



# Campus Programme Report **2024**

**Our core belief:** Access to meaningful work changes lives.





# Why we do what we do

## A message from the MD

At Life Choices, we believe that every young person deserves the opportunity to build a future they can be proud of. But for many, the harsh reality of unemployment, lack of experience, and limited access to practical skills stand in the way of achieving their dreams. This is why we are committed to running our upskilling programmes that directly address youth unemployment, equipping young people with the tools they need to step confidently into the workforce.

South Africa, like many other African countries, has experienced a massive demographic shift over the past 50 years, with our population becoming ever more youthful. This can be a significant advantage, fueling economic growth as young people increase the number of working-aged individuals. However, it can also be a ticking time bomb – as it is in South Africa – if young people cannot find employment.

According to the Quarterly Labour Force Survey of Q3 2024, youth aged 15-24 years and 25-34 years continue to have the highest unemployment rates at 60.2% and 40.4% respectively. Alarmingly, approximately 3.5 million young people – out of 10.3 million – aged 15-24 years – are not in employment, education, or training (NEET).

A formal education can be a game-changer for young people, significantly improving their chances of finding a job. The unemployment rate for graduates is only 9.8%. However, many young people – particularly those from underserved communities – cannot access or afford tertiary education, nor can they sustain the financial burden of studying without an income.

At the same time, the world of work is evolving rapidly, with new skills in high demand. Traditional education does not always keep pace with these changes, creating large skills gaps, especially in fast-growing sectors like ICT and the green economy.

Life Choices' Academy programmes are designed to prepare young people from disadvantaged backgrounds for jobs in future-focused sectors. We equip youth with both the technical and professional soft skills needed to access entry-level jobs.

Our program is more than just training; it's a lifeline. By combining robust technical training with psychosocial support, we help young people navigate the transition from unemployment to a professional career. Our dedicated placement team walks beside them, helping them to acquire their first job opportunity, thereby ensuring they secure employment and thrive.

We do not do this alone. The success of this initiative relies on the support of committed partners who share our vision for a future where no young person is left behind. These partnerships help us expand our reach, enhance our programmes, and ultimately change more lives. We are grateful for all the brave supporters whose financial contributions, collaborations and in-kind donations are making a tangible difference in young people's lives.

This report documents the 2024 year's activities, challenges and triumphs. A very big thank you to the Academy team for their hard work in this last year. Together, we are helping to break the cycle of unemployment and create pathways to success for the next generation. Looking to the future, we're excited about new opportunities to grow our training programmes so that we can positively impact the lives of more young people. Join us on this journey!

## Mignon Hardie

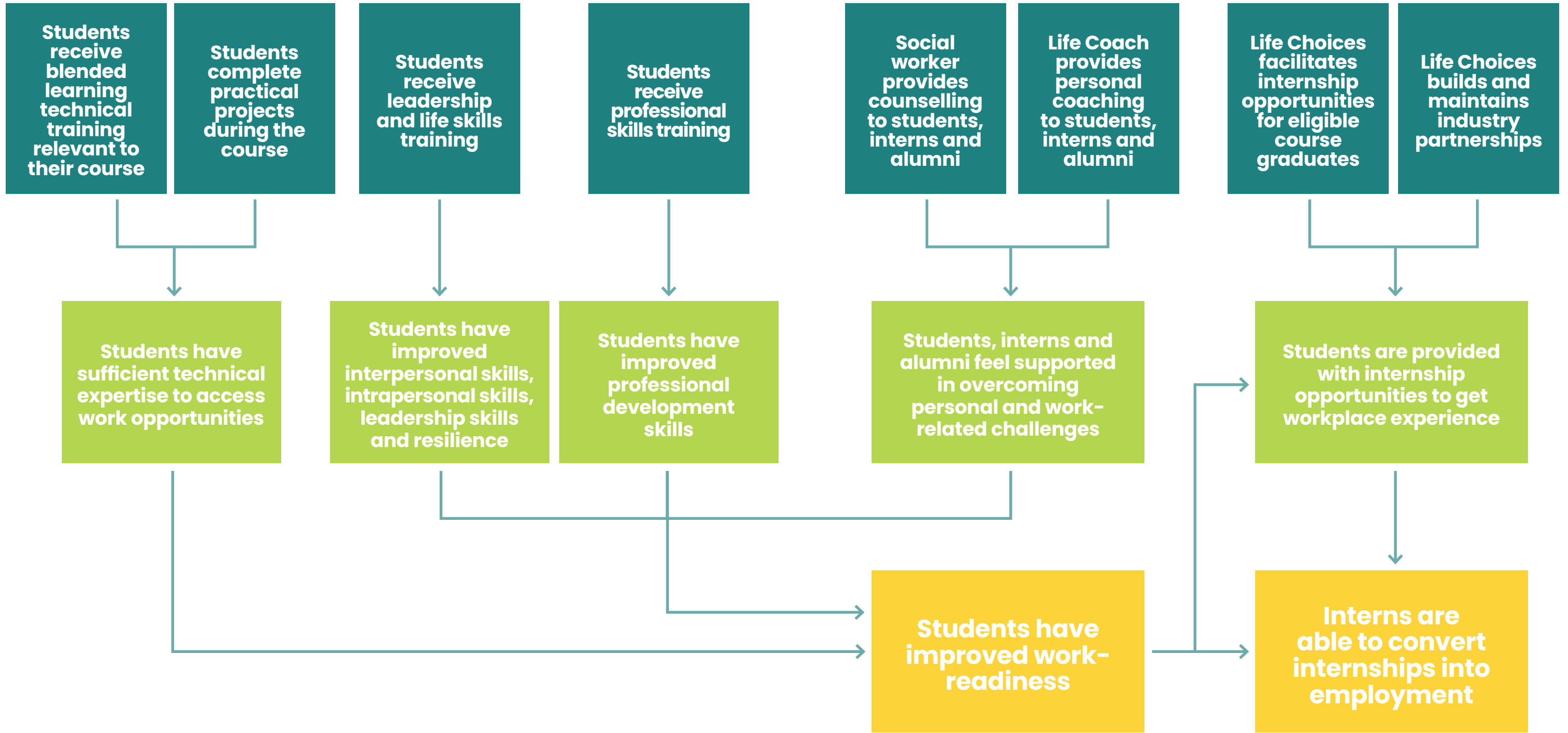
Managing Director, Life Choices



## What we do

We provide young people from underserved communities with a pathway to access meaningful employment in growing and in-demand sectors, such as ICT or the green economy.

# How we do what we do





# Message from the Campus Director

Dear Friends, Supporters, and Stakeholders,

As we bring another year to a close, it is with heartfelt gratitude that I write this letter, recognising the unwavering support from each of you—our students, staff, partners, and donors. Your contributions have been the foundation of our progress and the hope that fuels our journey forward.

In 2024, we remained steadfast in our mission: to empower youth through transformative skills development and equip them for brighter futures. Every step we took this year was driven by the belief that young people have the power to shape the future when given the tools and support they need.

We launched new and exciting initiatives. The Solar Youth Project, in partnership with GREEN Solar Academy, equipped youth as Solar Technicians ready to enter employment opportunities in a growing economic sector, while the launch of the YouthForce project, in partnership with Salesforce, added a new ICT-focused programme to our offering. This programme equips youth with internationally recognised certifications, leading to careers in the growing Salesforce CRM ecosystem.

These programmes, alongside our ongoing coding academy and LC Studio Work-Integrated Learning solution, inspired learners to aim higher and think bigger.

This year, we were also privileged to strengthen existing partnerships and forge new collaborations with key stakeholders such as Salesforce, Cisco, AWS, GREEN Academy, and Yes4Youth. These relationships have enabled us to connect our students with opportunities in the workplace, ensure alignment with industry needs, and deepen our impact within the community.

Like any year of growth, 2024 presented its share of challenges. Resource constraints and the demands of expanding our programmes tested our resilience. However, these obstacles taught us valuable lessons in adaptability and innovation. Through creative

problem-solving and the unwavering dedication of our team, we emerged stronger and better equipped for the road ahead.

As we turn our focus to the future, our vision for 2025 and beyond is ambitious yet grounded in our unwavering commitment to impact. We aim to think bigger and, through the lens of potential expansion, consider what the Academy could achieve in the next five to ten years. We will continue to introduce cutting-edge certifications and deepen our engagement with industry leaders to keep our curriculum relevant and forward-looking. Finally, we will continue fostering a culture of innovation that inspires both our students and staff.

