe Senior Primary School

Mathyantya Junior Primary School

McKay's Nek Junior Primary School

Mnikina Junior Primary School

Nzimankulu Senior Secondary School

Noluthando Primary School

Nonesi Junior Primary School

Nqiningana Junior Primary School

Pakamisa Senior Primary School

Qoqodala Junior Primary School

#### Simekweni Junior Secondary School

Thandulwazi Primary School

Three Crowns Senior Primary School

Vulindlelea Primary School

Vuyolwethu Senior Primary School

Xonxa Junior Primary School

Zwelixolile Senior Primary School

#### **FREE STATE**

Caledonpark Primary School

Masaleng Primary School

Mehopung Primary School

Meqheleng Primary School

#### Phomoling Intermediate Primary Schoo

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

Ratanda Primary School

Sefako M. Makgatho Primary School

Rebontsheng Primary School

Skeen Primary School

Zenzeleni Primary School

#### **KWAZULU-NATAL**

Dukuza Primary School

Hoffenthal Primary School

#### Isibongo Primary School

Masumpa Primary School

Nqobile Combined School

Woodford Primary School

#### **LIMPOPO**

Dagbreek Primary School

Hector Peterson Primary School

Khabele Primary School

Lekkerbreek Primary School

Maokoeng Primary School

Modimolle Primary School

St Martin de Porrez Primary Schoo

**Ulando Combined School** 

#### **MPUMALANGA**

Gutjwa Primary School

Makhahlela Primary School

Msogwaba Primary School

Mthayiza Primary School

Sifunindlela Primary School

Tsembaletfu Primary School

#### **NORTH WEST**

Kgwanyape Primary School

Leokeng Primary School

Rekgonne Bapo Special School

Tebogo Primary School

Thaba Morula High School

#### **NORTHERN CAPE**

#### Deben Primary School

Karos Intermediate School

Leerkrans Intermediate School

Maikaelelo Primary School

Noord-Kaan Laerskool

Sishen Intermediate Schoo

Sishen Primary School (Dingleton)

Vaalkoppies Primary School

Wilgenhoutsdrift 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

Vlaakteplaas Primary School\*

EJ Malgarte Primary School

#### Gouda

Bakkonilla Drimani School

Groenberg Primary School\*

Montrouge Primary School<sup>a</sup>

Meiring Primary School\*

Rondeheuwel Primary School<sup>9</sup>

Saron Primary School<sup>3</sup>

Soentendal Primary School

Steenberg's Cove Primary School

Voorgroenberg Primary School<sup>3</sup>

Weltevrede Primary School\*

<sup>\*</sup> From December 2021 the following schools are no longer part of the scheme

#### Connecting impact

### Partnering for Innovation

### Connecting impact across all stakeholders

#### **RCOs**

"There is a markable change in the health and wellness of learners who eat the breakfast and lunch meals daily. Their concentration levels in class are much higher. They are a lot more active and engaged in class. The principals are also seeing far fewer sporting injuries because of the overall health of the learners."

Melanie Buis, Tiger Brands Foundation's Regional Coordinator for the Western Cape

"By mixing yellow
vegetables like carrots or pumpkin, starch,
protein, and green vegetables like peas
or cabbage, we ensure that the meals are
balanced and the nutritional value of the
meals is retained while cooking or preparing
them. These nutritious meals
help the learners succeed in school and
positively impact the pass rates.

**Babalwa Gcali,** Tiger Brands Foundation's Regional Coordinator for the Eastern Cape

**Sonto Chiloane** from Sifunidlela Primary School in Mpumalanga

#### **Food Handlers**

On the impact of the programme on the community and families:

"Many people in our community are seasonal workers at the factories. Many of them are unemployed, and most of the time, these parents cannot afford to feed their children. The Tiger Brands Foundation initiative has a lasting impact on the children as they are happier and more engaged. This, in turn, has had a positive impact on their families and the wider community."

**Fransiena Vani** from Stockwell Primary School in Ashton in the Western Cape

On the skills and abilities food handlers and kitchen staff acquire on the job:

"I've learned that when preparing food, you need to measure the food to ensure you can plan your meals for tomorrow and ensure that food isn't wasted. I also use those skills at home and have learned to cook oats properly. We attended a workshop where we were taught how to cook properly and to prepare different meals. We also learnt how to prepare oats."

