



THE TIGER BRANDS
FOUNDATION

Beyond the Meal

Nurturing a Nation's Potential

ANNUAL REPORT 2020



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Trust overview

Legal status

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

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 works to assist selected regional and community groupings through considered interventions aimed particularly at learners at no-fee paying schools in South Africa, vulnerable groups in society, and projects that promote sustainable livelihoods in areas without no-fee paying schools.

Nature of report

Our 2020 annual report describes the Foundation's financial highlights, as well as administrative, governance, managerial and operational activities within the current South African context that the Trust operates in.

A full set of audited financial statements may be viewed at the Foundation's office on 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 2019 to 29 February 2020. As such, we have also included some narrative reporting that may extend beyond these dates on account of publication timing.

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 the 2020 national State of Disaster in South Africa (Covid-19), costs have been contained across non-operational areas of the Foundation's work. This annual report is therefore of shorter length than its predecessors. The Foundation is, however, satisfied that the level of reporting contained here 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.





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:



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.



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.

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.

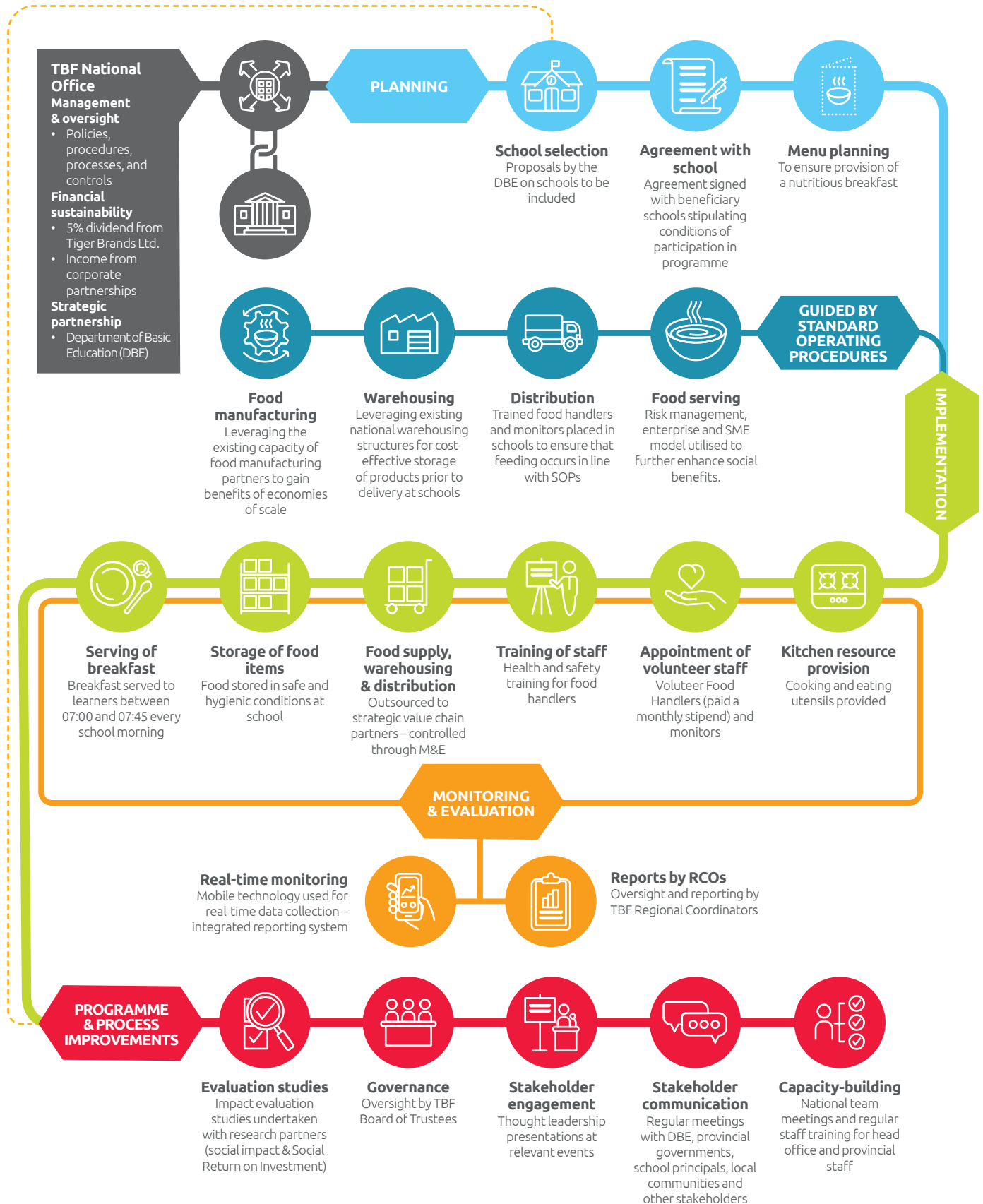


Consistently effective

Transforming South Africa by consistently meeting and exceeding our obligations.

