THE MAMELODI INITIATIVE

Learn. Grow. Dream. Achieve.

2025

Annual Report

31 December 2025

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About this report

The Mamelodi Initiative’s 2025 Annual Report provides an account of the organization's work, operations, and financial position for the year ended 31 December 2025. It has been prepared for the Board of Directors, staff, volunteers, program participants, parents, partners, funders, and other stakeholders with an interest in MI’s work and organizational development.

The report is intended to promote transparency, accountability, and informed engagement by presenting information on the organization's activities, progress, challenges, and use of resources during the reporting period. It also serves as a reference for stakeholders seeking to understand MI’s work and its approach to delivering and strengthening its programs.

Readers are encouraged to consider the report as a whole. The narrative sections provide organizational and program context, while the financial information and supporting statements offer further detail on the organization's financial position and activities. The report reflects the information available at the time of preparation and is intended to support reflection, oversight, and future planning.

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Executive Summary

Annual Report 2025



Program Delivery

In 2025, MI delivered three key programs: Summer Jam, Road to Finals and Winter Jam. The Youth Leadership Council remained on hold pending further guidance. These programmes and activities formed the focus of MI's work to support learning and youth development in Mamelodi during the year.

Summer Jam recorded 284 learners from 56 schools. Winter Jam registered 374 learners from 63 schools and recorded 4,660 learner attendances over 16 program days, averaging approximately 291 learners per day. Road to Finals continued its academic support work, with Saturday attendance at Tsako Thabo Secondary School reported at approximately 115 to 140 learners during the first quarter.

The organization also made progress in strengthening its internal capacity by welcoming an intern into the team as an Operations and Programs Intern on 1 April 2025 for a 12-month contract. Rock Risk Insurance contributed HR policy services and supported the provision of two Samsung S24 mobile phones through Vodacom contracts. Staff capacity-building and psychosocial support were also arranged through Africa Unite.

Financial Position

Fundraising, however, remained a significant challenge. No new monthly donors, corporate supporters, or other funding partners were secured outside program-related support, and the organization continued to rely heavily on board-led fundraising without a dedicated fundraising officer.

The financial statements report donation income of R757,650, expenditure of R1,020,517, and a deficit of R262,085 for 2025. Cash and cash equivalents closed at R220,194. These figures point to the need to strengthen income generation, manage cash carefully, and build a more sustainable funding base.

1. Introduction

MI works to expand educational opportunities and support the development of young people in Mamelodi. Its approach combines academic support, youth development, volunteer involvement, and partnerships with schools and other stakeholders.

The 2025 reporting year included both program delivery and important organizational learning. The organization continued to refine its approach to academic assessment, volunteer preparation, learner registration, and operational planning. It also faced a difficult fundraising environment and recognized the need for stronger internal capacity to support fundraising and long-term sustainability.



Photo 2: Some of the members of our admin team during the volunteers' social

2. Program delivery

This section highlights MI's program delivery during 2025, including the reach, activities, and outcomes of Summer Jam, Road to Finals, and Winter Jam. It also reflects on the challenges, lessons, and areas for improvement identified during implementation, as well as the Youth Leadership Council, which remained on hold during the year.

2.1 Summer Jam 2025

Summer Jam 2025 ran for eight program days in early January. It aimed to bridge learning gaps, strengthen foundational knowledge, and help learners prepare for the new school year. Mathematics and English were compulsory, alongside grade-specific content including entrepreneurship, community engagement, financial literacy, study skills, and leadership.

The main planning challenge was securing a confirmed venue in time for the program. As the University of Pretoria's Mamelodi Vista Campus had not confirmed the booking, MI arranged to use Tsako Thabo Secondary School as an alternative venue. Attendance on the first day was 74 learners, significantly below the anticipated 400. With support from the CRU team, MI secured access to Vista Campus on 6 January, informed learners of the change through bulk SMS notifications, and relocated the program to the university campus.



Photo 3: During the Summer Jam 2025 Training at Kilnerton

Summer Jam recorded 284 learners from 56 schools. Daily attendance increased from 74 on the first day to a peak of 288 on 9 January, with 274 learners attending on the final day. Between 47 and 54 volunteers were present each day.

