

PLAY AFRICA GROUP NPC



ANNUAL REPORT
2017/2018



**EXPLORE
CREATE
INNOVATE
CONNECT**



WELCOME!

Play Africa Group NPC

Registered Non-Profit Company #2014/101533/08

Registered Public Benefit Organisation #930048005

Play Africa at Constitution Hill

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BOARD CHAIR'S STATEMENT



Play Africa has a reputation as a responsible and visionary non-profit organisation with a mission to bring children, families and communities together through play and playful learning. I was honoured to be appointed Board Chair in September 2017, soon after it had moved to its new home at Constitution Hill. Play Africa is notable for its ability to leverage meaningful and mutually-beneficial partnerships to achieve its mission, and in just a few months it had already built strong relationships with local businesses, communities, schools and community-based organisations. It is now a thriving and unique cultural centre dedicated to children and families, open five days a week to the public.

I am eager to join my fellow Board members in providing strategic guidance and support through these exciting times. This past year, the Play Africa team continued its focus on expanding its reach to more children, families and schools, and in enhancing visitors' experience in order to establish regular operating hours as a lean, agile and locally-relevant children's museum in Johannesburg. Play Africa does this by creating new, original exhibits and programmes, deepening employee and volunteer training, developing new partnerships, and drawing on volunteers, including senior professionals, to create the internal systems and controls necessary of a world-class organisation. Meanwhile, it contributes to a broader developmental agenda by supporting local suppliers, micro-entrepreneurs and unemployed youth. This is all part of an effort to serve children, and to provide all our visitors the best possible playful learning experience.

More than 4,500 visitors now come through our doors every year. But our vision is much bigger. Every day, Play Africa places a high priority on providing every child with a superb, self-directed learning experience while at the same time continuing to deepen partnerships to scale and grow. Funding remains the key challenge for the sustainability and growth of the organisation, and diversifying and growing our donor mix is a focus area for the CEO and the Board.

The Board and management team strive to provide excellent operations along with lean and responsible fiscal management. Our success this fiscal year was driven diligent oversight and control of expenses and developing strategic partnerships to help us bring our unique offering to more children. I like to thank the Board, CEO and staff for their incredible dedication to the organisation – as well as our donors who make our existence possible.

THIRU (THIRUMERNIE) PATHER

Chairperson, Play Africa Board of Directors

CEO'S STATEMENT



What a wonderful year, made possible by our fabulous team, Board and partners! The fiscal year 2017/2018 has been an incredible 12 months of growth: creating high-quality playful learning experiences for children and families, moving to our new location at the iconic Constitution Hill, and leveraging new partnership to create groundbreaking new programmes and exhibits. Through the process, Play Africa firmly established itself as a pioneering leader in emerging children's museums and inclusive public learning spaces in South Africa and Africa. We are proud to create truly inclusive, vibrant and meaningful opportunities for children to strengthen critical developmental skills while connecting with others.

We have kept children at the centre of our agenda around four powerful strategic priorities: igniting curiosity and bringing people together; expanding our reach; developing our team; and keeping our operations sustainable for the long-term. By prototyping, learning and iterating as we go, we immediately delivered on our mission, while also building our "operational muscles" to expand our reach to greater and greater numbers of children. By keeping our ultimate vision in sight, and growing in this organic, lean and agile way, we have immediately contributed to making Johannesburg a place where all children share in a bright future of opportunity and wellbeing.

We have always envisioned Play Africa thriving for generations to come, and from day one we have prioritised sustainability. We think, act and plan with the future in mind. We thank our donors, board, partners and team for their ongoing support, and we welcome the many new partners who have joined us to advance our powerful vision for South Africa's children and families. Our work in using disruptive innovation in education -- to disrupt early learning and, effectively, to disrupt the ongoing inequalities of apartheid -- is receiving increasing international attention. But it starts with you. Thank you for being on this journey with us.