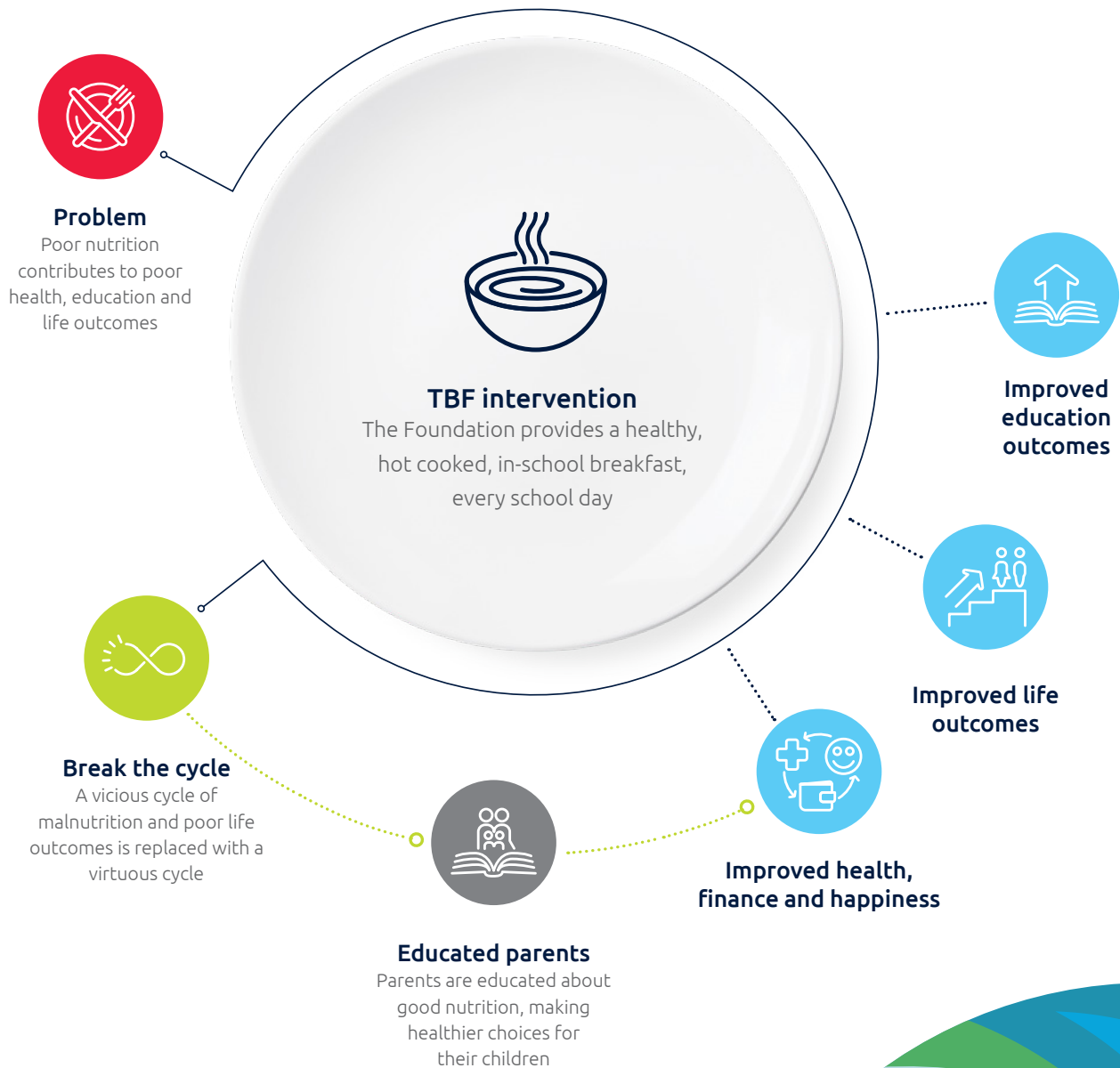
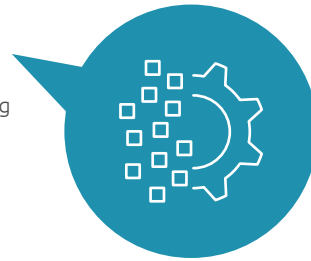
Our operating model

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



Theory of Change

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





Chairperson's statement

The time has come

On winning the 2020 Nobel Peace Prize, the UN's World Food Programme noted that "Food is the best vaccine against chaos..."

Yet already in 2016, almost a quarter of SA households reported serious food insecurity. Why this disconnect? It is likely because the introduction and fast expansion of from the mid-1990s of the social grants system, and then in-school nutrition programmes, quickly wiped out critical hunger and obviated any danger of localised famine. Yet that may have masked our reality.

As is well understood by the Foundation and our partners, the quality of nutrition in a child's first 1 000 days can have consequences in all manner of life chances right down the line. It has surely become more clearly understood by many others during South Africa's Covid-19 pandemic and related State of Disaster in 2020.

In South Africa, we have for too long been complacent about our depth of food insecurity. This year saw the mask ripped away from the idea that we are a basically food secure country, even while we produce more than enough food for local consumption.

The UN's Millennium Development Goals of the early 2000s preceded the much-expanded Sustainable Development Goals of today. South Africa was widely hailed for meeting, ahead of a 2015 target, its primary MDG target of eradicating extreme poverty and hunger. In 2019, the fourth annual Global Report on Food Crises suggested that 55 countries are, or soon will likely be, grappling with acute hunger. South Africa was not among them.



By its nature, the coming of this pandemic surprised society, and economic lockdown measures taken to combat it necessarily held negatives outcomes for many people, not least as it affected their food security.

