

Annual Report 2024



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A message from Bulungula Incubator

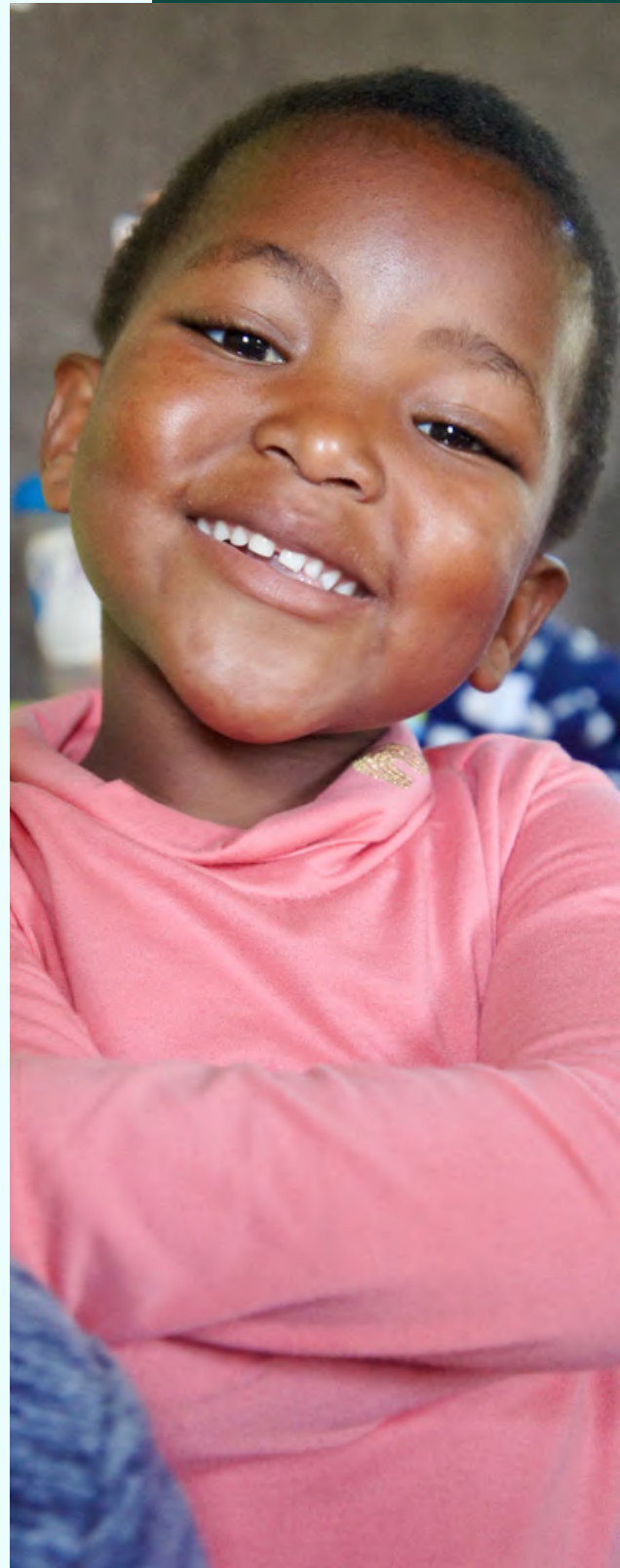
2024 marked the 17th official year of the Bulungula Incubator, and [20 years since our work began](#) in our community with the opening of the Bulungula Lodge. For two decades, our work has deepened and expanded, and the impact of our long-standing presence is increasingly recognised, reaching beyond our immediate community.

The philosophy that there is no silver bullet for overcoming poverty remains at the heart of our approach. We continue to deepen our work in our Preconception-to-Career integrated development strategy, with holistic projects focused on education, health, nutrition, livelihoods, youth acceleration and social cohesion.

Strong partnerships with our community, traditional leadership, government, researchers, NGOs, and other innovative thinkers are key to our success.

This year has also brought unexpected challenges. High-profile [crime incidents](#) affected our organisation and the wider Wild Coast region. Despite the difficulties, our staff and community demonstrated exceptional resilience and commitment. All our projects continued to deliver the intended outcomes, a testament to the strength and dedication of our team.

Each step forward is made possible by your support. Thank you for continuing to share in our vision — it truly takes a village.