A survey of 178 learners who did not attend identified distance to the contingency venue (37.5%), lack of awareness (28.4%) and being away on holiday (23.9%) as the main reasons. These findings reinforced the importance of confirming venues earlier, communicating changes quickly, and conducting school-based registration and outreach.

2.1.1 Academic focus and results

Learners completed pre- and post-assessments in mathematics and English. In mathematics, the matched data showed positive changes across the grades with usable results. Grade 11 and Grade 12 recorded statistically significant improvements, with average increases of 13 and 12 points respectively. Results in Grades 9 and 10 were positive, but the matched samples were too small for firm conclusions.

English assessment results showed encouraging progress in Grade 12, which recorded a significant improvement. Results in Grades 9 and 11 highlighted areas where further support could strengthen learning. The post-assessment also included an essay that was not part of the initial assessment, making direct comparisons more challenging. These findings provide useful guidance for refining future assessments and ensuring that learners receive the support they need to continue improving.



Photo 4: Some of our volunteers during the SJ25 season

2.1.2 Volunteer preparation, safety, and operations

Volunteer preparation covered child protection, cultural awareness, the code of conduct, classroom management, conflict resolution, and MI's history. Of 43 volunteers who completed the feedback survey, 90.7% felt confident and ready to tutor, while the remainder selected 'maybe'. Feedback highlighted the need for improved timekeeping, lesson planning, and further conflict-resolution training.

The program also highlighted the need for stronger first-aid readiness, additional support for learners with special needs, and more efficient volunteer transport reimbursements. A learner injury and a separate illness reinforced the importance of clear incident procedures and coordination with venue security and parents.

Summer Jam cost R199,004, against a budget of R291,550. There was an underspending of 31.7%, largely because the program ran for eight days rather than the two weeks used in the previous years.

2.2 Road to Finals

Road to Finals (RTF) is MI's year-round academic support program, delivered through weekday and Saturday learning sessions. Following a redesign, the program commenced its 2025 activities in February, with a focus on providing learners with consistent academic support throughout the school year. Implementation was supported by volunteer and tutor development, parent engagement, and ongoing programme monitoring. Progress updates were also provided to the Board of Directors and the Programme Committee to support oversight and inform programme planning.



Photo 5: *One of the class sessions at Tsako Thabo Secondary School on a Saturday morning*

During the first quarter, Saturday attendance at Tsako Thabo Secondary School was approximately 115 to 140 learners. The program experienced challenges with weekday attendance, particularly where learners had to travel long distances, manage transport costs, attend other after-school classes, or balance schoolwork with fatigue. Selected learners also received online support.

MI continued working towards extending the program to a second school in Mamelodi. The organization also considered learner attendance expectations, parent communication, and the use of learner reports to strengthen accountability and follow-up.

Volunteer development was an important part of the program. MI planned structured tutor development, including practical teaching support, lesson planning, learner engagement, and classroom management. The organization also explored AI-related development opportunities for tutors.

2.3 Winter Jam 2025

Winter Jam ran for 16 program days from 30 June to 18 July 2025 at the University of Pretoria's Mamelodi Vista Campus. The program aimed to help learners consolidate their learning during the mid-year break and return to school prepared for the final part of the academic year.



Photo 6: At the Volunteers' closing and appreciation session for WJ25

MI registered 374 learners from 63 schools: 196 female, 174 male, and four recorded in the 'other' category. Attendance increased over the three weeks, averaging 270 learners per day in Week 1, 298 in Week 2 and 310 in Week 3. Attendance peaked at 314 on 14 July. There were 4,660 learner attendances across the 16 program days.

Planning included a central learner database, online parent consent and indemnity forms, school visits, social media promotion, and bulk SMS. Volunteer training took place on 27 and 28 June, and first-aid training was completed before the program began.

