



# bi

bulungula  
incubator

The Bulungula Incubator is a rural development NGO, launched in 2007. We implement an integrated development strategy in Education, Health and Nutrition, Sustainable Livelihoods and access to Basic Services. All projects are designed, prioritised, implemented and managed in partnership with our community and through traditional and elected leadership structures.



**THE VISION** of the Bulungula Incubator is to be a catalyst in the creation of vibrant and sustainable rural communities.



**OUR MISSION** is to achieve our vision by partnering with our community, government, NGOs and other innovative thinkers to find synergies between the traditional rural African lifestyle and culture, and external technologies and innovations. We aim to be an influential agent for change by spreading our vision widely and working to inform government and corporate policy.



**THIS IS WHERE YOU'LL FIND US!**  
 Bulungula is part of Nqileni Village in the Xhora Mouth Administrative Area on the Wild Coast of the Eastern Cape. We are in the Mbashe Municipality within the Amathole District.



# Message from the Director

The past year has been one of both consolidation and exciting innovation at the Bulungula Incubator (BI). Consolidation of our Holistic Child Development programme has now completed the circle of care from pre-birth to school going years and beyond. The addition of the 0-3 year old Early Childhood Development (ECD) non-centre based programme was our key achievement in this respect. The circle of care has now been consolidated to provide health and education needs for every child in our community at every stage of their development. With the provision of basic services by government slowly beginning to reach the region, we have been able to direct more resources towards expanding our Education, Health and Sustainable Livelihoods programmes. As we focus on the depth of our interventions within our immediate community, many community members now benefit from multiple services through our multifaceted development strategy. In the same way that Apple Computers would count three sales achieved if one person owned three Apple products (e.g. an I-pod, Macbook and Ipad), the BI can now count over 100 000 successful beneficiary interventions over the years for our community of 6000 people.

Beyond the consolidation of our existing programmes, we are excited about the potential of our Technology for Quality Education Delivery project. This project has started with a focus on Mathematics but will expand into Literacy and other subjects. The Mathematics online learning aid that we chose to begin with is called Maths Buddy. The power of this programme is in the individual login that is issued to each learner allowing online tracking and adaptation to each learner's progress. The programme is absolutely scale-able and we are excited at the potential growth. Our biggest challenges are, as always, logistical. Being as remotely located as we are, we have had to grapple with satellite internet connections and solar energy, amongst other challenges. But then again, grappling with big challenges is what we do at the BI.





# Message from the Board

For the past few years we have added a lot of exciting new programs and it was decided that 2015 would be a year of consolidation when we focussed on making these projects as effective and efficient as possible. Our health programme in particular has undergone a lot of growth in the last few years and it has been very pleasing to see how in 2015 it settled into a smooth routine delivering a wide range of services across our four villages. Our partnerships with other NGOs and our local government hospitals has been especially positive.

Of course, our creative BI team can't resist an innovative idea or two, so there have been a few new projects thrown into the mix! Our Sakh'ingomso Playgroups, which ensure that our youngest kids enjoy mental stimulation through structured play, has been particularly well-received by parents with great results.

We strongly believe that we must "grow our own timber" and thus it was very pleasing to see some of our younger staff from our community successfully moving upwards within the organisation and managing the increased responsibility excellently. We are steadily developing a confident, dynamic team in one of the most remote locations in South Africa.

While government services continue their steady roll-out in our region, it is frustrating that vital services like tap water are totally unreliable and taps can be dry for months at a time. Similarly many of the government solar systems supplied to community members have failed due to faulty batteries. We welcome the fact that our municipality is putting an unprecedented level of focus on remote rural areas but we hope quality and accountability improve to ensure that our communities don't receive third-rate services.

This year we have changed the format of our annual report to make it more visually engaging for a bigger range of our stakeholders. This report will be produced in both Xhosa and English and we hope that this will create greater transparency and awareness of the work we do in our area of operation and other nearby areas too.

Of course all of what we do depends on our strong partnerships with our community, government, partner-NGOs, our generous funders and the wonderful group of local and foreign friends of the BI who constantly connect us with new ideas and chip in when we need help. Thank you for your support and we hope you enjoy reading our 2015 report.