In this regard, the most negatively affected are, as always, children. This has partly to do with the greater importance that good nutrition plays in shaping life opportunities from a young age, and also because most young South Africans are greatly dependant on the provision of nutritional food security through particularly the in-school nutrition programmes of the Department of Basic Education, buttressed by related private sector interventions. The latter have for too long been confined to a few actors in this field, notably led by the TBF and its partners.

This year's pandemic, and the resultant long schooling shutdown has, however, shown just how fragile is our food security reality. Within one month of the end-March 2020 national lockdown, one-in-three South Africans reportedly went to bed hungry.

In response, there came a ramping of often *ad hoc* interventions in the food security field by other private sector social investors, non-profit organisations, and by the State. It has been a lesson to all of the importance of this type of work; and has shown how South Africans can usefully respond to unforeseen crises.

That is to the good, but such interventions will ultimately fail unless basing themselves in deeply developmental models of action, working in real collaboration, and act as truly empowering interventions.

The Foundation will play its part. We will work with others to break down silos that exist in the food security and nutrition fields by significantly increasing our facilitation of related best-practice knowledge-sharing, collaboration, and partnerships both within the private sector, and between the private and public sectors. We will seek new partnerships to refine and expand the effectiveness of in-school nutrition, and we will work with others to create an environment that leads to significant reductions of SA's national food wastage and food loss.

To nurture our nation's potential, South Africans must act with purpose to end food and nutritional insecurity across the land. The time has come.

- Ambassador Sheila Sisulu



Director's report

Demonstrably positive outcomes

The nationwide in-school nutrition programme rolled out by the Tiger Brands Foundation (TBF) aims to nurture a nation's potential in a holistic way. It goes far "beyond the meal", engaging partners in the public and private sectors at national, provincial and community levels - as emerging businesses, state departments, individual parents, schooling personnel, suppliers, researchers, and in collaboration with others working in this field.

Model of excellence

Developed since we started implementing this programme in 2011, the Foundation's developmental model is uniquely inclusive of different stakeholders, each relying on the other, and thus a developmental model of co-creation and co-ownership. While complex, this approach empowers all participants, and is a developmental model most likely to succeed in its effectiveness across many sites of operation.

In the period under review, this saw start-of-the-day meals provided to almost 75 000 of SA's most disadvantaged pupils in 101 lower income schools. It is an important complement to the midday meals provided by our partners in the [National School Nutrition Programme \(NSNP\)](#) of the [Department of Basic Education \(DBE\)](#).

Since inception, the TBF programme has seen more than 80m hot nutritious breaks served to underpin educational success. Indeed, research has shown that such in-school nutrition programmes can be a bedrock of improved learner participation in school activities, bringing better individual concentration, greater school attendance, better academic results, and it helps to lay the groundwork to inter-generational progress within families.

The Covid-19 pivot

Toward the end of our reporting period, the coronavirus Covid-19 pandemic started making its presence felt, and just a month later, in late March 2020, SA declared a national state of disaster to manage this outbreak.

Although beyond this annual report's financial year, it would be remiss not to report to stakeholders on how the Foundation faced and reacted to this challenge, not least in how it required a fundamental pivoting of our operations in response to the sustained school closures through the year. We thus acted to support our partners and programme beneficiaries, including in the provision of comprehensive food hampers to affected households (a vast expansion of our year-end provision of such hampers to beneficiary families in greatest need), and in the provision of below-retail-cost supplies to allied organisations in the food security space.

More detail of the TBF's response to the circumstances of the state of disaster are carried on pages 22 and 23,

but I am pleased to note that the Foundation's longstanding and regularly updated strategic planning allowed us to act with quick agility in reworking the thrust of our activities.

That, along with constant collaboration with others involved in this work, guided a flexible approach to cooperation. We believe it will lead to deeper understanding of the need to bolster food security, dramatically increase the positive impact of projects that seek to improve SA's nutritional balance scorecard, advance the global Sustainable Development Goals to which we are committed, and improve understanding of what works best in these endeavours. There is now a far greater awareness of the need to have food security issues front-and-centre of developmental social investment activity.



Partners of substance

Our ability to deal effectively with unforeseen circumstances has been helped by our careful husbanding of financial resources to create responsibly significant financial reserves over the past decade.

As an independent trust set up via a special purpose vehicle to promote Broad-Based Black Economic Empowerment, the TBF received 84% of its income during 2019/20 from a dividend flow from shares held in Tiger Brands Limited, and the Foundation received a non-recurring special dividend in July 2019. These income streams, along with reserves where needed, enabled the TBF to increase support to our beneficiary base through both the financial year being reported on, and then through SA's subsequent state of disaster.

Important additional income is derived by TBF from our corporate partners who contract the Foundation to manage full in-school nutrition programme on their behalf in schools associated with their strategic social investment foci.

These partners of close support and excellence - Gouda Wind Farm, Nungu Marketing and Distribution, Sishen Solar Facility, and Southern Lodestar Foundation – were joined this year by Karoshhoek Solar One and Tiger Brands SED (socio-economic development unit). Thanks to Karoshhoek, the overall programme expanded into four schools at Upington, Northern Cape. Tiger Brands SED partnered with the TBF to bring the programme to selected schools of the Eastern Cape, Free State and Limpopo provinces.