GRETCHEN WILSON-PRANGLEY

Founder and CEO

BOARD OF DIRECTORS, OFFICERS AND PROFESSIONAL ADVISORS

Thirumernie Pather (Chair)

Thiru brings experience as a Chartered Accountant with more than 12 years of post-articles professional experience, with almost 11 years in Private Equity and Corporate Finance. She serves as principal at SA SME Fund, and recently was a fund principal for the Fund of Funds investments at Public Investment Corporation.

Johan Beetge-Rossouw (Treasurer)

Johan is Chief Financial Officer at Harambee Youth Employment Accelerator, a fast-growing non-profit youth employment accelerator. He brings 16 years' experience in business and management consulting, accounting support, preparation of statutory accounts and annual financial statements, and tax compliance services.

Phyllis Byars (Secretary)

Phyllis is manager of Bain Academy and Bain & Company, South Africa. Previously, she led several programmes at the Centre for Leadership & Dialogue at GIBS, the Gordon Institute of Business Science, University of Pretoria's graduate business school in Illovo.

Samkelo Luthuli

Samkelo has over 8 years' relevant experience in marketing and communications, program and project management in business and nonprofit sectors, and is currently a consultant for Vital Strategies as Communication Manager.

Professionally, she has a track record of campaign advocacy and communication, particularly in areas of children's rights, stakeholder and media relationship management, and large-scale fundraising and budget management.

Darren Basserabie

Darren is founder and partner of Ethics Evolution, a business ethics consultancy. He brings 18 years' commitment to informal and experiential education for youth and adults. Trained as a clinical psychologist, his experience includes promoting informal education as a business coach, corporate facilitator, and teacher trainer.

BOARD OF DIRECTORS, OFFICERS AND PROFESSIONAL ADVISORS

Shiela Tyeku

Sheila is a senior South African educationist and leadership professional, with 30 years' experience in the education and human development sectors. Sheila has played lead roles at the Human Sciences Research Council (HSRC), and served as Chair of the Ministerial Committee (Education and Gender Equity). Recently, Sheila acted as Senior Technical Advisor at the National Treasury. In addition, Sheila has founded several NGOs with onign leadership involvement.

Yogis Nijhon

Yogis is an experienced corporate development professional with proven track record in mergers and acquisitions and corporate strategy. Over 10 years of sell side (investment banking) and buy side (corporate) experience across sectors including investment banking, financial services, industrial/manufacturing, and mining and construction equipment.

Gretchen Wilson-Prangle

Gretchen is a kickstarter, connector and social entrepreneur who has a track record of creating values-driven non-profit organisations from the ground up. As founder and CEO of Play Africa, Gretchen creates opportunities for diverse children and families through play and self-directed learning. Previously, she was a foreign correspondent for Marketplace, a U.S. public radio programme broadcast on 330 radio stations with 8 million daily listeners, and the co-founder of WashTech.org.

Rehana Moosajee

Rehana is founder and owner of Rehana Moosajee Consulting. Formerly Member of the Mayoral Committee (MMC) for Transport at the City of Joburg, Rehana now is a consultant and facilitator in systems-change processes ranging from developing wellbeing economies, food systems, eco-mobility, place-making and staying connected to nature in rapidly urbanising contexts.

STRUCTURE, GOVERNANCE & MANAGEMENT

Play Africa Group is an independent registered non-profit company (NPC) and public benefit organisation (PBO) with section 18A tax-exempt status.

Under the latest B-BBEE guidelines, Play Africa can offer corporates points on B-BBEE scorecards, via Socio-Economic Development (SED), ownership, Enterprise Development (ED) and Skills Development (SD). The governing document of Play Africa is its Memorandum of Incorporation.

Play Africa Group is governed by a board of directors, who provide the mix of skills, competencies and profiles appropriate to the needs of the organisation. The board conducts board evaluations and skills audits in order to evaluate recruitment priorities. New board members are briefed on their legal obligations under South Africa's Companies Act, the content of the Memorandum of Incorporation, the committees and decision-making processes, the business plan and recent financial performance of Play Africa Group. The board of directors reviews the financial health of the organisation and ensures that all documents and records are prepared in accordance with international best practices for the independent, external auditors. The board also addresses all matters related to governance and ethics in line with global best practice.