**Delsile Mahlazela** from Mthayiza Primary School in Mpumalanga

On the impact of the pandemic on how food is prepared and served:

"The Coronavirus (COVID-19) pandemic changed how we handle and prepare food. Before handling food, we need to clean the kitchen and sanitise our hands. We open the windows and wear gloves when preparing the food. We also ensure that everyone washes their hands before being served a meal. So we understand how important cleanliness is for our and the learner's health."



#### Learners

"I would like to see every child receive breakfast as I did when I started in grade R. I believe that these nutritious meals laid the foundation for my successful studies. Today, I am in Grade 7. This was only possible because I could focus on the lessons and not on an empty tummy like so many of my peers."

**Asime Ndzipho** is a Grade 7 learner from Vuyolwethu SPS in the Eastern Cape

"The meals are nutritious but also taste amazing. I like having Jungle Oats for breakfast as it comes in various tasty flavours, and for lunch, livers and rice. The meals provide me with the energy I need during the day and deliver the boost I need to concentrate in class, so they are an essential ingredient in my formula for success."

**Granville Stanfliet** is a Grade 11 learner from Ashton Secondary School in the Western Cape

"Thanks to this programme, the learners are encouraged to go to school. However, many of their parents - especially seasonal workers - struggle financially. In most instances, the food the learners receive at school is the only meal they eat daily. So, the TBF programme supports the parents and gives them a sense of peace that their children will receive breakfast and lunch at school."

"The nutritious meals help boost the learner's immune systems, preventing them from getting sick, while also helping to reduce absenteeism at our school as the two meals the learners receive at school might be the only ones they get for the day. I hope this initiative continues and more companies partner with Tiger Brands Foundation to extend the reach of this initiative to many more schools and communities as it makes a tangible difference in the lives of the learners, their families, and their communities."

Molly Mpane Principal from Rekgonne Bapo Special Needs School in the North West

"I started with TBF when I started high school. My primary school didn't offer any food, and I battled to concentrate, and I saw this with my classmates too. When I got to high school, we were introduced to different kinds of cereals, and I enjoyed Jungle Oats, and I still buy it now that I'm studying at varsity. TBF taught me about planting; we used to plant vegetables with my mom. What I am proud of is that I participated in sports and the high school choir. I also won medals for chess. This was only possible because I was full and had energy. "

Goitseone Sono was a learner at Thabo Morula High School in the North West, and now he's at Wits university studying Bachelor of Science in the field of Computational and Applied Mathematics

Samuel Janse, whose son is a Grade 10 learner enrolled at Ashton Secondary School (Parent)

#### Moving logistics mountains

#### Moving logistics mountains to get learners their nutritious, high-quality meals

A crucial element of the TBF in-school programme is logistics as it enables the food to reach the schools but, more importantly, consistently and on time, to ensure the learners receive their daily nutritious in-school breakfast.

In searching for a logistics partner, TBF placed trust, commitment, and partnership as necessary to ensure the programme's success. As the long-term logistics partner, Nungu Marketing & Distribution understands the critical nature of the role, and from the outset, TBF has been able to depend on us to deliver on our promise.

Underpinning TBF's in-school breakfast programme was a desire to partner with small businesses that could grow as the programme grew, harnessing shared value creation.

Enterprise partnerships like ours have played a crucial role in fostering an environment of trust in the communities, ensuring the food delivery to the schools is on time, and further enhancing TBF's reputation and relationship with the schools, learners and broader community. In addition, being solution-focused ensures we anticipate risks and have sought out additional community partners that can provide time-sensitive assistance when needed. For example, we have built a relationship with a local farmer who allows us to use a tractor when our vehicles get stuck in treacherous weather.



We have been with The Tiger Brands Foundation since the programme's inception in 2011. While our initial mandate was to transport meals to schools in Alexandra, our ability to deliver consistently and on time provided a good foundation for our success. We now transport meals to schools across South Africa, making us TBF's logistics partner of choice, which we are very proud of.

From early on in the partnership, we felt our values were well aligned. Recognising the impact the in-school meal programme had on learners and the broader communities encouraged us to sponsor two schools. The first of these is located in the Northwest and is called Rekgonne Bapo Special School. The second is in the Western Cape, Steenberg's Cove Primary School in St Helena Bay.

Our success is partly due to TBF and their faith in us partnering with them to change children's lives across South Africa. We are grateful to have found a way to impact change meaningfully.



#### Sustainable gardens

# Using sustainability gardens to grow food and nurture a love of the environment

In partnership with Food and Trees for Africa (FTFA), Tiger Brands Foundation's (TBF) school gardening and nutrition programme, Eduplant, develops school-linked food security clusters in underresourced communities and townships through permaculture gardens. This initiative was first launched in 1994 and is incorporated in many TBF-linked schools across the country.