This partner network is one that TBF actively seeks to expand, providing social investors with a developmentally-sound approach to educational upliftment of proven result - actions in support of the National Development Plan's call to "help all South Africans to realise their full potential".

Some of these are found in the 432 school parents and guardians who join our programme, and the state's NSNP, as Volunteer Food Handlers for 24 months' immersion in our work. With co-funding from Tiger Brands SED, we completed advanced training in all TBF food handler clusters. This training is designed to help volunteer food handlers find long-term employment or to start micro-businesses after their TBF tour of duty. The Foundation continued to pay Volunteer Food Handlers throughout the 2020 school shutdown.

Additional support was given to our on-site partners with training in the preparation of specific meals to ensure the nutritional integrity of these. Training in hygiene protocols and stock management was reinforced, and care taken to accommodate a variety of different circumstances that pertain at different schools. Thus, no school is left out of the programme simply because it lacks formal cooking facilities.

Meals are served to children who are seated and who receive dining etiquette training and nutrition education both at mealtime and through classroom teaching aids. The Foundation's unique app used at schools to track food distribution, on-site stock control, daily meals provided, and attendance, is being updated to further strengthen the Foundation's already comprehensive monitoring and evaluation of our rollout of more than 1.1m meals a month.

Capital projects

This rollout has always been supported by infrastructural investments. As different sites have different needs, the TBF responds accordingly. So, in the period under review, this saw the refurbishment of four container-based kitchens at Alexandra schools (Johannesburg); the building of another two brick-and-mortar school kitchens in Gauteng province (at Ratanda, Heidelberg, and at Soshanguve, north of Pretoria); and the refurbishment of kitchens at selected schools in Northern Cape and Western Cape.

Infrastructural support was also given over the past two years to the DBE's programme to eradicate school latrines that exist in a minority of schools and to replace these with formal flushing toilet facilities. In this special intervention, the TBF provided ablution blocks to 15 schools in the Eastern Cape, KwaZulu-Natal, Limpopo, and Mpumalanga in the 2019/20 financial year.

Reaching out

Given its leading position in private in-school nutrition this past decade, the TBF must also act to share learnings with others of goodwill, of whom there are many. Doing so usefully, carefully, with humility and in sincerity, aims to increase the positive national effects of these efforts.



This sees the rolling out of comprehensive outreach to give strategic direction to relevant discussions and knowledge-sharing among SA food security providers, and to others elsewhere in the world, in a social investment community that is now highly receptive to these things. Doing so effectively while cognisant of our inevitable resource constraints is an important part of how we see our national duty.

As detailed later in this report, this saw the TBF work through the year with other private organisations working in this field; with relevant academic units at SA universities; knowledge-sharing to local target audiences using bespoke media platforms in social media, and through national media outlets. It saw the TBF host a successful two-day national conference of the principals of our programme's participating schools, and it had the Foundation share insights at the world's foremost gathering of nutritional development practitioners, in Cambodia.

In addition, an independent deep-dive research project to study and evaluate different programmes across

SA's in-school nutrition landscape is nearing completion and will be released in 2021. As with all other research commissioned by the TBF, it will be made freely available via our regularly updating website.

In the public sector, the Foundation continues her close association with the DBE, in regular joint planning, reporting, and strategic sharing meetings at national, provincial, and local levels. The partnership with the NSNP remains the lodestar of this critical collaboration, and we thank our DBE colleagues for the constant sincerity and interested collaboration that this partnership is. Other public sector collaborations took place with the Department of Social Development and with the Department of Mineral Resources and Energy.

Team TBF

These and our many other important stakeholders are often dealt with on-site by the Foundation's Regional Coordinators (RCOs) based across the provinces. This year, RCOs made full use of ongoing training in developmental work and leadership, in their stakeholder relations management at provincial and local levels. Theirs is a complex task that requires both IQ and EQ combined with a dedication to programme success and to enhancing our country's potential. They approach their mission as a practical manifestation of the Foundation's values of accountability, integrity, and to be consistently effective. They are a credit to their generation.

The value of this important work shows up in the results we see at our 101 sites of operation in all provinces. That is also a credit to our many partners, and to the involved oversight and keen strategic direction given to the programme by the Foundation's Chairperson and Board of Trustees.

Together, the many people across South Africa who make up the Tiger Brands Foundation in-school nutrition programme act, almost daily, in a combined effort of meaningful purpose. They act with consistent care, and from this come profound and demonstrably positive outcomes. The Foundation salutes them all.

- Eugene Absolom



Key partner message



basic education

Department:
Basic Education
REPUBLIC OF SOUTH AFRICA

Minister of Basic Education

Excellence and the common good

Education is essential for the social, economic and political development of a country. However, for millions of children and youth in South Africa, their right to education is severely compromised by a range of factors such as poverty, HIV&AIDS and other diseases, food insecurity, disability, negative social practices, early-and unintended pregnancy, and violence.

The Care and Support for Teaching and Learning Programme (CSTL) is the strategic response of the basic education sector to these challenges. It is built on the strength of collaboration and provides an overarching framework for the initiation and expansion of care and support activities in and through schools – activities that ultimately aim to improve education outcomes.