As we step into 2025, we invite you to continue partnering with us, advocating for our cause, and contributing to the growth of Life Choices Academy. Together, let's keep building a brighter future.

With gratitude and hope,

**Ryan Geel**

Campus Director, Life Choices Academy





*life choices*  
**ACADEMY**





## Message from the Coding Academy Manager

Dear Beneficiaries, Partners, and Supporters,

As we reflect on 2024, it brings us great pride to share the remarkable progress and transformative impact of our coding program over the past year. With a focus on equipping young people with in-demand technical skills and fostering personal growth, this year has been a testament to resilience, adaptability, and innovation in program delivery.

The program has excelled in creating a dynamic and supportive learning environment. With minimal dropout rates, strong student engagement, and a curriculum aligned to industry demands, the results speak for themselves. Many of our students not only met the eligibility requirements for job placements but also embraced the importance of soft skills, empowering them to navigate societal barriers, cultivate self-awareness, and build professional work ethics critical for their future success.

This year we recognised opportunities to enhance the program further. Extensive consultations with industry experts and an external curriculum consultant led to the launch of a revised curriculum designed to meet the evolving demands of the tech sector. This included updates to boot camp assessments to ensure alignment with the new framework and emerging trends. Another key highlight of the year was becoming an IP partner with Yes 4 Youth. This strategic collaboration helped address critical student needs, including travel logistics and basic necessities, reducing barriers to participation and ensuring inclusivity.

Despite some challenges, 2024 was a year of growth and learning. Our ability to adapt, collaborate with industry experts, and forge strategic partnerships has strengthened the program's sustainability and effectiveness.

Looking ahead, we are excited to build on this momentum in 2025. We

will continue to monitor and refine the new curriculum to maintain its relevance and impact while focusing on strengthening our teaching team by building capacity and working with our technological infrastructure to enhance learner's experience. Additionally, we plan to expand partnerships like Yes 4 Youth to further enhance student success and engagement.

Thank you for your unwavering support. Together, we are shaping a brighter future, equipping young people to thrive in the digital economy and beyond.

With gratitude and determination,

**Candice Amon**

Manager, Life Choices Coding Program



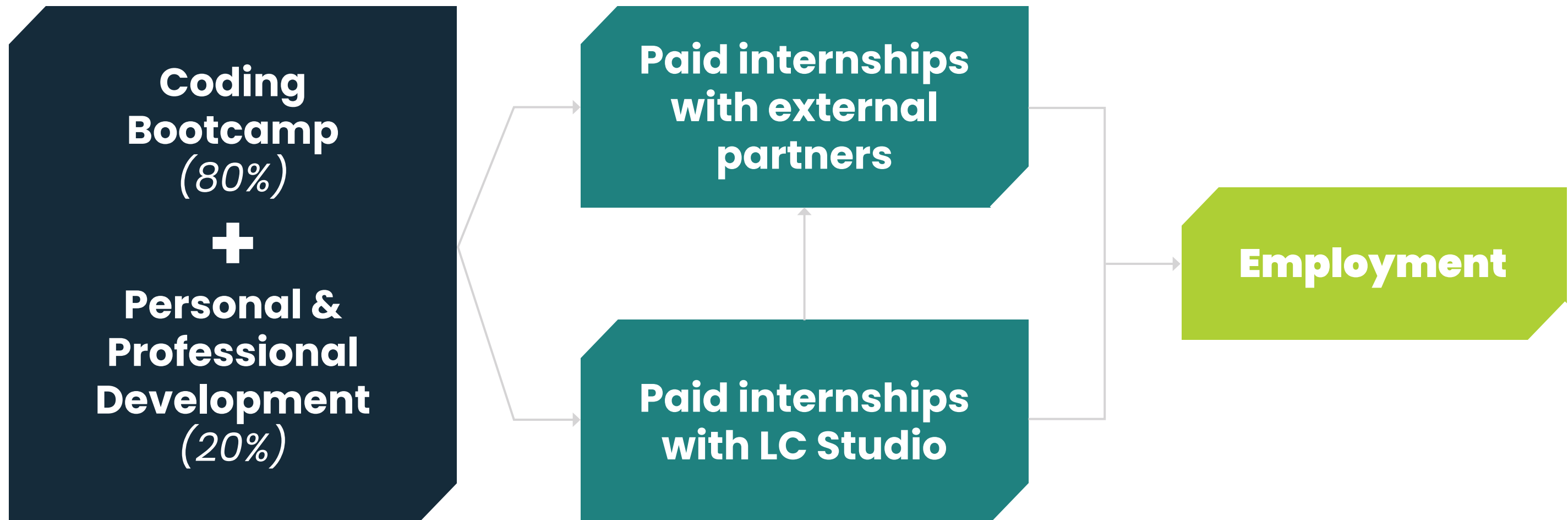
# Programme timeline

The Life Choices Academy programme consists of two distinct phases. Phase one focuses on upskilling while Phase 2 focuses on the internship that leads to employment.

**Phase 1: 6 Months**

**Phase 2: 6 Months**

**Outcome**



Ongoing personal and psychological support (life coaching and counselling)

# About our students

During 2024, we recruited two new cohorts of students into the Coding Academy. A total of 1410 applied to Cohort 14 and 1231 to Cohort 15. Here are the demographics of the 138 students who were accepted into the programme during 2024 for Cohort 14 (starting in April 2024) and Cohort 15 (starting in October 2024).



## Demographics

**Average Age:** 21 years (range 17 to 26 years)

**Gender:** 44.2% Female 55.8% Male

**Race:** Black African 49.3% Coloured 50.0% Indian 0.7%



## Employment prior to joining LC

**Unemployed:** 48%  
**Studying:** 17%  
**Matric:** 15%  
**Employed:** 15%  
**Other:** 5%



## Household stats

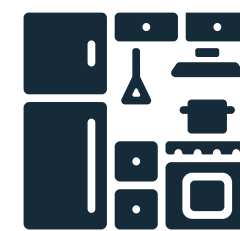
**4.5** Avg people living in households  
**1.4** Avg people employed in households  
**11** (out of 138) Have a child

38.4% live with both parents  
 35.6% live with mother only  
 19.2% live with neither  
 59% speak English at home  
 41% speak isiXhosa at home  
 <1% Speak other languages



## Main source of income in the home

**Mother:** 28%  
**Father:** 24%  
**Other family:** 15%  
**Both parents:** 10%  
**Social grant:** 8%  
**Own salary:** 2%  
**Other person:** 2%



## Other indicators

From cohort 11 onwards, students were asked about the availability of electricity, toilet facilities and piped water in their homes, as well as the availability of certain household items. Their responses were as follows:

**Access to a cellphone:** 99%  
**Access to electricity:** 98%  
**Access to a fridge:** 96%  
**Access to piped water:** 85%  
**Access to a TV:** 85%  
**Access to internet:** 77%  
**Access to a computer:** 60%  
**Access to a car:** 51%



## Food Security

Sufficient food is sometimes a struggle for **34%**.



## Transport

**70.5%** come to LC Academy using public transport  
**80%** take 30 minutes or more to travel to LC Academy  
**R1085** Average monthly cost of travel



# Our results – Coding Academy

## The first six months: technical training

Cohorts 13 and 14 completed their six-month learning journey at the Academy in 2024. During the six-month training, students are introduced to the basics of web/software development, as well as a range of personal and professional development opportunities. The curriculum includes:

The technical modules cover the following: Introduction to Computing, HTML/CSS and Bootstrap, Javascript, VueJS, Databases (MySQL), and NodeJS. At the end of each module there is an end-of-module project in which students showcase their learning and, at the end of the course, a final Capstone project. In addition, throughout the six months, students create an online digital portfolio that they continuously revise and improve as part of their preparation for promotion into the industry.

In total 147 students enrolled for these two cohorts, of these 91% completed the course. Of those completing the course 99.2% qualified for internship placements.