Day-to-day management of Play Africa Group is delegated to the CEO, Gretchen Wilson Prangley, who reports to the board of directors.



OBJECTIVES AND ACTIVITIES

The objectives of Play Africa, as set out in the Memorandum of Incorporation, are to establish and run permanent and temporary 'children's museums' in South Africa and to advocate for every child's right to play, to provide quality early childhood development opportunities, and to access vibrant, safe and child-friendly public play spaces in South Africa.

Play Africa aims to create safe, child-centered public play and learning spaces that are vibrant, fun and inclusive as part of the global movement of 'children's museums,' 'children's parks,' and other public spaces dedicated to children's enrichment. It is part of a growing global movement that believes in the transformative power of play and experiential, hands-on learning to unite children and unlock their imaginations. Play Africa does this by helping young children access, organise and process the information in the world around them through self-directed discovery and play.

VISION

A society that honours children and celebrates the human dignity, vivid imagination and unique, creative spirit inside every child.



MISSION

To offer every child an educational experience worthy of his or her potential, to nourish a sense of belonging, and to engage and inspire all visitors to dream about the possibilities inside themselves, their families and their communities. Play Africa seeks to pioneer inclusive public learning spaces in South Africa, creating engaged citizens and healthy communities by inviting all visitors to discover new worlds, to wonder, to ask questions and to imagine a better future through interactive, hands-on exhibits, programming and play.

OUR NON-PROFIT BUSINESS MODEL

INPUTS



Financial Capital

Play Africa's financial capital is raised through grants from Foundations
Individuals
Government agencies



Human Capital

Play Africa's staff compliment varied from 2-3 full-time employees, 12 fixed-term contractors in site developments and business development.



Manufactured Capital



Intellectual Capital

Play Africa's brand materials and internal documents.



Social & Relationship Capital

Children, families and schools are the heart of our work. To ensure long-term success, Play Africa's "Best Minds Model" draws on support from leaders in business, government, civil society and academia.

These relationships are local and global, and we actively nurture these relationships.

ACTIVITIES

During the period, Play Africa sought to secure a site for an iconic children's museum, piloting programmes with children, fundraising and ensuring sustainability and compliance. Our activities:

Site Development

- Site scoping and research
- Pre-Feasibility & Feasibility research
- Negotiations with property owner (JCP)
- Legal compliance with MFMA
- Stakeholder engagement
- Design development
- Business model development and costing
- Security assessments

Programmes

- Collaboration with local and international partners
- Acquisition of exhibits, materials
- Development of operational capacity and structures
- Execution of programmes
- Marketing of programmes
- Monitoring and evaluation of programmes
- Engagement with local, provincial, national and international bodies.
- Civil society and academia. These relationships are local and global, and we actively nurture these relationships.

Fundraising

- Research on potential donors and partners
- Relationship development
- Proposal writing
- Reporting on grants
- Fundraising events

Sustainability & Compliance

- Legal and tax compliance
- Workmen's compensations compliance
- Insurance, fraud and risk management
- Non-profit leadership

OUTPUTS



Financial Capital



Human Capital

During the period, R39K spent on staff training & development. Role profiles, recruitment, hiring process development with PwC. Pay scales researched.



Manufactured Capital

Play Africa began process of designing new, original exhibits during the period. Relationships with potential manufacturers developed.



Intellectual Capital

Policies and procedures adopted >100 pages created on business model, site development, exhibit development and programmes.



Social & Relationship Capital

Support from leaders in business, government, civil society and academia. Long-term relationship developed with City of Johannesburg agency, Johannesburg City Parks and Zoo.

Outcome

An emerging world-class children's museum rooted in local community.

Value Creation

New opportunities for children and families to explore, discover, create and imagine together.