An important element of our Care and Support Programme, is the provision of nutritious meals to more than 10million learners, through the National School Nutrition Programme (NSNP). In-school nutrition is critical to enhancing the learning capacity of learners, and has been shown to improve punctuality, regular school attendance, concentration, and the general wellbeing of participating learners.

While learners are being provided with nutritious meals, they are also taught to establish and maintain good eating and lifestyle habits for life. Nutrition education also provides educators with resource materials to support curriculum, and to make every school a healthy environment.

Since 2011, the NSNP has been superbly complemented in this work by the Tiger Brands Foundation in-school breakfast programme at selected lower quintile schools



across all provinces. This consequential partnership extends “beyond the meal” to the training of local Volunteer Food Handlers, empowerment of emerging suppliers, nutrition education for learners, the provision of school catering infrastructure, and the upskilling of school senior management teams.

The results of this deeply developmental partnership are profoundly meaningful to educational excellence, and an outstanding example of what can be achieved when South Africans of goodwill and sincere intent work together for our common good.

- Angelina M Motshekga MP



Year-at-a-glance

Social investment
(figures rounded)



84.2 million
Meals served
since 2011



13.2 million
Meals in FY2020



1.1 million
Average meals
per month



197
FY2020 feeding days



77 452
Total beneficiaries
(educators, learners,
food handlers, aux.
school staff)



74 455
Number of
learners reached

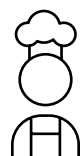


101
Schools

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



2 565
Educators and
support staff



432
Food
handlers



Free State
 7
 7 122

Eastern Cape
 27
 5 747

Gauteng
 16
 23 230

KwaZulu-Natal
 6
 4 245

Limpopo
 8
 8 532

Mpumalanga
 6
 5 994

North West
 5
 4 152

Northern Cape
 9
 7 147

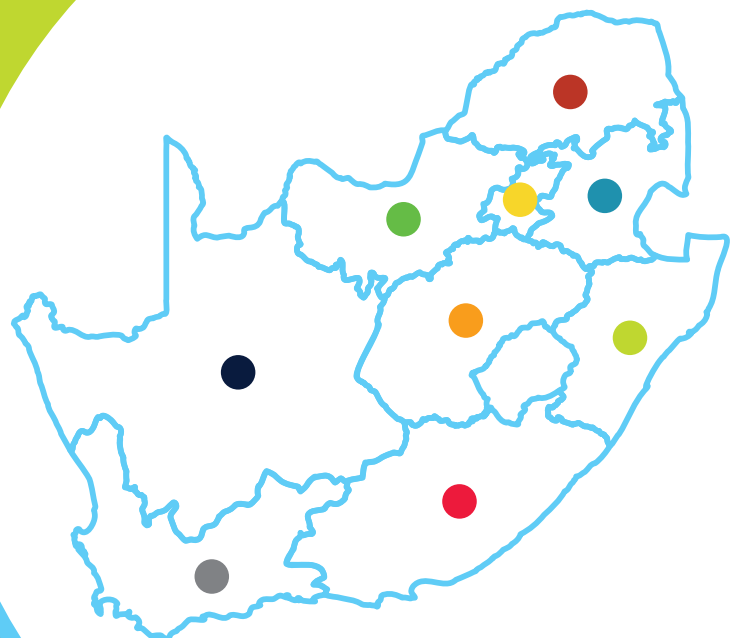
Western Cape
 17
 8 259



No. of schools



No. of affected children



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.

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 29 February 2020 notes that TBF financial statements present fairly, in all material respects, the financial position of the Foundation as, and its financial performance and cash flows for the year then ended, in accordance with International Financial Reporting Standards.



Income FY 2020
R49 142 000
 (2019: R43 533 000)



Expenditure FY 2020
R37 291 000
 (2019: R32 067 000)



**Average cost per
child per day**
(Including all project and admin costs)

R2.55
(2019: R2.50)



**Admin
expenses**
(Including employee costs)

13.8%
(2019: 11.4%)

Human resources

To be best-in-class

The Tiger Brands Foundation is a streamlined operation managed by a national office of senior management and support staff in Johannesburg, headed by the Foundation's Director (executive). On-site operations are managed by provincially-based Regional Coordinators (RCOs), and stakeholder relations management is carried out collectively.

In a continual striving for excellence, Team TBF knows that partnerships form when all stakeholders are treated with care and respect and valued for their insights and unique contributions. Inculcating this

means more than just training, important though that is. It means being practical about how we live the Foundation's values of being accountable, acting with integrity, and being consistently effective.

The TBF constantly upskills staff capacity, and advances careers through continuous performance assessment. In the review period, staff members attended an intensive development capacity workshop; two leadership "boot camps" that included leading business school lecturers; and underwent further business writing training.