### Cohort 13

**Bootcamp period: September 2023 to March 2024**

**76**

Total started

**67**

Total completed

**65**

Qualified for internship

**9**

Dropouts

**Average course mark: 78.9%** (Min 60% and Max 95%)

### Cohort 14

**Bootcamp period: April 2024 to September 2024**

**71**

Total started

**67**

Total completed

**67**

Qualified for internship

**4**

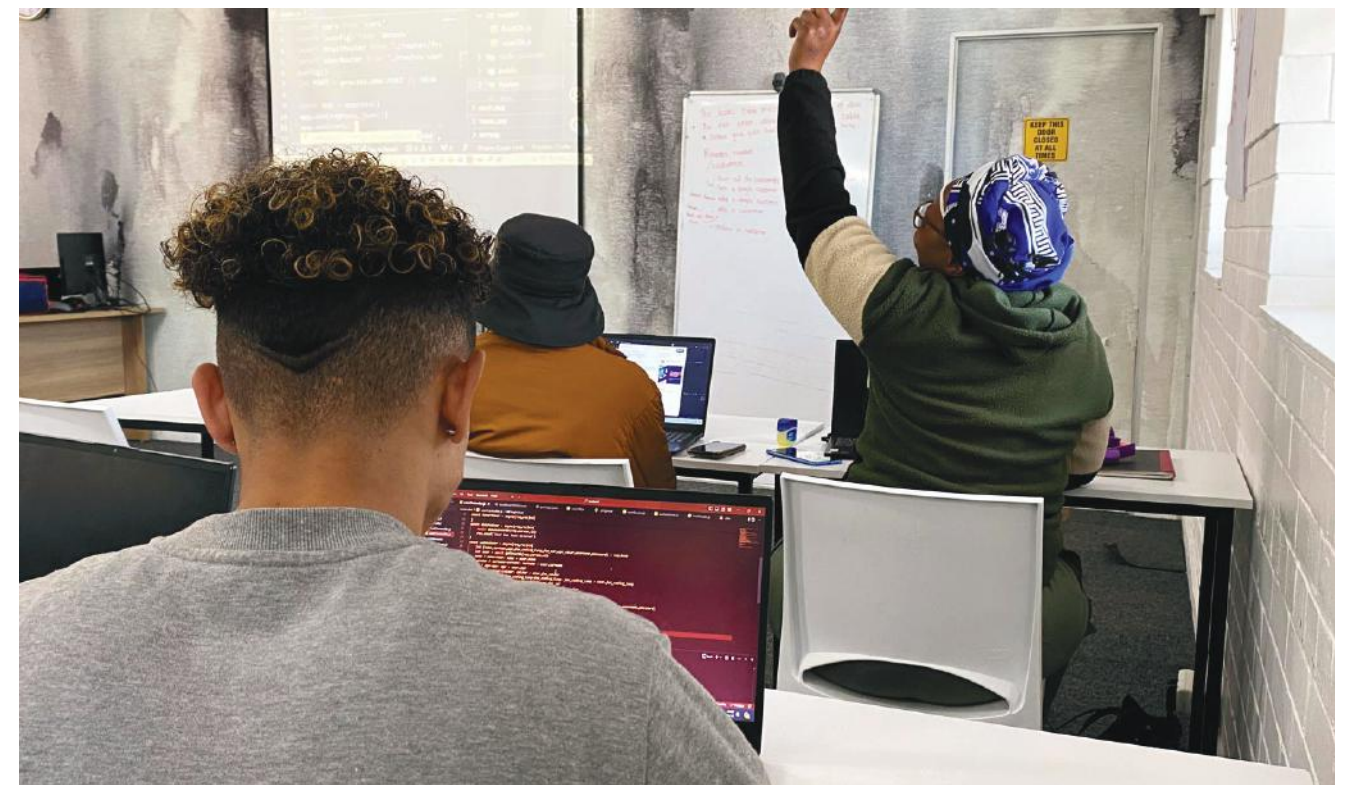
Dropouts

**Average course mark: 78.2%** (Min 58% and Max 94%)

**Dropout reasons:** In total 13 students dropped out of these two cohorts. The various reasons are listed below:

Personal reasons: 3  
 Abscondment/absenteeism: 3  
 Other interests: 2  
 Transport-related issues: 1

Initiation: 1  
 Welfare challenges: 1  
 Disciplinary: 1  
 Found employment: 1





## The first six months: Personal and professional development

Personal and professional development is central to Life Choices Academy's ethos. As such, 20% of the student's time is devoted to developing vital soft skills that help young people manage themselves in diverse workplace environments. The course is designed to help them build confidence, improve their interpersonal skills and have the professional know-how to be successful in the workplace.

Students are introduced to a broad range of leadership and life skills that help them to understand themselves better and handle the stresses of life and work. Personal development training includes life skills classes designed to improve emotional intelligence and deepen their self-awareness. Through the introduction of various mindfulness and resilience practice techniques, students gain useful tools to manage their emotions and stress responses.

The professional development curriculum includes financial literacy, training on LinkedIn as a tool for self-promotion, a public speaking challenge, work ethics and mock interviews.

In addition, students have access to Life Choices' in-house wellness team, which includes a life coach, and registered counsellors and social workers. Thanks to this holistic care and support, students are in a good position to grow their skills – both personally and professionally – so that they are ready to enter the workplace.



## Feedback

From the feedback received, we know that the students benefited from the sessions. The top-rated sessions were conducted by Coach Matika who runs two sessions with the students. The one is on the Power of the Mind – giving students an understanding of how their mindset influences their experiences and how they can shift this for the better, and then a second session on creating a vision for the future and setting goals.

Coach Matika's lessons on mindpower were the most frequently mentioned and impactful. Students learned how powerful the mind is, how it controls their actions, and how to harness it for personal growth and success. His teachings on concepts like responsibility, resilience, and mindset were transformative, inspiring students to approach challenges with confidence and positivity.

In addition, the VISA training and personality assessment sessions were pivotal. Participants learned to identify their personality traits, strengths, and weaknesses, helping them understand themselves better and interact effectively with others. Vision and goal-setting exercises taught them to align their aspirations with actionable steps, providing clarity and balance in their lives.

While storytelling empowered participants to connect with others and reflect on their personal journeys, enhancing self-confidence and empathy. Financial literacy sessions were equally impactful, enabling them to identify financial leaks, strategize for financial freedom, and make informed decisions about their money.

The groups also highlighted themes of personal growth, teamwork, and leadership as secondary benefits, contributing to their overall development.



## Impact

At the end of the six-month training, students rate changes that they have noted in terms of their personal and professional development. In general, there were significant improvements in all the measures across the full range of interpersonal, interpersonal, leadership, personal development and resilience skills. Where there were extremely high changes, these were often off a low base, as the following tables indicate.

## Personal development:

Outcome category	Outcome	Self-rating BEFORE	Self-rating NOW	Increase %
Interpersonal	Ability to speak my mind	5.6	7.9	40.8%
	Relationships with other people	5.9	8.1	37.1%
	Empathy	7.1	8.3	18.0%
	Respect for other people	8.3	9.1	10.0%
Intrapersonal	Awareness of my strengths and weaknesses	5.7	8.4	46.6%
	Self-awareness	5.9	8.4	41.3%
	Belief in my own abilities	6.0	8.5	40.9%
	Belief that I can be successful in life	6.8	9.1	37.7%
	Self-esteem	6.1	8.3	34.2%
	Being a positive person	6.7	8.5	28.0%
Leadership skills	Leadership skills	5.6	7.7	37.6%
Personal development	Ability to practice mindfulness techniques	4.8	7.4	55.1%
	Ability to journal	4.0	5.9	46.9%
Resilience	Stress management skills	5.5	7.7	40.7%
	Ability to cope with my emotions	5.8	7.9	36.6%
	Perseverance when times are tough	6.6	8.5	28.5%

## Professional development:

Outcome category	Outcome	Self-rating BEFORE	Self-rating NOW	Increase %
Achieving goals	My ability to avoid procrastination	4.28	6.89	60.8%
	Setting SMART goals	5.29	7.93	50.4%
	Time-management skills	5.80	7.90	37.2%
	Having career objectives and goals	6.56	8.80	36.3%
	Personal vision	6.69	8.83	32.8%
Communication	Public speaking skills	4.66	7.50	61.6%
	Presentation skills	5.08	7.49	47.8%
	Communication skills	5.73	8.20	43.7%
	Ability to work in a team	6.40	8.35	30.6%
Critical/creative thinking	Creative and connected thinking skills	6.08	8.20	35.9%
	Idea generation skills	5.85	7.86	34.4%
	Problem-solving skills	6.70	8.57	28.4%
Financial management	Budgeting skills	4.87	7.56	58.0%
Promotion	Interview skills	4.99	8.10	61.5%
	My work readiness	5.31	8.04	52.0%
	CV development skills	5.26	7.63	45.4%
	Ability to use LinkedIn	4.87	6.84	40.3%



## The impact of the Coding Academy

NPS

In 2024 Life Choices Academy students gave Life Choices an excellent Net Promoter Score of:

**+65**

In the end-of-course surveys, students are asked: "How likely are you to recommend Life Choices Academy to a friend?" on a 10-point scale (0 = "Not at all likely"; 10 = "Extremely likely"). Their responses were grouped into three categories: Detractors (scores from 0 to 6), Passives (scores from 7 to 8), and Promoters (scores from 9 to 10). The net promoter score is calculated by subtracting the % of detractors from the % of promoters and can therefore range from -100 to +100. A score of above 0 is considered good, a score of above 50 is considered excellent, and a score above 70 is considered world-class.