2.3.1 Academic focus and results

Winter Jam introduced a revised assessment approach, with two pre-tests and two post-tests. The results showed significant improvement in mathematics for Grade 10 and Grade 12 learners whose assessments could be matched. Grade 11 Mathematics showed a small, non-significant change. English results showed significant improvements in grades 9, 11, and 12. Grade 8 English showed no significant change, while Grade 10 results were inconclusive.



Photo 7: Learners attending one of the WJ25 class sessions

Mathematical Literacy assessments provided useful insights into learner progress, with results indicating opportunities for further growth. The assessment process also highlighted ways to strengthen data collection and tracking so that learner progress can be measured more consistently. In response, MI identified practical improvements for future assessments, including using one pre-test and one post-test per grade, assigning unique learner IDs to every script, and capturing results digitally on the same day.

These steps will help build a clearer picture of learning outcomes and support more informed programme planning.

2.3.2 Volunteers, catering, and lessons

Of 42 volunteers who provided feedback, 57.1% had volunteered with MI before, and 42.9% were new. Approximately 90.5% rated the training highly and felt prepared. Feedback highlighted the need for clearer role allocation, improved punctuality, practical training in marking and capturing marks, more curriculum preparation, and additional guidance on child psychology.

SPAR supplied weekday lunches, with Fruitstop Silverton providing fruit. The SPAR invoice was R169,923.60 after a negotiated 5% discount, while fruit cost R10,000. Feedback on meals was generally positive, although collection times, vegetarian variety, and allergy labeling needed improvement. Breakfast was prepared in-house and supplemented by donations.



Photo 8: Some of our learners during their afternoon challenge performance at WJ25

Winter Jam cost R258,745 against a budget of R333,100, an underspend of R74,355 or 22.3%. Savings were recorded in refreshments and stationery, partly through the negotiated catering discount and reuse of materials from Summer Jam. Transport, marketing, and prize-giving costs were slightly above budget.

2.4 Youth Leadership Council

The Youth Leadership Council remained on hold throughout 2025. The organization was awaiting feedback and guidance from Mae Jameson regarding the program's future direction. Wider uncertainty in the funding environment following the USAID announcement in early 2025 also affected the context in which the program was being considered.

MI did not resume the program during the year. Instead, it kept the YLC on hold while awaiting clarity on the partnership and the support required to move forward. The organization continued to regard youth leadership, advocacy, civic participation, and community involvement as important areas of its longer-term work. The pause meant that the program did not produce new implementation outcomes to report for 2025.

3. Organizational development and capacity

This section highlights the steps taken by MI in 2025 to strengthen its organizational capacity, support staff development and well-being, and improve its internal systems. It also reflects on governance changes and the ongoing work to build a stronger foundation for effective and sustainable program delivery.

3.1 Operations and programs Intern

Dimpho Tsotetsi joined The Mamelodi Initiative on 1 April 2025 on a 12-month Operations and programs Internship contract. Having volunteered with MI for several years, she brought familiarity with the organization and experience supporting its activities.



Photo 9: A photo of Dimpho Tsotetsi with Thato Mafokoane during WJ25

The internship was designed to strengthen the capacity of the existing staff team while giving Dimpho practical workplace experience. The role focused on program data and administration (40%), communications and social media (40%), and fundraising and donor engagement (20%). Her work included supporting the program database, school marketing, communications, and reporting.

3.2 Staff development and well-being

In April 2025, the Program Director attended an Africa Unite capacity-building program covering human rights, community development, advocacy, facilitation, stakeholder engagement, and monitoring and evaluation. The training offered knowledge that could be applied to the organization's community work and youth development approach.



Photo 10: Some of the volunteers and staff during one of the professional development sessions

Through Africa Unite, psychosocial counselling support was also arranged for staff members when needed. The organization recognized that community work can be demanding and that staff well-being is part of sustaining effective service.

3.3 Governance and internal systems

MI worked on strengthening internal administration and asset accountability. Draft procedures addressed the issuing, use, and return of organizational equipment, including recording the recipient, item details, condition, purpose, and return date. The organization continued to identify data management, financial controls, and consistent record-keeping as important foundations for effective operations.