**BULUNGULA  
INCUBATOR  
BOARD MEMBERS:**

Donna Andrews,  
Sonja Giese,  
Lance Greyling,  
Vuyolwethu  
Jaxa-Gwebindlala,  
David Martin,  
Loyiso Mpuntsha,  
Lindile Mthiyo,  
Crystal Orderson,  
Laura Poswell,  
Lindiwe Tukane  
Rejane Woodroffe

*Vuyolwethu Jaxa*  
BOARD CHAIRPERSON

# Who we are

## Who is Bulunghula Incubator

The purpose of the Bulunghula Incubator (BI) is to address the challenges of rural poverty in our community while promoting and preserving the positive aspects of traditional African culture. This remote rural area became a backwater of the Transkei "homeland" during Apartheid. Development in the homelands, especially of the rural areas, was practically non-existent. Little has changed post democracy, and still today basic government services such as roads, clean water and healthcare do not reach many villages. Formal education has always been, and remains, extremely weak. Because there was a dearth of access to any kind of basic services in the area and because of the overlapping challenges of poverty experienced by the community, the BI embarked on a strategy of integrated rural development by developing projects across four focus areas: Education, Basic Services, Sustainable Livelihoods and Health & Nutrition. The area in which we work, the Mbhashe Municipality, is the poorest in South Africa. According to the government statistics agency, StatsSA: 93.7% of the area is classified as Traditional/Rural with half the population using wood for cooking and heating, 82.4% accessing water from sources other than municipal-piped water like drawing from rivers, streams, rain and ground water harvesting, 45.4% having no toilet at all (not even a pit latrine). The unemployment rate is 93%.

Because the development challenges faced by our community are multi-faceted, we implement our projects with a focus on the depth of our interventions within a defined area, rather than a focus on one intervention across a broad geographical area. For example, when child mortality was high due to the lack of access to potable water, what could the impact of educational interventions on their own be? Or if the community has no access to HIV prevention or management services then how could parents be able to be there for their

According to the StatsSA Community Survey of 2011, the Mbhashe municipality has a **population of 254,909; a decline of 0.35% since 2001**, a period in which the South African population grew by 15%.

children and their development? We therefore provide Education, Healthcare, Basic Services and Sustainable Livelihoods interventions for all our 6000 community members. We actively seek opportunities to work in partnership with government and other organisations, wherever possible. This ensures the long term sustainability of the projects we have implemented.

The broader impact of our work is achieved through partnerships with other organisations, corporate and government entities. Through this strategy, we have used the lessons learned and experience earned in our work to have a regional and national impact. Specific examples include: our direct contributions as advisors on the National Early Childhood Development Subsidy and improvements required in the administration thereof; the successful campaign we initiated for the provision of Emergency Medical Services and ambulances in remote rural areas; the testing of appropriate and effective technology for improving the quality of Mathematics and Literacy teaching, particularly in areas without access to electricity and the internet. These are just some of the successes of our work that have had broader impact on communities across the country.

# Education

## Education

Education is a central focus of the integrated rural development strategy of the BI. Rehabilitation of No-ofisi Senior Primary School was the project that prompted the formal incorporation of our NGO in 2007. At that time No-ofisi Primary, a government public school, was housed in a collapsed wattle and daub structure where little teaching of any kind took place. There was no community organising or advocacy directed at addressing the problem. Expectations by the community of their schools were limited to what had historically been experienced in the area. The BI then developed a strategy to demonstrate excellence in education delivery through the establishment of the Jujurha Education Centre (JEC) in mid-2009 to provide Early Childhood Development (ECD) services.

Although a few daycare facilities and play centres are dotted around some villages in our area, there were no institutions that offered ECD education. The positive impact of early childhood education is now globally acknowledged; a vast body of research exists to inform societies and educational institutions of its importance. The earliest of life experiences have a direct impact on the development of the brain and future lifelong cognitive ability. The value of early intervention in the lives of all children cannot be overemphasised. Moreover, benefits increase significantly for



children living in under-served populations where parents have had little formal education themselves and in environments with limited access to books and educational toys. The JEC addresses this gap in its holistic approach to ECD with attention to physical, social, emotional and mental development. In 2011, two years after the JEC began delivering its excellent ECD services, the communities of the surrounding villages began to actively seek the same benefits for their own children. The communities donated land, buildings, and labour while the BI raised the funds for teacher training, parent committee training, and learning materials. These efforts have been supported with government subsidies and stipends. We now manage four excellent pre-schools.