From the focus group discussions and the end-of-course feedback, we gather vital information from our students to understand their experience in the Academy.

“*The work that is being done at Life Choices is really changing the lives of so many youths. Opportunities like these are not easy to find. So thank you so much for all your hard work and dedication to the course. You are changing the world one cohort at a time.*”

“*It is very easy learning journey, even for people who have no coding experience. The lecturers are welcoming and easy to get along with. I love the Life Choices Vision.*”

“*Overall I had an amazing time and I would not change a thing. The support is amazing.*”

“*I love the culture, how the people working here treat us as colleagues, I love the professionalism and personal development sessions because it make LCA unique from any institution, keep it up.*”

There were also some useful suggestions for us to improve the Academy. In particular, cohort 13 students were impacted by there not being sufficient stipends at the appropriate time, some students felt this could have been better communicated, as this comment illustrates: "Stipends issue. If you are unsure of it students must not be promised anything and given time frames only to be let down."



Other suggestions for improvements were around the following issues:

- Better communication around the impact that certain area-wide power failures would have on programme delivery
- Assisting students to have laptops to work on from home
- Providing food to students who cannot afford to bring in their own or buy food

Needed  
Amazing  
Underrated  
Unique  
Passionate  
Game Changer  
Intriguing  
Unreal  
Extra Generous  
Life-Changing  
Incredible  
Courageous  
Mandatory  
Blessing  
Great Stuff  
Forgiving  
Goated  
Patient  
Grow





## Perspective: Breaking the cycle of crime through coding

I'm Razien, and my story begins in Manenberg – a community where life isn't easy, but where strength is forged through challenge. When I was nine, my family moved from Mitchell's Plain after losing our home. Manenberg was the place where I grew up. Though the area was tough, it also gave me the resilience to push forward.

I was raised by my grandparents, alongside my siblings. But growing up wasn't simple. My brother became a gangster, and I could see the concern in my grandparents' eyes, always worrying that I might follow the same path. There were moments when I felt like they had already made up their minds about my future, but I refused to let that define me. I turned to knowledge—to find my own way, my own purpose – and to break the cycle of crime that had plagued my family for generations.

In high school, I attended Bridgetown High in Athlone. Although opportunities existed, they were hard to reach in our community. But I pushed myself, always believing there was something more. I found a passion for technology, especially web development, which kept me going.

Then, at 21, I made a decision that changed my life: I got married. Marriage brought a sense of companionship, something I needed at the time. I didn't want to be alone, but I didn't want to be on my own either. My wife became my rock. We built a life together, and I moved out of my grandmother's home to start this new chapter. But life has a way of testing us in ways we don't expect. Not long after we were married, I lost my wife, and that loss hit me harder than anything I had ever experienced.

The grief was unbearable, but it became my turning point. Instead of letting the pain consume me, I channelled it. I turned that deep sense of loss into fuel for change. I began to exercise daily, focusing my mind and

body. I learned trading, something I had always been curious about. And then, I made the decision to apply to Life Choices Academy – a decision that would ultimately lead me to greatness. The pain of losing my wife gave me the strength I needed to move forward.

When I first heard about Life Choices, it felt like the opportunity I had been waiting for, but life wasn't without its obstacles. I hadn't completed my National Senior Certificate, and I had to go back, finish what I'd started, and return to the academy. I did just that. Working night shifts to support myself while balancing the demands of the academy wasn't easy, but I learned to adjust.

Life Choices became more than just a place to learn skills – it transformed me. I discovered the five types of capital with Coach Matika: financial, physical, educational, relational, and reputational. Before that, I had only focused on financial capital and survival. Learning about the other aspects of life gave me a new vision for my future.

The one-on-one coaching with Marlene was a turning point in my personal growth. Through her support, I learned to manage my emotions, especially my anger. Marlene's practical tools, like teaching me how to "scream inward," became part of my healing. I learned how to confront my pain and channel it into something productive. It wasn't just about surviving anymore – it was about thriving.

Technology has always been my passion. When I couldn't pursue a career in law, I shifted my focus to computers, diving deep into web development. Life Choices took that passion to a new level. I learned digital creativity through tools like Figma and Canva, and these skills opened up opportunities I never knew existed. I felt empowered, capable, and ready to take on the world.

Today, I can proudly say that I've built something meaningful. I'm working on my own projects, and I've even bought myself the best PC I could afford – something that felt impossible just a few years ago. But more than the material achievements, I've become a role model for my younger siblings. In a family where my eldest sister struggles with addiction, one brother is in prison, and another sells drugs on the corner, I stand as the one who broke the cycle. I am the hope for my family, the example that shows a different future is possible.

I carry the lessons of my grandfather with me every day. He wasn't blood-related, but he worked tirelessly to provide for us, never once complaining about the struggles he faced. He showed me that hard work, perseverance, and love can change lives. His example is why I work as hard as I do, and why I'm determined to build a future that breaks free from the past.

To anyone who feels lost or stuck, let me tell you this: you are stronger than you think. Don't let your circumstances define you. Use your pain, your challenges, as fuel to push forward. Focus on what you can do today, and know that you have the power to change your life—and the lives of those around you. I've been through the hardest of times, but I came out stronger. If I can do it, so can you.





**LC STUDIO**

Coding the Future





# LC Studio

In 2024, LC Studio continued to deliver its structured Work Integrated Learning programme, refining its delivery model to ensure a balance between foundational learning, specialisations, and project-based applications.

Economic pressures in South Africa and global shifts in hiring practices, particularly in technology fields, have further shaped the programme's direction. Partnerships with international companies seeking impact hiring initiatives have provided valuable opportunities for interns, reflecting the growing demand for remote work and cross-border collaboration.

The introduction of split training specialisations marked a significant enhancement in our ability to cater to varied learner interests and industry needs, resulting in innovative projects and entrepreneurial initiatives.

The split learning tracks allowed participants to focus on Web Development, Networking, Cybersecurity, or Software Engineering. Partnerships with the likes of AWS Skills Centre and Cisco Networking Academy played a critical role in the delivery of these tracks.

This year the programme also implemented a performance threshold. Interns had to achieve a minimum average of 60% at the end of the learning phase to proceed to the project phase, with supplementary learning opportunities for those who fell short. This change aims to uphold the quality of graduates and their readiness for industry placement.

2024 has been a year of growth, innovation, and reflection for LC Studio. While external challenges and resource constraints require strategic adjustments, the programme's continued success in delivering industry-ready talent and fostering partnerships demonstrates its resilience and impact. As we adapt for the future, our focus remains steadfast: empowering young professionals to thrive in the tech industry.



**Darron Gelderbloem**  
Manager, LC Studio





# Our results

## Internships

Following the six months of training in the Academy, students then receive six months of workplace experience in an internship, either in our in-house web development space, LC Studio, or with one of our placement partners. The majority of students are initially placed in LC Studio and then take up other internships with an industry partner later down the line.

Over the years we have nurtured several valued partnerships with technology companies/industry players. In 2024, 32 external companies hosted interns. The top five companies hosting interns were: Loop (7 interns), Global Kinetic (5 interns), Momentum Group (4 interns), JSBC Labs (4 interns), WBWR (3 interns). See a full list of our industry partners on page 67.

Cohort 12 and 13 completed their internships in 2024. We are thus reporting on their progress through the system.