National office

(on 29 February 2020)



Eugene Absolom

Director



Karl Muller

Operations Manager



Ndyabo Nomatye

Project Support Officer



Botlhale Kgaswane

Administrative Assistant
transferred to Tiger Brands Ltd
January 2020



Regional 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



**Mfana
Mokhachane**

North West; acting
in Gauteng



**Kefiloe
Mokoena**

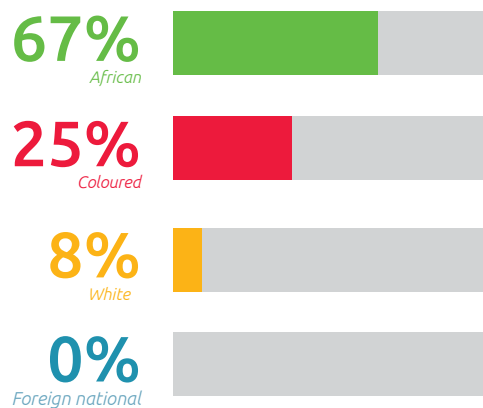
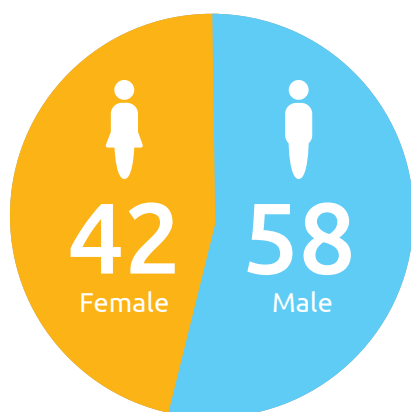
Free State



**Zacharia
Sibuyi**

Mpumalanga; acting
in Limpopo

Employee demographics



Nurturing potential

Centres of excellence

Without the enthusiastic, hands-on participation of principals, management, teachers, and parents at 101 no-fee schools in all nine provinces, our model of change could not be implemented. 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**.



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
 Gqebeña 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
 Vulindlela Primary School
 Vuyolwethu Senior Primary School
 Xonxa Junior Primary School
 Zwelixelile Senior Primary School

Free State

Caledonpark Primary School
 Masaleng Primary School
 Mehopung Primary School
 Meqheleng Primary School
Phomoling Intermediate Primary School
 Qhowaneng Primary School
 Seithathi 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
 Pholoshlo 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 School
 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-Kaap Laerskool
Sishen Intermediate School
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

Gouda

Bakkerville Primary School
Groenberg Primary School
Montrouge Primary School
Meiring Primary School
Rondeheuwel Primary School
Saron Primary School
Soentendal Primary School
Steenberg's Cove Primary School
Voorgroenberg Primary School
Weltevrede Primary School

Covid-19: Responding quickly to the pandemic

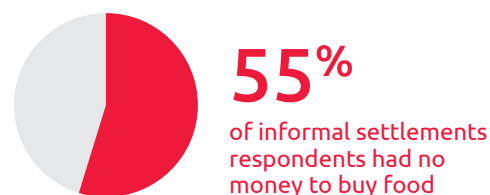
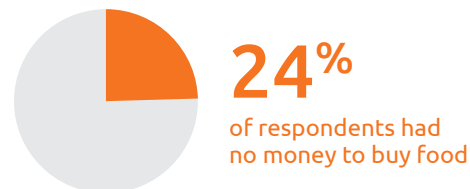
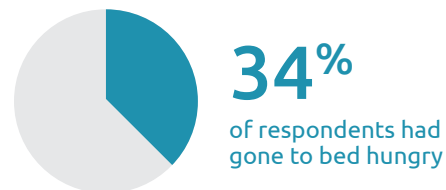
Although South Africa's covid-19 related declaration of a national State of disaster in March 2020 falls outside the financial year covered in this report, it is sensible to update stakeholders on the TBF's operational reaction to this unique situation here.

The national closure of schools from early April 2020 and the consequent suspension of the NSNP meant the suspension of the TBF's in-school breakfast programme in 101 Quintile 4 and 5 schools countrywide.

The deleterious effects of C19 on the economy and thus on nutritional health, are substantial already, and will be substantial over the long-term. For those reasons, SA's food security deteriorated sharply in this first part of the country's national State of Disaster.

On 26 April 2020, a Human Sciences Research Council Covid-19 Survey was released, finding that 34% of respondents had gone to bed hungry during the first part of lockdown. This was up from 28% only a fortnight earlier. Just under a quarter (24%) of respondents had no money to buy food. For residents of informal settlements, the figure was 55%.

During the first part of lockdown:



30 600km
travelled

27
trucks

556 tons
food delivered



The Foundation responded immediately to unfolding food insecurity in its areas of operation:

- TBF Regional Coordinators were fully instructed on how to act in ways that looked to their own safety while taking care of partners and beneficiaries who are the focus of our work. In this, comprehensive protocols were implemented, support provided on a personal level, and necessary materials and advice provided.
- The TBF moved over from in-school provisions of meals to the provision of comprehensive food hampers to destitute beneficiary households.
- By 9 May 2020, TBF had delivered 556 tons of food in this emergency intervention, with 27 trucks travelling 30 600km to accomplish this. This programme continued throughout the period of schooling shutdown.
- The TBF made food supplies at below-retail-cost available to partner and allied organisations, enabling them to vastly expand their own food security interventions.
- All 432 Volunteer Food Handlers of the suspended TBF in-school nutrition programme continued to be paid throughout the schooling shutdown.
- With the reopening of schools from July 2020 (albeit through "platooning" or "rotational" systems), the TBF restarted its on-site in-school breakfast programme countrywide, while continuing to supply family food hampers where required.

Collaboration: Leading includes learning and sharing

The TBF's developmental model is uniquely inclusive of different stakeholders, each relying on the other, and thus a developmental model of co-creation and co-ownership. The Foundation's in-school nutrition programme works to have positive impacts on educational outcomes, skills development, job creation, small business creation, and school managerial capacity.