The BI education portfolio has expanded to include non-centre based ECD programmes for children aged 0-3 years, ongoing teacher and ECD practitioner training, training in the composition and management of community project committees, parent training in topics like "You are your child's first teacher", rural skills training, development of home-based care and health worker skills, opportunities for adult literacy training, after school enrichment and extra-mural sports activities for primary schools.

A significant tool in our work to improve the quality of education delivery in the area has been the growing availability of online teaching and learning programmes. With the help of these programmes, our learners are making significant leaps in their educational progress. These programmes are our most scale-able intervention in this focus area; scale-able in both the subject areas and the number of learners that can be exposed to these learning aids. The most challenging aspect of these projects is the lack of access to electricity and internet connectivity in the region. We have gathered a wealth of information and experience while solving these challenges.

Community activism for education has developed significantly since we began our work in the area.

# Health

## Health



Since healthcare and nutrition are critical inputs to quality education outcomes, our Education and Health focus areas have begun to work together to complete the circle of care from pre-birth through the school-going years and into adulthood.

### **Village-based access to healthcare services:**

1. Health in Pregnancy - Monthly village based HIV testing and counselling facilities, health workshops and home-based care
2. Community Health Points – Village based ARV distribution, counselling and basic clinic services
3. Nutrition education and home-based health management in the home of weight and nutrition deficiencies for 0-3 years
4. ECD in the home – toy boxes and training for parents in the cognitive development of 0-3 year olds
5. Preschool centre-based ECD, nutrition management and mobile clinic services from 0-4years
6. Primary school mobile clinic services including immunisations, deworming, vitamin supplements, general clinical services
7. Monthly Village Based Health Outreach events – these monthly events are provided in partnership with other NGOs, local clinics and hospitals. Services offered include: professional medical services for HIV, diabetes, high blood pressure, Pap smears, cervical screening, dentistry, baby clinical services, contraception, family planning, chronic medications

A child's potential begins with the state of his or her mother's health at conception. Because the first 1000 days of life have such a critical influence on how people develop across their entire lifetimes, our Education and Health focus areas work together to enhance the outcomes of our efforts in the Early Childhood Development phase. To this end, we now have 20 home-based care providers who deliver care to the 400 households of our four villages in the area. These carers assist pregnant mothers with nutrition from our organic community gardens, provide information about good health in pregnancy and have been trained to identify health issues that should be referred to a clinic.

There are no clinics in any of the four villages in which we work. With help from the community we have established a Community Health Point that is serviced in partnership with the local Department of Health and other NGOs. The Health Point provides a venue for community members to receive ARV distributions and basic clinic services. Our monthly Health Outreach events supplement this programme and provide critical professional medical services on site.

We continue to expand the knowledge base and training of our home based care team and our partnerships with other organisations, civil society and the Department of Health in the provision of these critical and life-saving interventions.



# Sustainable livelihoods

## Sustainable livelihoods

When we first began our work in the area, there was nearly 100% unemployment. Anyone from the area who had found some kind of employment was a migrant worker who had left to find work in the cities. Furthermore there was no economic activity such as vegetable or other markets at which produce or other goods could be traded. Due to the lack of road infrastructure, access to outside markets was also severely constrained. With few cash-generating opportunities and access to local and external markets, there has always been a dearth of entrepreneurial activity in the region. The BI began with projects to develop micro-enterprise and agricultural income-generating opportunities. The impact of our efforts was limited as the only cash income into the area came from government social grants. Once the Bulungula Lodge opened in 2004 and began to grow in popularity, cash into the area increased slowly. This has grown over time as employment at the Bulungula Incubator has expanded. Entrepreneurial activity in the area is slowly gathering momentum and we are looking to support this growth through new income-generating opportunities in agriculture. While access to quality formal education has always been challenging in the region, cattle farming and farming for staple foods and vegetables is a way of life. It is this traditional knowledge and lifestyle that we seek to leverage and build upon



to improve livelihoods, nutrition and provide opportunities for income-generation and wealth-creation. The region is rich in farm land and water sources that are owned through communal land rights by community members. These valuable assets, many of which are under-utilised, can be harnessed for the benefit of the community. Rather than have to migrate out of the region in search of employment, the local region can be a rich source of development and opportunity.