**137**

Total students graduating from the 6-month course

**135**

Total students eligible for placement in internships

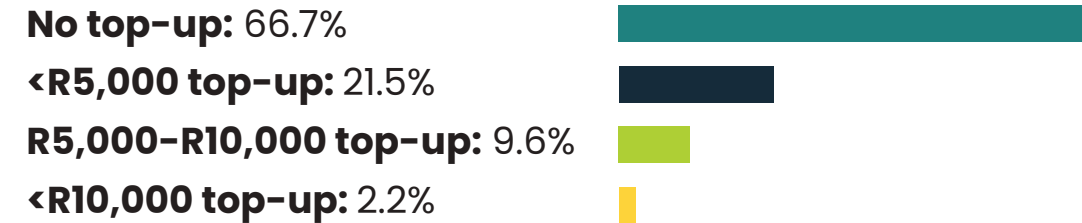
**130**

Total students completing a six-month internship

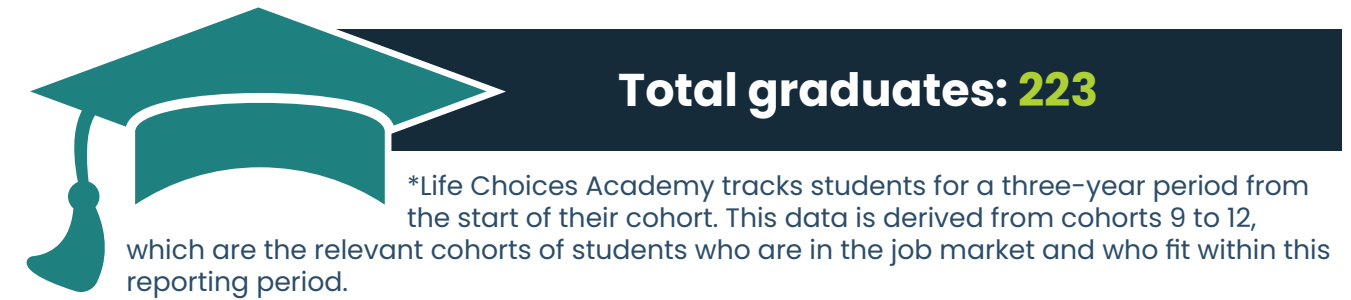
**Completion rate: 96.3%**



Through Life Choices' partnership with the Yes4Youth programme, students can earn a small stipend (minimum wage) during their internship. Some external partners may also provide interns with an additional top-up. Here are their earnings during the period:



## Employment

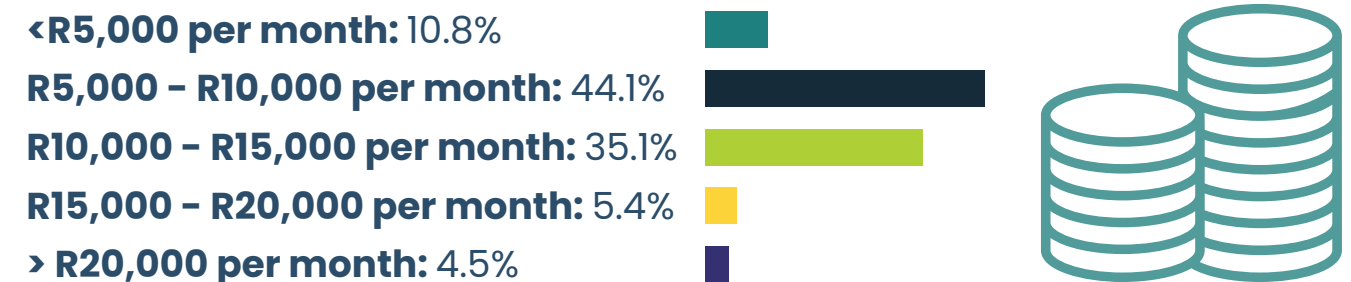


### Months to employment:



Please note: These figures include the 12-month training period, so month 16 is the 4th month after the initial 12 months of training/internship

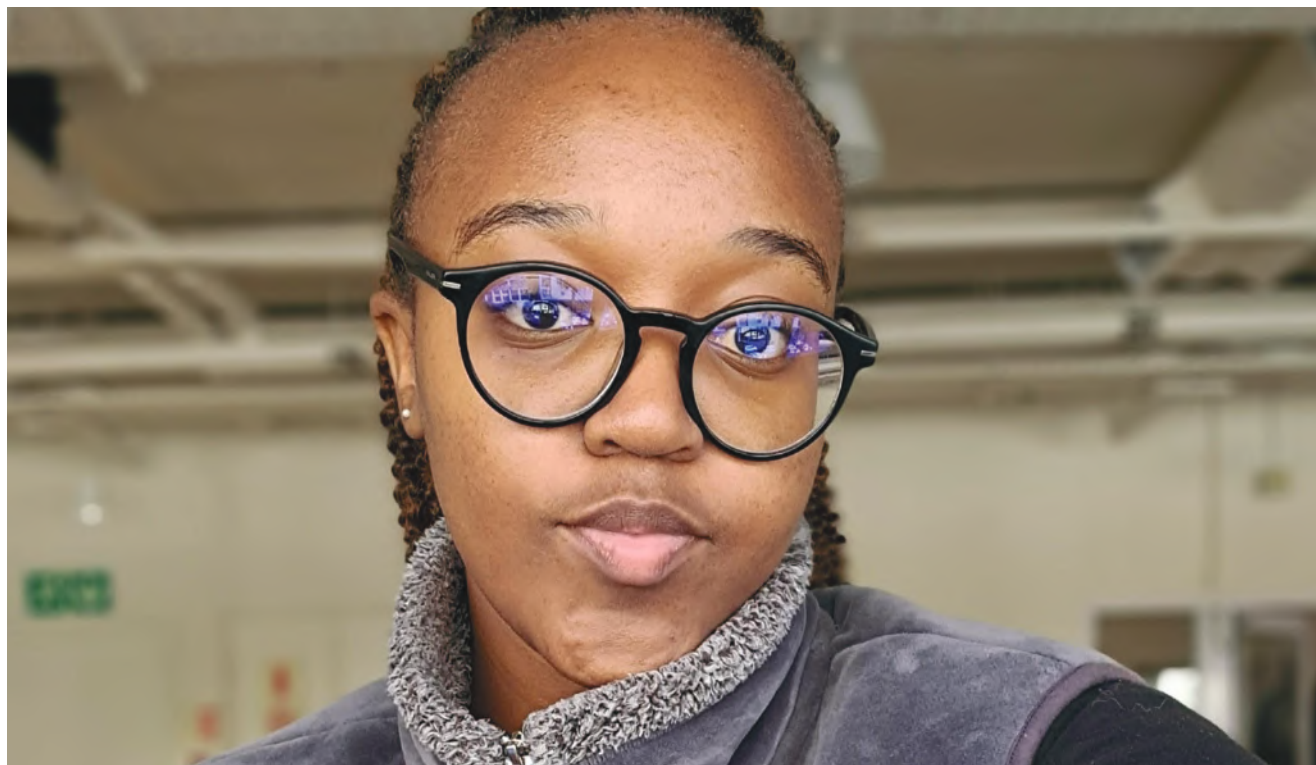
### Salary ranges:



Please note: This is the salary range for the most recent employment and is based on information provided by 111 individuals.

Life Choices follows up with individuals to find out how satisfied they are in their current position. Of the 129 individuals who provided us with an answer, the average satisfaction rating out of 10 was 8.





## Perspective: Finding My Purpose

I am Kgodisho Lebopa. I grew up in Polokwane, a small city that felt comfortable yet also a cage. From a young age, I yearned to explore beyond its borders, dreaming of adventures and opportunities that awaited elsewhere.

I matriculated in 2016, feeling a mixture of excitement and apprehension as I stepped into adulthood. My marks were decent, but they weren't enough to get me into the program I desired at university. Undeterred, I enrolled anyway, starting with a foundation program. I made it to my first year, but financial constraints forced me to drop out. Complications with the institution added to my struggles, and I found myself back home, lost and uncertain. Then COVID-19 hit, grounding everyone in ways I couldn't have anticipated. I felt trapped at home, cut off from my aspirations.

During this time, I applied to another institution for a course in systems development. But once again, the pandemic disrupted everything. The institution was overwhelmed and ill-prepared, leaving many of us in limbo, our futures on hold. After a year of uncertainty, I decided to volunteer at my church, working with the youth. It was there, amidst the chaos of the world, that I found a sense of purpose.