To share lessons learned, and to learn from others, the Foundation undertakes a comprehensive collaboration effort with others across the SA social investment landscape, and on related media platforms.



In 2019/20, this included:



Finalising research that TBF commissioned from Accenture to map and evaluate the in-school nutrition landscape in SA.



Placing op-ed pieces in national newspapers across the country; on bespoke social investment platforms; through radio broadcasts; and in related industry events.



Ramping up the Foundation's publication of research, news items, insights, and human-interest stories using the TBF website and on TBF Facebook and Twitter sites (with a concomitant steady increase in the readership of these).



Undertaking a long-term strategic communications design process that aims to ensure effective knowledge-sharing to identified target audiences.



Working with Save the Children SA to roll out child health awareness days in communities of TBF programmatic presence.



Planning joint advocacy platforms with the Western Cape's Peninsula School Feeding Association.



Hosting a multi-stakeholder nutrition symposium with the Department of Nutrition and Dietetics at the University of the Free State.



Designing additional cross-nutritional sector learning fora with the University of Johannesburg's Centre for Social Development in Africa.



Addressing the 2019 Global Child Nutrition Forum conference in Cambodia and facilitating a workshop at this prestigious gathering of the world's premier in-school nutrition experts.

TBF Principals Conference 2019

With the theme *Beyond the meal: towards an enabling social environment*, the TBF's biennial National Principals Conference was held in Johannesburg in June 2019. With principals from all schools on the TBF programme attending, this intensive two-day event saw working groups explore leadership in nutritional programme rollouts; people management that enhances delivery; the broad impact of nutrition; and managing diversity and privilege.

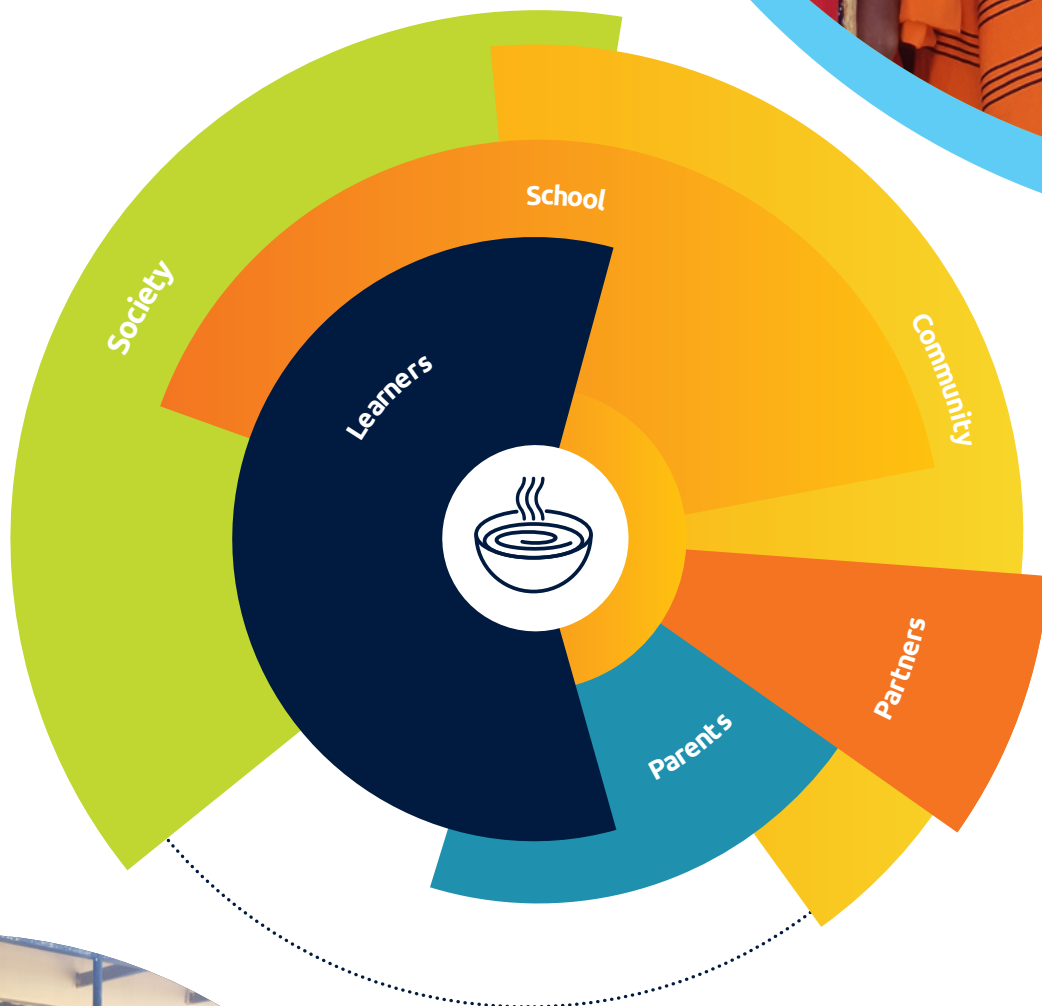
Speakers included representatives of the [Global Child Nutrition Foundation](#), [Unicef](#), the [NSNP \(DBE\)](#), the [World Food Programme](#), the [SA Human Rights Commission](#), [Investec](#), and the [TBF](#).