The 2025 financial statements describe the members' responsibility for adequate accounting records and internal financial controls. The organization should continue to review the practical implementation of these controls, particularly as staff and board capacity change.

3.4 Board changes

During October 2025, two members of the Board of Directors, Farida Basa and Patrizia Scott, resigned from their positions. Farida stepped down following changes in her personal priorities, while Patrizia resigned due to significant life changes that required her full attention and presence. MI is grateful to both

for the time, commitment, and contribution they made to the organization during their time on the board. Their resignations were effective immediately, and the positions had not been filled by the end of 2025.

4. Partnerships and support

Rock Risk Insurance made two important contributions during 2025. It donated human resources policy services and supported the provision of two Samsung S24 mobile phones through Vodacom contracts, with Rock Risk Insurance responsible for the monthly instalments over 24 months.

The organization also worked with the University of Pretoria, the CRU team, SPAR, Fruitstop Silverton, participating schools, and Africa Unite in different areas of program delivery and organizational support.

These relationships contributed to venue access, volunteer involvement, catering, fruit provision, and staff capacity-building.

5. Communications and visibility

The organization successfully appealed the ban on its TikTok account during 2025. Following reinstatement, the account grew to more than 1,000 followers and achieved encouraging reach. TikTok became an important channel for sharing educational content, our program marketing and a platform to engage with our community at large.

This was particularly useful because MI could no longer access Instagram Live, as its Instagram account did not have more than 1,000 followers (a new requirement from Instagram that only accounts with more than 1000 followers can do live broadcasts). TikTok therefore provided an alternative route to reach our audiences at large.

MI also identified the need for more consistent organization of photographs, videos, testimonials, and impact stories. A structured digital archive and stronger content management would support newsletters, annual reporting, fundraising communication, and public engagement.

6. Fundraising and financial sustainability

Fundraising remained one of the organization's most significant challenges in 2025. MI did not secure new monthly donors, corporate supporters (other than the 2024 sponsorship of phones by Rock Risk Insurance), or additional funding partners outside program-related support during the year.

The organization continued working to identify funding opportunities within South Africa and recognized the importance of building a stronger local funding base. However, fundraising capacity was limited because MI did not have a dedicated fundraising officer. Much of the responsibility rested with Board members, who also had professional and personal commitments outside the organization.



Photo 11: During one of our morning devotional sessions at WJ25

This arrangement limited the time available for consistent donor research, proposal development, relationship management, corporate engagement, and follow-up. The experience of 2025 demonstrated that fundraising requires dedicated time, skills, and accountability. Developing a more consistent fundraising function is therefore an important priority for the organization's sustainability.

7. Financial review

The 2025 financial statements supplied for this report show donation income of R757,650, down from R1,258,262 in 2024. Total expenditure was R1,020,517, compared with R1,214,436 in the 2024 comparative figures in the annual report . The statements report a deficit of R262,085 for 2025.

At 31 December 2025, total assets were R286,194, comprising trade and other receivables of R66,000 and cash and cash equivalents of R220,194. Trade payables were R55,858, and accumulated surplus was R230,336.

The reduction in donation income and the annual deficit placed pressure on reserves and cash. The organization's financial position reinforces the need to diversify income, strengthen local fundraising, monitor expenditure against secured funding, and maintain careful cash-flow planning.

7.1 Key financial figures

Table 1: Financial Measures Comparisons for 2025 and 2024

Financial measure	2025		2024	
	Rands (R)	Dollars ($)	Rands (R)	Dollars ($)
Donation income	757,650	45,443.37	1,258,262	75,469.76
Administrative expenses	41,547	2,491.96	30,271	1,815.64
Operating / other expenses	978,970	58,718.00	1,184,165	71,025.47
Total expenditure	1,020,517	61,209.96	1,214,436	72,841.10
Finance income	782	46.90	1,649	98.91
Surplus / (deficit) for the year	(262,085)	(15,719.69)	45,475	2,727.56
Accumulated surplus at year-end	230,336	13,815.41	492,421	29,535.10
Cash and cash equivalents	220,194	13,207.10	424,160	25,440.85
Trade payables	55,858	3,350.33	739	44.32
Trade and other receivables	66,000	3,958.64	69,000	4,138.58

Note: US dollar equivalents are based on the indicative exchange rate of US$1 = R16.6724 as at 31 October 2026. The same rate has been applied to both years for comparison. The Rand amounts remain the primary financial figures.