A catalyst in the creation of vibrant and rural communities

The approach to developing vibrant and sustainable rural communities must be a holistic one. There is no one single intervention, no 'silver bullet', that can enable a path out of poverty. Over time we have steadily built our interventions to span the spectrum of Pre-conception to Career, with four focus areas: Education, Health & Nutrition, Sustainable Livelihoods, and Vibrant Villages.



Education

Promote early childhood development through a series of programs that support the education and care of learners throughout their student-lifetime.



Health & Nutrition

Ensure access to quality healthcare for members of the community, and provide nutritious meals and growth monitoring for children to eradicate stunting.



Sustainable Livelihoods

Support and promote the generation of a local economy that uses the valuable assets in the region to create jobs and opportunities in our community.



Vibrant Villages

Promote growth and vibrancy of youth through sport, art, and cultural programmes.

Education

The BI's aim for its Education Programme is to ensure the Xhora Mouth Community has and values access to quality education that will enable our people to live a happy, empowered, and productive life.

We have programmes in Early Childhood Development (ECD); Government School Support; High School, and Vocational and Entrepreneurial Education and Training (the Bulungula College). Furthermore, we offer quality support to further learning opportunities through scholarships and university advising.

Early Childhood Development at Home

Our ECD Programme starts with 0-3 year old playgroups and ECD at home, and are facilitated by our 22 community health workers. Primarily aimed at supporting and educating caregivers about the stimulation needs of small children, these home visits also enable assessment and provision of maternal and child health and education on nutrition.

They also provide an opportunity to ensure that children have access to social protection like accessing the social grant, ensuring physical facilities meet healthy and safety standards, and implementing an effective referral system.



Early Childhood Development Centres

From age 3-6, children move to one of our five excellent Early Childhood Development Centres (ECDC), located in each of the villages BI supports. Our ECDC teachers are of a very high calibre and receive ongoing training. The ECDC are well-equipped with age appropriate toys and books (in Xhosa), and the children's progress is tracked and measured.

We also focus on offering quarterly Parent Workshops, with the aim to support and empower primary caregivers before their children enter government schooling.



Government School Support

There are a sufficient number of government schools in our area that provide education from grades 1-9. However, our schools are amongst some of the most under-resourced in the country. To help support and strengthen mathematics comprehension for learners in our community, we run a tablet-based maths tutoring programme (“iiTablet Tshomiz”) at four government schools and Bulungula College.

Catering to 1350 learners from grades 1-12, this initiative provides an extra hour of maths tutoring each week per learner. iiTablet Tshomiz is embedded within the regular school system and



gets dedicated time slots so that the programme runs in addition to the school maths lessons.

We run iiTT using the “teaching at the right level” (TaRL) approach in the classrooms. TaRL, according to the latest research, is the most effective way of consistently improving learning outcomes. Learners are grouped according to their understanding level, and young and energetic facilitators provide additional one-on-one help.

Bulungula College (BC)

Prior to the opening of the Bulungula College in 2019, there was no high school in our area, and no functioning scholar transport to other high schools or colleges. As a result, 95% of learners from our communities were unable to complete grade 12.

The BC embodies the BI’s commitment to provide services for our whole community. Instead of focussing on academic ability, we have set our admission criteria as the geographical boundary of the Xhora Mouth Administrative Area. We have taken on the task of building a model for how to get all learners through high school – regardless of their starting point.

The Bulungula College values the effect of a holistic approach to education. Through extra-curricular



activities, the College instils the concept of “A healthy mind in a healthy body”.

We have recruited an excellent staff body, and in order to retain our teachers, we offer ongoing development opportunities. We also have an active School Governing Body, which is supported by traditional leaders from our community.

In just five years, Bulungula College has established itself as a centre of excellence, graduating the highest number of Matrics in our community’s history. The College has been the top-performing school in the Elliotdale District for three consecutive years, and achieved a 98% Matric pass rate in 2024.

Job Skills Entrepreneurial Programme

In 2020, the Bulungula Incubator launched the Job Skills and Entrepreneurship Programme (JSEP) at Bulungula College, to provide accredited training and paid internships for the youth in our community. This programme is designed to help young people develop their skillsets and gain meaningful work experience, facilitate successful entry into their first job and contribute to their personal development and the economic growth of our community.

Our campus implements a system where courses are streamed through televisions with internet connectivity, allowing trainers to deliver SETA-standardised courses remotely. The JSEP Manager, present in the classroom, assists learners with the materials, eliminating the need for physical presence of the course facilitator. This technology allows us to offer accredited courses even in remote locations.