It is an excellent example of Connecting Impact. FTFA advises the schools on what type of trees and plants to grow to suit the specific nutritional needs and climate, with the schools then purchasing the seedlings, shade and fruit trees and planting these on their premises. For example, St Martins Primary School in Limpopo grows cabbage, spinach, onions, fruits such as oranges, and different herbs like parsley, mint, and cayenne pepper. A full-time gardener is appointed at the schools to look after the sustainable gardens, with the vision of creating year-round food that is easily accessible to learners and can be incorporated into or supplement that food programme. The ultimate goal is to reduce the dependence on partners to provide food, building dignity and independence in the community. Oversight is provided by a teacher and the school management team.



Beyond growing the herbs, vegetables and fruits required by the National School Nutrition Programme (NSNP), the schools can also use these gardens as outdoor classrooms delivering practical sessions for the learners studying agricultural subjects, including ecology, gardening, sustainability, climate advocacy, composting, and biodiversity. Moreover, come harvest time, should their harvests exceed the school's needs, they can sell vegetables, fruit and herbs to the community, which provides them with funds to purchase more seedlings, thereby enhancing the programme's sustainability.

Creating sustainable food programmes does not come without its challenges. While we do not lack enthusiastic involvement by the learners, we are seeing reduced rainfall patterns due to climate changes, with droughts leading to the gardens requiring additional sources of water and care. Water harvesting provides relief, as does planting drought-resistance vegetables such as swiss chard or sweet potato.

Through our partnership with Eduplant, we remain committed to continuing learning and adapting, imparting the necessary knowledge and skills to the schools in their quest for self-sufficiency.



#### Strengthening partnerships

Forming strong partnerships to tackle seemingly impossible challenges together

We were first introduced to TBF in 2019. From the outset, we were impressed by the positive impact the TBF programme had on learners' education in areas experiencing significant socioeconomic challenges. The impression was so profound that we wanted to find a way of replicating the programme in schools not yet receiving the in-school breakfast meal.

What excited me was how well the programme aligned with our aim of improving education, given how crucial it is to build a sustainable economy and uplift people out of poverty. Aligned with our company mission of providing clean, renewable energy, we also want to leave a positive impact on the communities in which we operate. Therefore, with our operations around 30 km from Upington, we decided to focus on our immediate communities. The success of the partnership with TBF has seen us grow our sponsorship from four to seven schools, and we have a further 4 in the pipeline.

Alongside improved learner outcomes, we are seeing a positive impact on the local economy due to additional employment opportunities made available as food handlers and food monitors supporting the TBF programme. Through the TBF programme, a transfer of skills through the training programmes enables individuals to seek alternative employment opportunities over time. Increasing local opportunities allows families and the wider community to sustain themselves, improving livelihoods and a sense of pride.

Forging a better future requires partnerships, like the one we have with TBF, to deliverable improved sustainable outcomes for South Africa's youth. We call on other organisations to come together to drive real, measurable change.



#### **Niroshma Chetty**

General Manager of Karoshoek Solar One concentrated solar project

(Karoshoek Solar One Concentrated Solar Power Plant (CSP) is the fifth renewables energy CSP project in the Northern Cape, providing power to Eskom)



#### Thriving partnerships

# Thriving partnerships for sustainable food solutions in South Africa's schools

The children of South Africa are the key to future-proofing our country and ensuring that our citizenry is optimised to participate equitably in the global marketplace. They deserve the opportunity to grow their learning potential and maximise their educational outcomes. But they can't do this if they go to school hungry each day.

Hunger affects learning by impacting a child's physical development and impeding their ability to focus and perform at school, thereby limiting future achievements too. At Tiger Brands, we are committed to helping South Africa's children become leaders in their communities, their future workplaces, and their country. This is why amongst the many SDGs we have prioritised, Zero Hunger is so important to us. And why our board allocates a dividend to the Tiger Brands Foundation (TBF) to support our work towards achieving that goal.

We recognise too that the task of feeding the more than 10 million children who go hungry in South Africa every day is something that can only be done through strong, sustainable partnerships with like-minded organisations and administration. We also know that we have to start where the problem is most urgent, our no-fee paying schools and the learners who attend them.

The old adage that 'breakfast is the most important meal of the day stands true, and we are proud to report that we have already served over 100 million meals to hungry learners, helping them to start their day with focus and full bellies. Tiger Brands provides financial support, enabling TBF to implement the breakfast programme in schools and communities in need. We are proud of the incredible work delivered to the communities we support, alongside the Department of Basic Education's National Schools Nutrition Programme.