7.2 Income and expenditure

Donation income was the organization's recorded source of revenue for 2025. Finance income was R782. No trading or grant income is shown in the supplied statement. The organization therefore remained highly dependent on donations.

Administrative expenses totalled R41,547. The largest components were accounting fees (R20,839), bank charges (R7,328), marketing (R7,630) and subscriptions (R5,750). Operating expenses totalled R978,970. Salaries and wages were R528,349, while volunteer and delegate refreshments were R235,340.

Other notable operating costs included transport of R60,400, printing of R47,233, stationery and supplies of R32,171, fuel of R25,074 and police clearances of R14,150. Penalties and interest were recorded at R11,829.

7.3 Cash flow and financial position

Cash and cash equivalents decreased from R424,160 at the beginning of the year to R220,194 at year-end. The cash flow statement reports net cash used in operating activities of R206,966 and loan repayment receipts of R3,000.

Trade payables increased from R739 to R55,858. The organization should ensure that these balances are reconciled and that payment obligations are included in cash-flow planning.

Trade and other receivables of R66,000 relate to a historic loan repayment. The notes state that R3,000 was received in January 2025 and that further repayments stopped after the debtor indicated an inability to pay. The Board had agreed to follow up on payment arrangements.

8. Looking ahead

The experience of 2025 points to several priorities for the next reporting period:

- Build a more consistent fundraising function, including identifying dedicated fundraising capacity and strengthening local donor, corporate, and grant relationships.
- Grow the monthly donor base and improve donor communication, stewardship, and follow-up.
- Plan program delivery and staffing against income that is secured or reasonably expected.
- Improve assessment data quality through unique learner identifiers, one pre-test and one post-test per grade, and timely digital capture.

- Continue strengthening volunteer preparation, including safeguarding, first aid, role clarity, lesson planning, marking, and support for learners with additional needs.
- Improve catering and operational agreements, including delivery and collection times, vegetarian options, and clear allergen labeling.
- Continue developing Road to Finals and assess the practical requirements for expanding to another school.
- Seek clarity on the Youth Leadership Council's future direction and the support required before resuming implementation.
- Strengthen board capacity and review governance and internal control arrangements.
- Maintain and grow the organization's digital presence while keeping an organized archive of program and impact content.

9. Conclusion

2025 was a year of continued program delivery, organizational learning, and financial pressure for MI. Summer Jam and Winter Jam reached learners from a wide range of schools, while Road to Finals continued to provide year-round academic support. Assessment results showed improvements in several grade and subject groups, while also highlighting the need for stronger data matching and record-keeping.

The organization made practical progress in strengthening its people and resources through the appointment of an intern, staff capacity-building, psychosocial support, and contributions from Rock Risk Insurance. Its successful TikTok appeal also helped expand its digital reach.

At the same time, the decline in donation income, the annual deficit, and the absence of dedicated fundraising capacity highlighted the need for a stronger and more diversified funding base. The organization enters the next period with important lessons, a clearer understanding of its capacity needs and a continued commitment to supporting learners and young people in Mamelodi.

10. Annexure A: Summary - Annual Financial Statements

Note: The following summary reproduces the main statements and selected explanatory notes from the financial statements supplied for the year ended 31 December 2025. It is not a substitute for the complete, formally approved annual financial statements. The original audited financial statements will be attached to the updated published report once audited by the auditors.