Learners are then placed in a year-long, paid internship hosted by the appropriate Bulungula Incubator project in agriculture, Early Childhood Development (ECD), Maths and English tutoring at government schools (iiTablet Tshomiz project), community health work (Nomakhaya), office administration, or artisanal skills (including electrical work, carpentry & plumbing).

In the final phase of the programme, graduates are either linked with employment opportunities through our networks to kickstart their careers or provided support for initiating their own business ventures.

Health & Nutrition

The overall aim of this focus area is to improve access to quality healthcare and nutrition so that the Xhorha Mouth Community can be in the best of health. It features running our own Bulungula Health Point due to the inaccessibly far clinics, school outreach and household health provided by a team of community health workers who monitor health in accordance with accepted indicators.

Bulungula Health Point

Our community is situated in one of the most remote and rural areas of South Africa. Despite the nearest clinic being less than 10 kilometres away from us, the journey and waiting times for healthcare typically take an entire day.

Being far from healthcare in our community is why most children were not fully immunised, and why over half of mothers had lost at least one child to diarrhoea diseases. Being far from a pharmacy made getting HIV treatment difficult, and hypertension would go untreated, leading to many people being permanently disabled or dead from a stroke or heart attack.

In 2012, we established the Bulungula Health Point as a centralised location for our community to collect their HIV treatment and get tested. The simple, one-room mud-brick hut donated by our community soon became an ideal site for mobile health clinics, support groups, and other health outreach events.

As the Health Point's success and demand grew over the years, we strengthened our partnership with the government's Department of Health to expand its capacity. In 2021, Bulungula Health Point was approved as a fixed outreach point of Nkanya Clinic, securing monthly supplies of medicines and consumables.

Open five days a week and staffed by three nurses, Bulungula Health Point offers primary healthcare services to our community. This includes child nutrition and health, maternal and neonatal health, sexual and reproductive

health, dentistry, immunisations, mental health support, HIV testing, ARV and chronic medication distribution, noncommunicable disease support, and acute and minor ailment care.

The health point sees over 400 patients monthly, with the vast majority receiving on-site treatment. Providing primary healthcare locally improves patient outcomes, reducing the load on government hospitals and lowering the need for expensive care. In 2023, we renovated Bulungula Health Point to support its expansion. The facility is now equipped with three exam rooms, a reception area, a waiting area, a pharmacy, an office, and a kitchen.



Home Based Care

Our community health worker team make home visits across the Xhora Mouth Community. They monitor key health indicators focusing on pregnant women, children under three years old, people with chronic illnesses and the elderly. They provide health education (including family planning, nutrition education, and child care), chronic treatment adherence support, and refer community members to our health point. They also perform diagnostic tests such as BP, glucose, and pregnancy tests, provide TB DOT, and HIV Self-Tests.

Sustainable Livelihoods

Through our Sustainable Livelihoods Programme, the BI aims to demonstrate and assist the Xhora Mouth community to use their agricultural land to improve their standards of living.

Making our Community Food Secure

The BI's most urgent objective is to identify families who are food-insecure and who have potential/interest in gardening. These families are assisted to establish vegetable gardens from which they can eat, and potentially supply other families in their village.

Access to Quality Agricultural Inputs

Our Sustainable Livelihoods Programme spends considerable time on procuring quality appropriate agricultural inputs and making these available to the community. A major step has been the production of quality vegetable seedlings which are sold to the community's farmers at a minimal rate. Seedling production from within the area ensures much greater food security and better profitability for our entrepreneurs.



Vibrant Villages

The Vibrant Villages programme aims to enhance social cohesion in the Xhora Mouth community so that people can enjoy creativity, self-expression, a healthy lifestyle and respect for the environment. Vibrant Villages is particularly aimed at our youth, many of whom have not completed matric and/or are unemployed.

Bulungula Community Radio

The BI operates a community radio station that strives to create joy & unity for our feeder communities, and beyond. In our community we have limited access to electricity, TV, newspaper, and internet. As a result, radio is *the* most reliable and central form of communication in our villages. The Bulungula Community Radio Station (BCR) is popular and listened to widely (to over 100 villages), both on household radio and streamed online. It is run by DJs who are young people from our community.