I dove into administrative tasks and youth programs, which sparked my interest in health systems. I continued to seek out opportunities, applying to universities, but my previous marks kept haunting me. It felt as though the doors to my dreams were closing tightly.

Then, one day, a friend in Cape Town sent me a poster about Life Choices. Initially, I thought it was just another technical school. Little did I know that this would mark a significant turning point in my life. Life Choices offered me more than just technical skills; it provided personal development and the psychological support I desperately needed.

Growing up, my family life wasn't tragic but it was complicated. I didn't realise how much I needed help until I found Life Choices. It opened my eyes to the importance of self-awareness, goal-setting, and personal growth. The skills I gained – the soft skills and the technical ones in web development – have allowed me to interact with people on a deeper level both inside and outside the workplace.

I remember starting my journey in web development as part of Cohort 11 at Life Choices. I had dabbled in systems development before, but exposure to HTML, CSS, and JavaScript ignited my passion. I had tried to learn these skills by myself before but had struggled to progress. The structured environment of Life Choices gave me the foundation I needed to flourish.

Throughout my time there, I realised the organisation offered ample support. When I reached out, help was readily available. My lecturers were accessible, often going out of their way to provide guidance, even outside of class hours. The personal stories shared among my peers also shifted my perspective. They deepened my understanding of myself in relation to those around me and the different communities we all come from.

Now, as I sit in my job, I can't help but feel a profound sense of gratitude. I work in a supportive environment where collaboration is valued, and the dread of going to work has been replaced with excitement. The skills I honed at Life Choices, both technical and interpersonal, have proven invaluable in my consulting role in the company I work for. They taught me the importance of professionalism and communication – qualities that make a real difference in the workplace.

Looking back, I wonder where I would be, had I not come to Cape Town and taken up the opportunity Life Choices offered. Before that, I was considering rewriting my matric exams or even leaving the country to au pair, unsure of my future and career. But this program changed everything – it shifted my trajectory and opened doors I never knew existed.

My journey has been far from straightforward, but every twist and turn has led me to this moment. I stand proud of how far I've come, a testament to resilience, support, and the power of seizing opportunities. The path may have been winding, but it has shaped me into the person I am today. For that, I will always be grateful.





# YouthForce





# Message from the YouthForce Manager

Dear Beneficiaries, Partners, and Supporters,

As we reflect on the past year, the Youthforce program exemplifies our commitment to growth, innovation, and impact. Launched in August as a pilot with 23 participants, our partnership with Salesforce has been key in shaping this initiative. Despite some challenges, 20 participants remain engaged, with nine already earning their Salesforce Administrator Certification. The remaining candidates will retake their exams in early 2025.

The curriculum design prioritises peer-to-peer learning, self-directed research, and practical application. We have taken this approach understanding that participants who enter the Salesforce Industries would be required to learn continuously as part of their professional development and chosen career paths. Even though certifications are important for employment, certification alone is not enough. Whilst learning, participants have actively taken part in Superbadge challenges that emphasise the practical application of their knowledge. By participating in these activities they are better prepared for the capstone projects scheduled for early 2025.

Based on student feedback, we determined that a foundational programme is unnecessary, as Salesforce's learning ecosystem already provides comprehensive resources. This has allowed us to streamline the curriculum moving forward and allows us to reassess our programme for cohort 2 scheduled to launch in October 2025.

Looking ahead, we are pivoting from the Platform App Builder certification to AI certifications, aligning with industry trends to better prepare our graduates for the evolving job market. AI skills will be critical, and this shift ensures that our students remain competitive.

Even though it's been an extremely active year our journey is just beginning. We are committed to supporting our students as they build careers in the Salesforce ecosystem. As a Workforce Development

Partner, we thank Salesforce for their commitment to us and we will continue collaborating with them and industry leaders to create meaningful employment pathways. Thank you to our students, partners, and supporters – we look forward to another year of growth and impact.

Warm Regards

**Ryan Geel**

Campus Director



# What we offer

The YouthForce Project is a 12-month, full-time Salesforce training program implemented in partnership with Salesforce and Life Choices Academy.

The program consists of two phases.

The first phase involves eight months of intensive technical upskilling, preparing participants for both the Salesforce Administrator and Platform App Builder certifications. This phase also includes a range of soft skills, life skills and professional development interventions to assist learners in preparing the workplace.

In the second phase, participants engage in a 4-month work-integrated learning program with industry partners by which individuals are exposed to real-world simulated working environments and projects. successful participation leads to potential internships.

## Workforce Development Partner

Life Choices Academy and its Youthforce Project has been recognised as one of seven organizations in South Africa driving youth development, aligning with Salesforce’s strategic expansion into the region. This partnership addresses the growing need for training solutions that equip young people with the skills and certifications required to build successful careers within the Salesforce ecosystem.

As an official Workforce Development Partner for Salesforce, Life Choices Academy offers learners tailored, curated learning experiences enriched by Salesforce’s network of expertise. Participants also gain direct access to an employment network actively seeking young, diverse, and certified Salesforce talent, enabling them to transition seamlessly into the workforce.



**Foundational understanding of Salesforce**



**Certification Preparation**  
(Admin and Platform App Builder)



**Essential Soft Skills development**



**Professional Growth opportunities**

Successful participants will earn Admin & Platform App Builder certifications, opening doors to various roles within the Salesforce ecosystem.

Our program emphasises personal development, equipping participants with life, soft, and professional skills to excel in the future workplace. We prioritise the emotional and mental well-being of all participants, including capstone and partner projects that offer hands-on experience and potential employment opportunities.





# About our students

26 youth were invited to the opportunity. 4 have dropped out, thus there are currently 22 enrolled in the programme.



## Demographics

**Average Age:** 23 years (range 18 to >26 years)

**Gender:** 42.3% Male 57.7% Female

**Race:** Black African 57.7% Coloured 38.4% Indian 3.9%



## Previous occupation

<b>Unemployed:</b>	13	
<b>Employed:</b>	8	
<b>Matric:</b>	1	
<b>Studying:</b>	3	
<b>Other*:</b>	1	

\* Other includes: volunteering, internships or learnerships.



## Feedback on the course

As the students are still enrolled in the training, here is some high-level feedback from participants about the course modules that have been completed thus far.

### Technical course ratings (out of 10)



“The facilitator was very knowledgeable and made time for us throughout the week. He even entertained every question we had. I learnt a lot from him even about communication in a professional environment.”