A1. Statement of financial position as at 31 December 2025

Item	2025 (R)	2025 ($)	2024 (R)	2024 ($)
Trade and other receivables	66,000	$3,958.64	69,000	$4,138.58
Cash and cash equivalents	220,194	$13,207.10	424,160	$25,440.85
Total assets	286,194	$17,165.73	493,160	$29,579.42
Accumulated surplus	230,336	$13,815.41	492,421	$29,535.10
Trade payables	55,858	$3,350.33	739	$44.32
Total equity and liabilities	286,194	$17,165.73	493,160	$29,579.42

A2. Statement of comprehensive income for the year ended 31 December 2025

Item	2025 (R)	2025 ($)	2024 (R)	2024 ($)
Donation income	757,650	$45,443.37	1,258,262	$75,469.76
Administrative expenses	(41,547)	($2,491.96)	(30,271)	($1,815.64)
Other / operating expenses	(978,970)	($58,718.00)	(1,184,165)	($71,025.47)
Surplus / (deficit) from operating activities	(262,867)	($15,766.60)	43,826	$2,628.66
Finance income	782	$46.90	1,649	$98.91
Surplus / (deficit) for the year	(262,085)	($15,719.69)	45,475	$2,727.56

A3. Statement of changes in equity

Movement	Accumulated surplus (R)	Accumulated surplus ($)
Balance at 1 January 2024	446,946	$26,807.54
2024 surplus	45,475	$2,727.56
Balance at 31 December 2024	492,421	$29,535.10
2025 deficit	(262,085)	($15,719.69)
Balance at 31 December 2025	230,336	$13,815.41

A4. Statement of cash flows

Item	2025 (R)	2025 ($)	2024 (R)	2024 ($)
Deficit / surplus for the year	(262,085)	($15,719.69)	45,475	$2,727.56
Adjustment for interest received	(782)	($46.90)	(1,649)	($98.91)
Increase / (decrease) in trade and other payables	55,119	$3,306.00	(5,554)	($333.13)
Net cash from / (used in) operations before interest	(207,748)	($12,460.59)	38,272	$2,295.53
Interest received	782	$46.90	1,649	$98.91
Net cash from / (used in) operating activities	(206,966)	($12,413.69)	39,921	$2,394.44
Loan repayment receipts	3,000	$179.94	6,000	$359.88
Net decrease / increase in cash	(203,966)	($12,233.75)	45,921	$2,754.31
Cash at beginning of year	424,160	$25,440.85	378,239	$22,686.54
Cash at end of year	220,194	$13,207.10	424,160	$25,440.85

A5. Selected detailed expenditure

Expense category	2025 (R)	2025 ($)	2024 (R)	2024 ($)
Accounting fees	20,839	$1,249.91	17,715	$1,062.53
Bank charges	7,328	$439.53	5,575	$334.38
Subscriptions	5,750	$344.88	3,981	$238.78
Marketing	7,630	$457.64	0	$0.00
Police clearance	14,150	$848.71	13,882	$832.63
Consulting fees	4,587	$275.13	48,808	$2,927.47
Volunteer costs	1,350	$80.97	29,920	$1,794.58
Fuel costs	25,074	$1,503.92	13,567	$813.74
Penalties and interest	11,829	$709.50	4,632	$277.82
Printing	47,233	$2,833.01	5,001	$299.96
Staff meetings	6,611	$396.52	5,568	$333.97
Stationery and supplies	32,171	$1,929.60	37,035	$2,221.34
Sundry expenses	4,937	$296.12	14,282	$856.63
Transport	60,400	$3,622.75	17,463	$1,047.42
Volunteer and delegate refreshments	235,340	$14,115.54	282,305	$16,932.48
Salaries and wages	528,349	$31,690.04	706,869	$42,397.56
Venue and conference hall hire	2,763	$165.72	1,500	$89.97
Winter Jam planning	1,100	$65.98	740	$44.38

Note: US dollar figures are indicative conversions using the exchange rate of US$1 = R16.6724 as at 31 October 2026. They are included for comparison and information purposes only. The original rand figures remain the primary financial amounts.

A6. Selected explanatory notes

Cash: Cash at bank on 31 December 2025 was R220,194. No cash on hand or bank overdraft was recorded.

Payables: Trade creditors at 31 December 2025 were R55,858.

Accounting basis: The statements describe the accounting policies applied and the members' responsibility for maintaining adequate accounting records and internal financial controls.

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