Enrichment

The Vibrant Villages Youth Centre promotes arts and culture to enrich community life and provide positive outlets for youth. We run netball and soccer leagues throughout the year, with holiday tournaments designed to keep young people engaged and away from risky behaviours. These events also serve as entry points for essential services such as HIV testing, health education, and awareness. Our surf-therapy team, Thatha iLiza, continues to be an exciting project that pairs mental health support and outdoor adventure.



Broader Impact

Rooted in the belief that meaningful development cannot be achieved through isolated interventions, our work embodies the principle of **scaling deep** — transforming the cultural, relational, and systemic fabric of our community through long-term partnerships, inclusive programming, and local ownership. Guided by the framework developed by the [Tamarack Institute](#) and the [J.W. McConnell Family Foundation](#), we also **scale out**, as youth who have grown up within our programme ecosystem are now pursuing university studies, launching businesses, securing meaningful employment and contributing productively to their communities. At the same time, we **scale up** by engaging in research, shaping policy, and collaborating with government to align systems and direct institutional resources towards sustainable rural development.

This [document](#) outlines how our journey of deep, embedded work in our community has evolved into a broader model for systems-level transformation.



Audited Annual Financial Statements for the year ended 31st December 2024

Full Annual Financial Statement

STATEMENT OF INCOME AND RETAINED EARNINGS	2024 R	2023 R
INCOME	22,374,409	25,485,819
Project Grants & Donations Received	20,532,777	19,367,883
Project Generated and Funding Income	1,026,260	5,235,802
Dividends & Interest Received	371,649	188,610
Proceeds on Disposal of Assets	-	386,087
Rent Received	-	5,087
Gain/ (Loss) in Fair Value/Realisation of Investments	387,735	226,735
Employment Tax Incentive Refund	-	75,615
Insurance Claims Received	55,988	-
EXPENDITURE	22,368,595	24,938,925
Audit Fee & Bank Charges	229,648	212,078
Capital Expenditure	898,839	3,416,136
Board and Management Meetings & Travel and Accommodation	1,077,561	361,900
Advertising and Promotions	6,248	10,442
Contractors and Consultants Fees	2,161,632	1,769,961
Insurance and Workers Compensation	282,455	225,120
Interest and Finance Charges	200,089	217,632
Employment Tax incentives Allowance Disallowed	70,990	-
Penalties and Interest	7,524	-
Motor Vehicle Expenses	663,619	653,632
Project Materials and Provisions	2,120,936	1,626,434
Salaries, Wages, Stipends & Rent	14,191,984	16,098,430
Staff Training, Development & Recruitment	147,523	77,485
Telephone and Communications	309,547	269,675
SURPLUS/ [DEFICIT] FOR THE YEAR	5,814	546,894
STATEMENT OF FINANCIAL POSITION		
NON-CURRENT ASSETS	3,791,028	3,253,069
CURRENT ASSETS	8,501,820	3,374,208
	12,292,849	6,627,277
FUNDS AND LIABILITIES		
FUNDS	1,740,767	1,734,953
NON CURRENT LIABILITIES	1,431,370	1,226,227
CURRENT LIABILITIES	9,120,712	3,666,097
	12,292,849	6,627,277



Ways to Support the Bulungula Incubator

In cash or in kind

Donate using credit card or debit card via our [website](#)

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: 020909

Type of account: Current

International Swift address: SBZAJJ

IBT Number: 909

Leave a Lasting Legacy

and sign a Codicil to leave a bequest (forms available on our [website](#))

Add us as a beneficiary on your Woolworths MyDifference loyalty programme.

Follow us on social media— [Facebook](#), [Instagram](#) & [LinkedIn](#)

We are 18A registered and you can receive a tax credit for donations— just [email](#) us!

We are a Level One Broad-Based Black Economic Empowerment (B-BBEE) Contributor. By partnering with us, you can make a meaningful contribution to Broad-Based Black Economic Empowerment (B-BBEE), and earn B-BBEE scorecard points.

A charitable organisation, Friends of Bulungula Inc., based in the USA supports the work of the BI. Friends of Bulungula Inc. is a registered 501c3 [in good standing](#). EIN: 82-2563578. As a US tax payer, you are able to make tax-deductible contributions to the Friends of Bulungula Inc. and receive a 501c3 certificate.

The needs facing the communities the BI works with can be summarised almost entirely by the UN Sustainable Development Goals 1-11. The alignment and achievement of these SDGs means that businesses who support the BI will in turn strengthen their Environmental, Social, and Governance (ESG) Criteria.