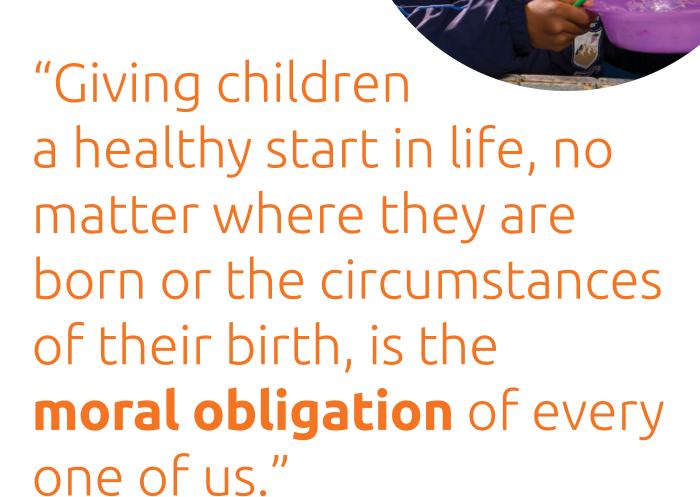


At Tiger Brands, we are focussed on long-term sustainable impact. Part of this is the role of food security in supporting human and community dignity. This goes beyond knowing where your next meal is coming from, it's being able to provide it for yourself too. And core to empowering our local communities with this opportunity is our partnership with the EduPlant Programme. Through them, we have the privilege of playing a role in empowering schools, learners, and their surrounding communities to develop school-linked food security clusters through community gardens in under-resourced communities and townships.

The challenge is vast, and the road is long, but we do not walk it alone. TBF has already seen what can be achieved when we work with partners towards shared impact, and we call on others to join us. After all, ensuring our children have the ability to optimise their school career through adequate nutrition provides them with more than just a basic human right, it helps them build a future too.

#### Mary Jane Morifi

Chief of Corporate Affairs & Sustainability at Tiger Brands Ltd and Trustee of Tiger Brands Foundation Deputy Director General report



- Nelson Mandela



Since the introduction of the National School Nutrition
Programme (NSNP) by President Mandela in 1994, the
programme has been hailed as one of the Government's most
extensive programmes, with an annual budget of about R9
billion, employing around 60 000 people to feed 10 million
children per day, within 21 000 schools across South Africa. But
unfortunately, the need in South Africa continues to outstrip
the resources available, which requires us to think innovatively
about solutions and approaches to addressing the growing
pandemic – childhood hunger.

The acceleration of the need creates a compelling reason to build more public-private partnerships with a clear focus on addressing childhood hunger. Our NSNP programme is well entrenched across the quintile 1 – 3 no-fee schools. However, the impact of COVID-19 is seen in a growing number of households in quintile 4 – 5, experiencing economic hardship and growing food insecurity. For those schools receiving both the TBF breakfast programme and the NSNP lunch meal, principals and teachers are recording higher participation and engagement by learners receiving two meals a day. The positive outcomes provide compelling reasons to harness partnerships through the private sector to support the Government's ambition of ZERO Hunger

As a result of collaborations like TBF, we are aware of some ground-breaking innovations the private sector is capacitated to invest in that has the potential to accelerate our reach and impact while mitigating food waste and inventory discrepancies. For example, pivoting from a paper-based monitoring system to a digital monitoring and reporting system, such as the one implemented by TBF, allows for a far more agile response to the food programme, tracking orders, planning menus, and recording the needs of the most vulnerable in communities. Forging innovative and impactful ways of addressing society's biggest challenges affecting education and the path to equity requires renewed thinking and corporate partners to imbed impact.

Dr Granville Whittle Deputy Director General of the Department of Basic Education

While some partners remain for short periods, the determination and dedication displayed by Tiger Brands Foundation are laudable. We recognise their commitment to changing the trajectory of learners' outcomes and improving their prospects.

#### Governance and risk management

# Stakeholder engagement

The Tiger Brands Foundation is a registered not-for-profit Section 18A trust that was constituted in 2009.

Our Public Benefit Organisation number is 930036488.

We view sound corporate governance as an indispensable ingredient for realising The Foundation's mission.

Our critical stakeholders are organisations and individuals who are significantly affected by The Foundation's activities, and those who may substantially impact The Foundation's ability to implement strategies and achieve our objectives. We recognise their legitimate interests and expectations in performing The Foundation's duties.