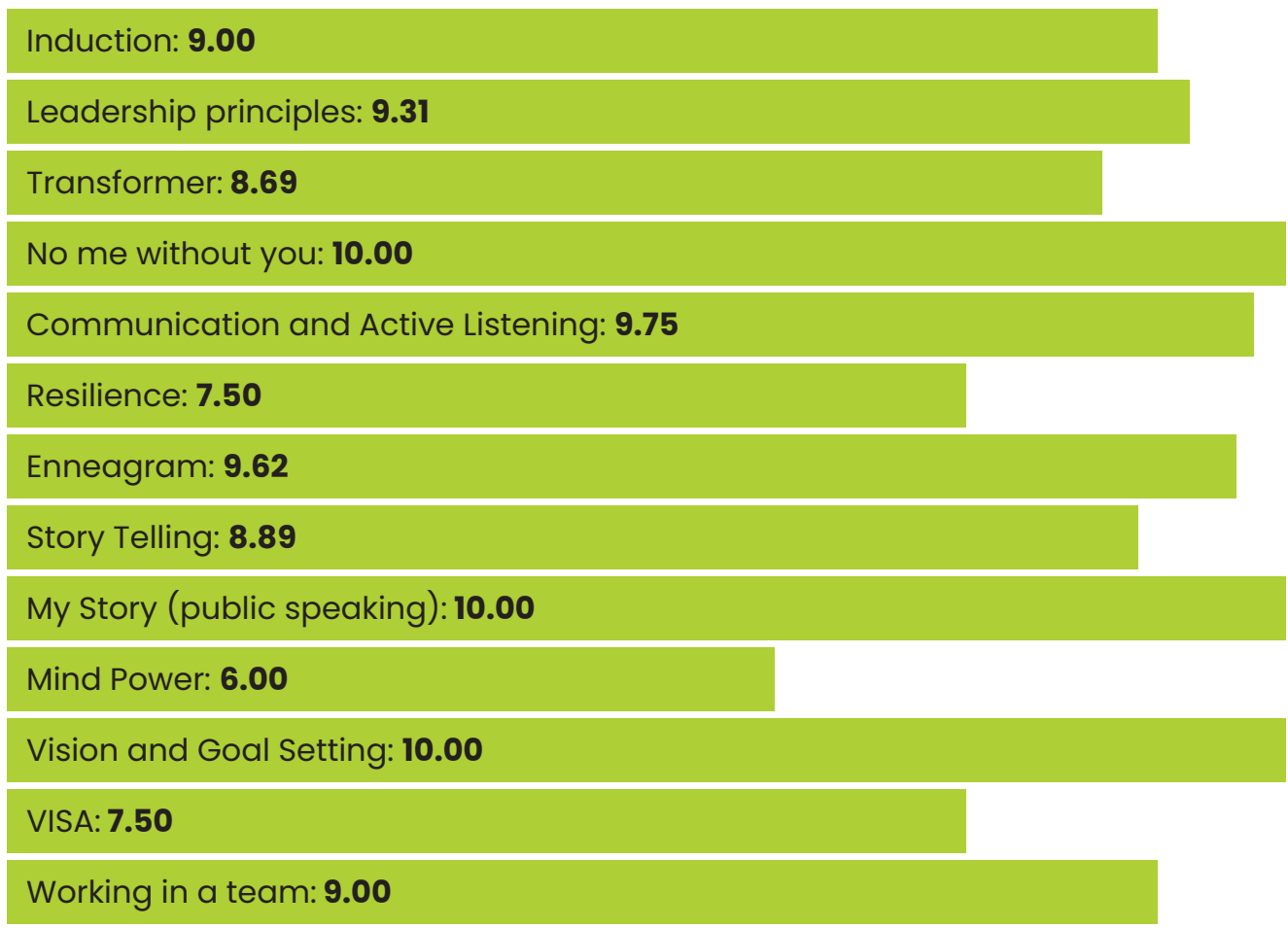
“It’s very interesting and new and also tests me in knowing how to manage my stress and teaches me a lot about the people I work with.”

“I was taught how to design and use Figma in order to create my very first professional Portfolio. All the training I was provided with helped me to think more creatively and gave me the abilities to develop.”



“The chapters were very helpful and useful in understanding the Salesforce platform and how to actually navigate and be able to convert the theory into practical work to gain exposure and comfortability using Salesforce platforms.”

**Personal and Professional Development ratings (out of 10)**



“The enneagram test results provided me with the types of personalities I have, ranging from most dominant to least dominant, which helped me explore and understand more about myself.”

“We discussed the various options we have for and how to deal with different issues, problems and challenges we face and I found it a very useful and intriguing topic to discuss. I believe what we spoke about will definitely help me.”

“She was very helpful and made the space feel so safe to share personal information.”

“This session taught me how to be present in order for me to actively listen and communicate with those around me.”







**Lufezo Lusithi joined Life Choices in August 2024 as a student in the Youth Force Project.**

## Perspective: Finding hope and direction

My name is Lufezo Lusithi, and I grew up in Lower Crossroads before moving to Khayelitsha. Most of my childhood was spent in Khayelitsha Primary School, and later, I attended COSAT for high school. I always lived with my mom – my sole provider.

Life was pretty smooth, but then things changed when my mom lost her job. I had to adapt quickly. I moved to Khayelitsha to live closer to school to save on transport costs. That period was the most challenging of my life.

High school was tough – not just academically, but the pressure of making ends meet weighed heavily on me. As a guy, there was this expectation that I had to do something significant, to step up and assist my mother financially. At one point, I almost got caught up in a gang, but then something tragic happened to a close friend, and I realised that wasn't the path for me.

In 2021, I heard about Life Choices from a friend, who was studying there. I was intrigued by their IT program, so I applied, but I didn't get in. I then enrolled in a college to study business, but it felt more like a stopgap than a true calling. After six months, I found myself working, but I knew I wanted more.

By 2022, I was again looking for opportunities. I submitted an application late and missed the chance to enrol. In 2023, I took a one-year higher certificate course at a different college, but it didn't resonate with me. As the year ended, I felt lost.

Then, while I was travelling to the Eastern Cape, I learned that applications were open for Life Choices once again. I was determined to apply and get in this time. I knew several people from high school who had found success through Life Choices, and I was eager to join them and make something out of my life. I had always been passionate about IT – it was something I discovered back in grade 8 from playing computer games. By grade 10, I was hooked on the basics of programming, using Delphi in our E-subjects. IT was where I found my joy.

At Life Choices, I found an environment that fostered growth. The programs and sessions, particularly those focusing on mental health, were eye-opening. Growing up, mental health was often ignored, especially among young black men. Here, I felt supported and encouraged to express myself. The atmosphere was nurturing, allowing me to reflect and grow.





*Solar Youth*  
**PROJECT**





# Message from the Solar Youth Manager

Dear Beneficiaries, Partners, and Supporters,

As we close the chapter on an extraordinary year for Life Choices Academy's Solar Programs, I write to you with gratitude and pride in what we've accomplished together in 2024. Despite the volatility and challenges in South Africa's solar market, our commitment to driving innovation, equipping individuals with vital skills, and supporting the energy transition remained steadfast.

This year, our Solar Professional Program trained over 200 professionals through five specialized courses, ranging from foundational solar PV basics to advanced energy and business management. These programs sharpened technical expertise while empowering attendees to excel in a rapidly evolving industry. Participant feedback consistently highlighted the practical value of our training, reflecting the exceptional quality of instruction we provide.

Among our notable accomplishments, we proudly collaborated with GREEN Solar Academy and IBC Solar to host a nationwide roadshow, introducing solar installers to cutting-edge technologies. The South African Photovoltaic Association (SAPVIA) renewed our accreditation as a PV Green Card Training & Assessment Centre, further solidifying our position as a trusted training provider in the industry. Our trainers earned outstanding client ratings, ranging from 80% to 100%, a testament to the exceptional standard of our programs. Additionally, two of our staff members achieved ETDP SETA Accredited Assessor certifications, enhancing our department's capacity to deliver accredited training.

In 2024, we also launched our flagship Solar Youth Project in partnership with GREEN Solar Academy. This initiative, piloted with

23 electrical TVET graduates, aligns with South Africa's Just Energy Transition Framework and global goals such as creating sustainable career pathways for youth. With a 100% completion rate, the program placed 22 graduates in internships across the Western Cape, and within just two months, two participants were promoted to managerial roles.

Looking ahead to 2025, we are committed to scaling these programs even further. Our plans include running two additional cohorts for the Solar Youth Project, targeting 46 young people, while exploring expansion opportunities and partnerships in communities impacted by the Just Energy Transition.

Thank you for being an integral part of this journey. Your belief in our mission fuels our determination to drive meaningful change and empower South Africans to lead in the renewable energy revolution. Together, we are shaping a cleaner, more sustainable future.

With gratitude and hope,

**Vuyo**

Director, Life Choices Solar Programs





## What we offer

The Solar Youth Project is a 12-month, full-time Solar PV Technician program delivered in partnership with GREEN Solar Academy and Life Choices Academy.

The program is divided into two phases:

1. **Technical Upskilling (2 Months):** Participants undergo intensive training to develop essential skills in Solar PV installation and maintenance.
2. **Internship (10 Months):** Participants transition to hands-on experience with host companies, working on live project sites to apply their skills in real-world scenarios

With a strong foundation in youth training and Solar PV solutions, the program employs a blended approach, delivered by experienced industry experts and professionals. The program includes:

- **Blended Theoretical Learning:** In-depth focus on Solar PV systems and technologies.
- **Onsite Technical Training:** Practical experience in mounting, installation, and maintenance.
- **Field Excursions and Industry Engagement:** Exposure to cutting-edge Solar PV systems and professional networks.
- **Personal Development:** Training in soft skills, life skills, and professional development to prepare participants for the workforce.
- **Individualized Counselling:** Support for mental well-being and psychosocial needs.
- **Practical Work Experience:** Active internships designed to facilitate a seamless transition into employment.

The Solar Youth Project is designed to empower participants with the skills, experience, and support they need to launch successful careers in the renewable energy sector.