The government funded Community Work Programme (CWP) has also provided support towards the development of sustainable livelihood opportunities. This programme provides stipends, at minimum wage, for 8 days per month. The BI has participated in the programme since 2010. It has enabled us to train and employ community members across all our programmes including ECD practitioners, home-based care providers, security guards, gardeners, school and road infrastructure repair and maintenance, fencing, environmental preservation and alien vegetation removal. The CWP programme has also been a support in the development of our Rural Skills Centre. The Rural Skills Centre focusses on developing the abilities of participants to solve everyday problems that cause suffering in our community, such as installing and fixing guttering for rain water harvesting, protecting mud huts from the summer rains, carpentry, amongst a range of other life-improving skills. The building has been expanded into a Workshop and Training Centre for all our staff and community training workshops, meetings and events.






# Annual Financial Statements

## for the year ended 31st December 2015

<b>INCOME STATEMENT</b> FOR THE YEAR ENDED DECEMBER 2015	<b>2015</b>	<b>2014</b>
	<b>R</b>	<b>R</b>
<b>INCOME</b>	3,688,089	4,401,612
Project Grants/Donations Received	3,508,298	3,627,328
Project Generated Income/Fees Received	114,595	730,649
Interest Received	65,196	43,635
<b>EXPENDITURE</b>	3,589,615	3,572,010
Auditing and Bookkeeping Services	71,666	57,025
Capital Expenses – Buildings, Boreholes, Watertanks	46,983	17,791
Contractors Fees + Local Procurement	716,992	636,412
Depreciation	57,007	57,006
Motor Vehicle Expenses	85,408	66,066
Project Materials and Provisions	566,766	958,769
Rent, Telephone and Internet	228,826	239,104
Salaries, Wages, Stipends and Training	1,522,080	1,186,120
Travel, Accommodation and Board Meetings	262,989	320,612
Bank Charges and Interest Paid	30,898	33,105
<b>SURPLUS (DEFICIT) BEFORE TAXATION</b>	98,474	829,602
<b>TAXATION</b>	(152,457)	147,082
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>	250,931	682,520
ACCUMULATED FUNDS AT BEGIN OF YEAR	-	(113,694)
TRANSFER TO SUSTAINABILITY FUND	(250,931)	(568,826)
<b>BALANCE SHEET</b> AS AT 31 DECEMBER 2015	<b>2015</b>	<b>2014</b>
<b>ASSETS</b>		
<b>NON-CURRENT ASSETS</b> (Equipment and vehicle)	18,883	75,890
<b>CURRENT ASSETS</b>	1,995,516	1,880,361
Cash and Cash Equivalents	1,239,046	1,299,868
Trade Receivables	756,470	580,493
	2,014,399	1,956,251
<b>RESERVES AND LIABILITIES</b>		
<b>FUNDS</b>	1,322,979	1,072,048
Accumulated Fund	-	-
Sustainability Fund	1,322,979	1,072,048
<b>NON CURRENT LIABILITIES</b>	25,716	83,231
<b>CURRENT LIABILITIES</b>	665,704	800,972
Current Portion of Non Current Liability	57,514	52,082
Provision for Taxation	-	152,457
Receipts in Advance	595,833	589,712
Trade Payables	12,357	6,721
	<b>2,014,399</b>	<b>1,956,251</b>





# Ways to support bulungula incubator

## ① In cash or in kind:

Donate using credit card or debit card via our website [www.bulungulaincubator.org](http://www.bulungulaincubator.org)

## ② Bank transfer:

Name of account holder: Bulungula Incubator

Name of bank: Standard Bank

Account number: 07 066 1480

Branch name: Thibault Square

Branch Code/number: 2089

Type of account: Current

International Swift address: SBZAZAJJ

IBT Number: 909

## ③ Leave a lasting legacy

 and sign a Codicil to leave a bequest – forms available on our website from the email address below.

## ④ Add us as a beneficiary on your Woolworths My School Card

## ⑤ Like us on Facebook!

The Bulungula Incubator is an approved public benefit organisation, registered in terms of Article 30, section 18A of the ITA No. 58 of 1962. Department of Social Development NPO registration no. 057-666  
Tax PBO number: 930029899

### PHYSICAL ADDRESS

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Administrative Area, Elliotdale District

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