ACHIEVEMENTS IN THE PERIOD

Between 1 April 2017 and 31 March 2018, Play Africa conducted the following board meetings:

13 May 2017 – Annual General Meeting (a meeting of the entire board of directors)

7 September 2017 – Board Meeting; formal induction of new board members

9 November 2017 – Board Meeting; AFS Approved

14 March 2018 – Board Meeting; Annual Budget Approved

Staff and Volunteers

While Play Africa began as an all-volunteer organisation, during the period Play Africa continued to employ Gretchen Wilson Prangle as CEO, and Trisha Siegel as Director of Business Development. The team included several contract play and learning facilitators, including Nosisa Dube, Futhi Mbongwe, and Mpho Lebona.

Volunteers are an important part of Play Africa's team. Several individuals have volunteered to support Play Africa in professional and hands-on, public-facing roles, during activities such as Art Across Oceans arts programming for children. Volunteers join Play Africa with clear guidelines and receive access to a Volunteer Handbook outlining expectations of all volunteers.

Site Development

After a thorough site scoping process in late 2016, the board resolved to consider interim sites where we could base our operations while continuing to search for a flagship site. This is because Play Africa had successfully started hands-on programming at external sites in a “museum without walls.” It therefore wanted to expand the proof of concept to include a major mobile operations, for example, ramping up its public facing “museum without walls” while continuing to work “behind the scenes” towards a permanent site.

Play Africa was invited to take occupancy at Constitution Hill in early 2017. Play Africa moved in in March 2017, and began programming on the site on 21 March 2017 – Human Rights Day. Programming continued throughout the period.







SUN VIEWER

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Printed by: Northern Graphic Press

MISSION-DRIVEN WORK

Play Africa honours all children and champions their right to play and learn. This year, Play Africa created groundbreaking new opportunities for children and families to play and discover together, thanks to donors who make the work possible.

The Transformative Power of Play

Play Africa's hands-on, playful learning experiences support literacy and numeracy, and include what's known as STEM or STEAM learning -- in the sciences, technology, engineering, the arts and maths. This reporting period we reached more than 46,000 children, empowering playful learning for all.

We ignite curiosity in learners from birth to age 10, and support their cognitive, emotional, social and physical development. Thanks to our sponsors, most of our programmes are free to children and families.

In March, Play Africa moved to the Children's Room at the iconic Constitution Hill, and marked the occasion on Human Rights Day with the start of its programmes on human rights and children's rights. Play Africa is honoured to be among the partners transforming this former prison into a site of joyful learning and discovery.

Bringing Children Together

Play Africa love bringing children and families together to imagine, explore, discover and create together. In 2017, we brought more than 4,000 children together face to face, in partnership with dozens of partner schools and community based organisations.

Family Engagement

Parents and caregivers play a critical role in children's learning, and in 2017, we ran special programmes with more than 500 parents. We loved hearing parents say: "I've never seen my child like this before!"

FINANCIAL OVERVIEW

GOING CONCERN

Play Africa Group currently receives income primarily from donors, including corporates, foundations, and individuals. Receipt of these donations may be affected by factors outside board member's control, including government policy and uncertainties in the economic outlook. The board of directors receive quarterly financial reports and forecasts, which take into account variations in the level and timing of future income and funding. The board of directors has reasonable expectation that Play Africa Group has adequate resources to continue in operational existence for seven months from the approval of accounts. Accordingly Play Africa continues to adopt the going concern basis in conducting on-going operations and ultimately preparing its consolidated financial statements.

AUDITED FINANCIAL STATEMENTS

Our signed Audited Financial Statements for 2017/2018, audited by PwC South Africa, are available as a complete and separate document.



RISK MANAGEMENT

Play Africa takes transparency, accountability and risk management very seriously and therefore sought to develop this report in an effort to demonstrate this commitment to its donors and supporters.

The board of directors has given consideration to the risks to which Play Africa is exposed, including the emergence of new competitors. A risk register, or active summary of risks which includes probability, potential impact and mitigation strategies is maintained by management. This is reviewed by the Board at least once a year.