The Foundation's Board of Trustees has ultimate responsibility for stakeholder engagement. On a day-to-day basis, management directs stakeholder liaison according to the needs of individual operations.





The Foundation's stakeholders are described as:



Affected communities



Affected learners



**Employees** 



Government and regulators



Partner funders



**Partner schools** 



Related civil society



State departments

including the Department of Basic Education and the National School Nutrition Programme (DBE DDG Care and Support Services; DBE DDG Partnerships)



Suppliers



# Role and function of the Board of Trustees

Our Board of Trustees is the primary custodian of our Vision,
Mission, and Values. Their oversight of The Foundation's
financial and non-financial performance objectives is directed at
all times by the four principles of good corporate governance good faith, care, skill, and diligence.

#### Composition

The Foundation's 2009 Trust Deed provides that The Foundation is governed by six non-executive Trustees, four of whom are independent and two of whom are appointed by Tiger Brands Limited.

In addition to providing effective, ethical leadership during the year under review, the Board performed the following duties:

Approving strategy, significant action plans, and policies and procedures.

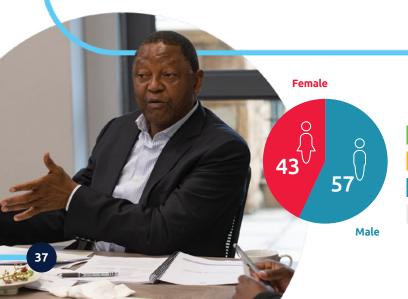
Monitoring operational performance.

Identifying risks that impact on the Trust's sustainability.

Ensuring processes are in place to monitor and manage these risks, and related internal controls.

Monitoring key performance indicators in terms of the Trust's business plans; and

Approving major capital expenditure.



#### Board demographics

57% African
29% White
14% Coloured
0% Foreign national



Ambassador Sheila Sisulu
Chairperson (non-executive)



Eugene Absolom
Trustee (Director, executive)



Dr Miriam Altman

Board experience

Skills

Business experience

Historic Schools' Trust; Mlambo Foundation; Shared Interest; Thabo Mbeki Foundation

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

29 years

AFS Interculture SA; SOS Children's Villages

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.

32 years

Manufacturing
Development Board;
National Planning Commission

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

28 years



Kabelo Dlothi
Trustee (non-executive)



Mary-Jane Morifi
Trustee (non-executive)
(Group Executive, Corporate Affairs
and Sustainability: Tiger Brands Limited)



Johnson (JJ) Njeke
Trustee (non-executive)

ArcelorMittal; Barloworld;



Clive Vaux Trustee (non-executive) (Corporate Finance Director Tiger Brands Limited)

Imvula Employee Trust; Kagiso Asset Management Employee Trust Amplats - Exco.; BP -International Audit, Risk Management and Assurance and Marketing Operations; Nelson Mandela Children's Hospital Trust – Head: Global Capital Campaign

Metropolitan; MTN;
dit, Risk PricewaterhouseCoopers; Resilient
d Assurance Property Income Fund; SA Institute
perations; of Chartered Accountants; Silver
Children's Unicorn Trading 33 - Chairman;
Head: Global University of Johannesburg Council; Sasol

CG Smith; CG Smith Foods; ICS Holdings; Reunert

Law; corporate governance.

19 years

Executive corporate leadership; corporate governance; social development.

24 years

Finance; audit; social development.

33 years

Finance; corporate finance.

38 years

#### Governance and risk management

# Audit, risk and compliance

The Trustees have the principle regulatory obligation of overseeing the integrity of our internal controls, so ensuring that financial statements are appropriate and compliant with relevant accounting standards. Trustees also provide an independent review of risk and compliance activities undertaken within The Foundation.

Our Trustees have full and effective control of The Foundation and are accountable for its financial sustainability and strategic direction.

#### Key risks monitored and managed during the period under review:



Liquidity



Operational



Regulatory



Reputational risk



Strategic risk



Human resources risk



Informational technology risk



Our annual financial statements were audited by independent auditors, Ernst & Young Inc. Financial highlights of The Foundation's financial year 1 March 2020 to 28 February 2021 can be viewed in this report.

Complete audited financial statements are available on request, directed to the Office of the Director, Tiger Brands Foundation, P O Box 78056, Sandton, Johannesburg, 2146; or to foundation@tigerbrands.com.



#### Contact details



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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@thetigerbrandsfoundation.com

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Dimakatso Khupelo

To download this report, please visit

www.thetigerbrandsfoundation.com

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