Beyond the Meal wheel

The TBF in-school nutrition programme offered in selected no-fee schools across South Africa delivers positive impact on educational outcomes, skills development, job creation, small business creation, and school managerial capacity.

Seeking new partners, popularising a deeply developmental and empowering approach to social investment, and offering useful leadership, are interwoven aspects of TBF strategy.



Governance and risk management

Constituted in 2009, the Tiger Brands Foundation is a registered not-for-profit Section 18A trust, registration IT2955/09; Public Benefit Organisation number 930036488.

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

Stakeholder relations

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 identified as:



Affected communities



Affected learners



Employees



Government and regulators
Includes the Ministry of Basic Education



Partner funders



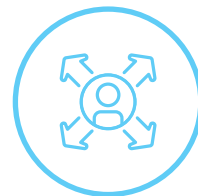
Partner schools



Related civil society



State departments
Includes the Department of Basic Education; 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 always directed by the four principles of good corporate governance - good faith, care, skill, and diligence.

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

Approving strategy, major plans of action 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

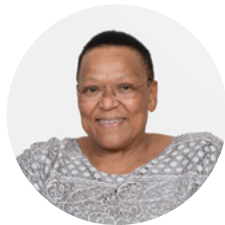
Monitoring key performance indicators in terms of the Trust's business plans

Approving major capital expenditure

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.

Board of Trustees



Ambassador Sheila Sisulu

Chairperson (non-executive)



Eugene Absolom

Trustee (Director, executive)



Dr Miriam Altman

Trustee (non-executive)

Qualifications

HBA (UBLS); B.Ed. (Wits);
Hon. Doctorates (Maryland; NY)

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

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

Board experience

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

AFS Interculture SA;
SOS Children's Villages

Manufacturing Development Board;
National Planning Commission

Skills

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

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

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

Business experience

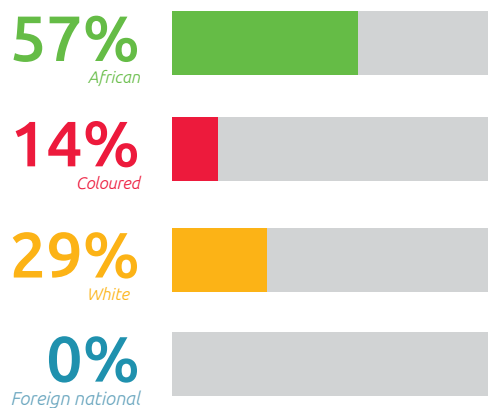
27 years

30 years

26 years



Board demographics



Kabelo Dlothi

Trustee (non-executive)

BA LLB (UCT)

Invula Employee Trust; Kagiso Asset Management Employee Trust

Law; corporate governance

17 years



Mary-Jane Morifi

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

B.Soc.Sci (UCT); Post Grad. Studies (Arts & Sciences) (Harvard)

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

Executive corporate leadership; corporate governance; social development

22 years



Johnson (JJ) Njeke

Trustee (non-executive)

B.Com, B.Compt (Hons), Higher Dip (Tax), CA (SA)

ArcelorMittal; Barloworld; Metropolitan; MTN; PricewaterhouseCoopers; Resilient Property Income Fund; SA Institute of Chartered Accountants; Silver Unicorn Trading 33 - Chairman; University of Johannesburg - Council; Sasol

Finance; audit; social development

31 years



Clive Vaux

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

CA (SA)

CG Smith; CG Smith Foods; ICS Holdings; Reunert

Finance; corporate finance

36 years

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.

This is some of how we ensure that the Foundation is not exposed to unnecessary risk. 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
risk



Operational
risk



Regulatory
risk



Reputational
risk



Strategic
risk



Human
resources risk

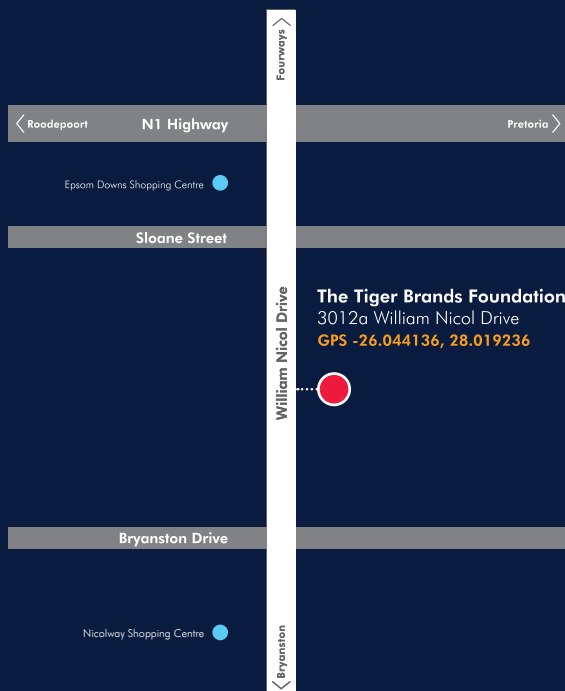


Informational
technology risk

Our annual financial statements were audited by independent auditors, Ernst & Young Inc. Financial highlights of the Foundation's financial year 1 March 2019 to 29 February 2020 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@thetigerbrandsfoundation.com.



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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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www.thetigerbrandsfoundation.com

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