Play Africa knows that donors trust us to be responsible stewards of its resources. As needed during the capital campaign, it will hold capital campaign donations in secure and internationally reputable financial institutions. It considers these donations as investments in South Africa's children and families, and will utilise these investments for the benefit of the children's museum.

In the unlikely event that Play Africa Group NPC dissolves, the money raised in the planning phase and in the capital campaign will be entrusted to a reputable and registered South African nonprofit organisation dedicated to advocating for play and creating safe, child-friendly public spaces in South Africa..

FINANCIAL REVIEW

In order to achieve its goals, Play Africa requires monetary and non-monetary resources. It secured R1.4 million for the 2017-2018 financial year, and developed a budget to reflect a conservative scenario for revenue, taking into account current economic conditions and headwinds faced by site development. This ensured Play Africa could remain a going concern even if it raised minimum income in the year. Play Africa's annual 2017-2018 budget, as part of a three-year budget, was approved by the board. While the company is geared for growth, the 2017-2018 budget was developed with the mindset of controlling costs while focusing on what is essential to achieve the company's strategic goals.

The budget demonstrates Play Africa's ability to sustain basic operations at Constitution Hill while it explores both expanded mobile options and various sites for a permanent facility. Salaries for the period were low relative to similar non-profit organisations in South Africa, as benchmarked by Averlie Ryder Global Reward Specialists and PwC. In an effort to conserve costs, it starts with staff salaries below the 25th percentile relative to other South African non-profit companies. In the case of better-than-expected revenue Play Africa's CEO will revisit the budget as a whole, including salaries, to ensure the organisation is able to attract and retain the talent needed to get the job done. Its current policy in the Financial Policies and Procedures sets out board approval of changes. To build a dedicated and independent children's museum, whether at a permanent site or as a major mobile operation, Play Africa will need to raise greater funds and scale its operations beyond simply remaining sustainable. It therefore continues to work to secure significant additional funds.

Please see the 2017-2018 audited financial statements prepared by PwC South Africa for more information.



PLAY AFRICA
PLAY AFRICA
2017
PASSPORT

FIRE
88
CHIEF

COMMUNICATION OF ENGAGEMENT - UNITED NATIONS GLOBAL COMPACT

To our stakeholders:

I am pleased to confirm that Play Africa Group NPC reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.

In this Communication of Engagement, we describe the actions that our organization has taken to support the UN Global Compact and its Principles as suggested for an organization like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.



Gretchen Wilson-Prangley
CEO
Play Africa Group NPC

UN GLOBAL COMPACT

- ACTIONS 2017/2018
-
- Play Africa continues to participate in UN Global Compact activities in Johannesburg, specifically by:
 -
 - - Engaging with Global Compact local networks;
 - - Supporting corporate sustainability initiatives, particularly those led by the financial and mining sectors;
 - - Supporting businesses and other stakeholders in establishing sustainability initiatives that are transparent and beneficial to the city of Johannesburg and greater community;
 - - Engaging corporates on Global Compact-related issues, particularly those related to children, children's rights, urban development and sustainable, resilient cities;
 - - Supporting special initiatives;
 - - Participating in Global Compact local events.
 -
- MEASUREMENT OF OUTCOMES
 - - Reached more than 4,000 unique adult individuals through regular social media engagement;
 - - Engaged more than 7,000 members of the public on Global Compact-related issues from our base at Constitution Hill
 - - Provided expertise to 5 corporates to further the aims of the SDGs, specifically with regard to SDGs 4, 5 and 11, and the Global Compact Local Network in South Africa;
 - - Partnerships formalised with 5 corporates, 2 universities, 12 civil society organisations, 1 government department and 2 international embassies in South Africa with mutual aims to advance the UN Global Compact principles;
 - - Spoke at three conferences locally and internationally regarding our work to advance the Sustainable Development Goals, particularly SDG 4, SDG 5, and SDG 11.
 -
- We look forward to ongoing participation in the UN Global Compact and the local network.



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