## About our students

Life Choices partnered with TVET colleges around Cape Town – namely, College of Cape Town, False Bay College and Northlink College – to recruit youth into the solar youth upskilling project. The recruitment process included information sessions at TVET colleges to raise awareness on the project, bootcamps to assess the soft and electrical technical skills of applicants, and one-on-one interviews to assess the overall suitability of the applicants to thrive both in the project and in the solar industry.

More than 250 students applied for the opportunity. The recruitment drive targeted both male and female students between the ages of 20 and 30 years, who had a strong electrical background (N3-N6), and who came from underprivileged areas in Cape Town.



### Demographics

**Average Age:** 23 years (range 18 to >26 years)

**Gender:** 47.8% Male 52.2% Female

**Race:** Black African 82.6% 17.4%\*  
\*Coloured



### Previous occupation

**Unemployed:** 6  
**Tertiary:** 16  
**Other\*:** 1

\* Other includes: volunteering, internships or learnerships.

23 students enrolled in the project, and all 23 successfully completed the two months onsite training. We are proud of this 100% completion rate.

## Technical upskilling

GREEN Solar Academy is the technical partner for the Solar Youth project. It, together with Life Choices, designed the curriculum to be appropriate for the youth. GREEN's core business involves developing, managing, and marketing PV training courses. All GREEN academies and courses are accredited by the German Solar Energy Society (DGS) and endorsed by SAPVIA in South Africa.

**The final course marks are:**

0

Students achieved below 50%

3

Students achieved 50-74%

20

Students achieved above 75%

**Average mark: 79.2%**

### About the course

The technical curriculum included an online learning component, face-to-face lectures, practical training on our three training roofs, field excursions and sessions with industry experts. It covered subjects such as: solar PV mounting, installation, commissioning and maintenance. It includes field trips to solar companies and sessions with industry experts through which they shared their expertise with the students.

Specifically, students learnt to calculate Solar PV system components; size Solar PV systems – work out the sizing of inverters, solar arrays and charge controllers; calculate energy demands; conduct site surveys; prepare sites for installation and select the required mounting systems; as well as conduct fault finding, maintenance and the testing of Solar PV systems.

## Course Feedback

At the end of the two-month training period, students completed an end-of-cohort survey, which has been helpful in identifying areas for improvement and areas of success. Overall, the technical training was extremely well received.

When rating the technical lecturers, the lecturer from GREEN Solar Academy received an exceptionally high rating of 95.7, while Life Choices lead lecturer received a rating of 87. Other lecturing contractors received ratings of 73.9 and 52.2 respectively. Suggestions for improvements included ideas on making the lectures more interactive and engaging, more time to study before tests, and access to additional resources.

The online learning component was given a rating of 87 and the practical training a rating of 91.3. With regards to the online learning, there were suggestions in terms of the presentation of the video content and for some content to be updated or corrected. In addition, some students asked for more variety between the online learning and other activities - so that the online learning component did not feel as tiring.

Students also recommended receiving more hands-on practice and additional field excursions, as these had been extremely beneficial. Students also would have liked more smaller group work and individualised attention, particularly with regards to the wiring on distribution boards, to give them more opportunities to apply their skills in real-world scenarios. Students also noted that weather played a role in limited practical training.



## Personal and Professional development

As part of the personal and professional development portion of the programme, students received life skills sessions, full-day training on goal setting and changing limiting beliefs, professional development sessions on CV writing, personality profiling, conflict resolution etc, group sessions with our Wellness team and individual psychosocial support, as well as job preparation training, i.e. mock interviews. This is how they rated each of these interventions, according to a Net Promoter Score\*.

Life skills sessions: **+91.3**

Full-day training: **+73.9**

Professional development: **+95.7**

Group Wellness: **+21.7**

Individual psychosocial support: **+60.9**

Job preparations: **+95.7**

\* A Net Promoter Score asks the question how likely the candidate is to recommend a service to a friend. A score above 1 is satisfactory, a score of 50 is great and a score of 75 and above is world-class.

The personal and professional development aims to equip students with essential workplace soft skills. At the course's end, students self-assess their growth in interpersonal skills, intrapersonal skills, professional soft skills, and resilience. Here are their reported improvements from start to finish.

Interpersonal skills: **45.6%**

Intrapersonal skills: **37.8%**

Resilience: **38.1%**

Professional development: **95.9%**



## Feedback on personal and professional development

The personal and professional development components of the course received overwhelmingly positive feedback. Students highlighted key personal development gains, including improved communication, active listening, goal-setting, and mindset shifts. Many also valued insights into their personalities and wished for additional time on these topics.

The individual psychosocial support sessions provided a safe space for emotional expression and professional guidance, which many found transformative. For some, like one participant who said –

“I have never do it before speak to a counsellor it was challenging for but helpful because I speak and that heals” – this was a new and impactful experience.

On the professional development side, CV writing and interview preparation stood out. Mock interviews, in particular, gave students practical experience and boosted their confidence. The hands-on approach of these sessions was highly effective, with a suggestion to add financial literacy as a future module.

## Workplace experience

Life Choices, in partnership with GREEN Solar Academy, partnered with various solar companies to provide solar students with practical and real-world project experience over 10 months. Currently on board as internship host companies are Iseli Energy, Solareff, Solid Light Solar Services, Greenability, Cape Solar, IBC Solar, Sam Sam Solar, Coalition Energy Projects, Non-Stop Solar, SOLA Group South Africa, Segen Solar, EnergyAfrica and others.

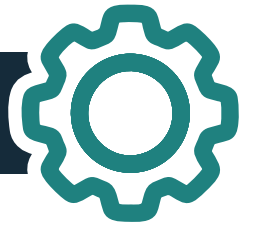
By the end of November 2024, Life Choices had placed 22 out of 23 students into internship positions.

The partnerships were developed based on various anchors, (i) pre-existing relationships with the companies as clients of GREEN Solar Academy Cape Town; (ii) credibility and brand reputation of the companies in the solar space; (iii) demand of solar companies for additional technical solar skills; (iv) direct approach by solar companies to the project based on marketing interventions; (v) cross referral of solar companies to the project; (vi) direct approach of solar companies by Life Choices, and other anchors.



**22** active internships with **12** industry partners  
*(1 individual is pending placement)*

**8** active roles across the **22** internships directly linked to in-demand skills in the solar sector



Incomes range from **R5,000** to **R10,000** per month

Internships have currently reached their halfway mark. Based on feedback to date all internships are positioned to be completed positively with some partners already reflecting on an intent to convert to full-time or fixed-term employment.





# Reflections

## Industry host partner

“Iseli Energy is proud to support the Solar Youth Upskilling Program in collaboration with Life Choices & GREEN Solar Academy. As a solar wholesaler dedicated to providing innovative and sustainable energy solutions to Southern Africa, we understand the importance of nurturing and upskilling the next generation of solar professionals. Our partnership with Life Choices & GREEN Solar Academy is a testament to our commitment to a 360-degree approach in creating a sustainable future. By providing critical skills to youth in vulnerable communities, we help combat the energy crisis, reduce the global carbon footprint, and set a tone to accelerate the adoption of renewable energy. Interns bring immense value to Iseli Energy and host companies by infusing fresh perspectives, enthusiasm, and a readiness to learn. Their involvement in the solar industry sets a new standard for learning and upskilling, giving hope for a brighter future and ensuring a well-equipped workforce ready to tackle the evolving energy needs of Africa. Through this program, we are confident that we can foster a generation of skilled professionals who will continue to drive innovation and sustainability in the energy sector.”

- Jade Wyngaardt, Sales & Marketing Manager

## Solar Youth student

“The solar youth upskilling program helped me in many ways, both mentally and physically. As a beginner in solar training I learnt a lot of technical skills, for example, how to install solar panels, how to plan and design a basic residential solar system and how to troubleshoot regular faults. On the other hand, through #LifeChoices personal and professional development interventions, I learnt more about myself and how to deal with my emotions in the workplace. Most importantly, I learnt more about my strengths and weaknesses, and how to use these in an advantageous way in the workplace.”

- Inam Mhlakaza, student



## Overall ratings of the Solar Youth Project

At the end of the two-month course, students are asked to provide feedback on their experience. One of the questions is designed to derive a Net Promoter Score - for this, students are asked to rate how likely they are to recommend Life Choices Academy to a friend/ family member/ acquaintance. **A score above 0 is considered good, a score above 50 is considered excellent, and a score above 70 is considered world-class.**

The top reasons for this world-class scoring were that the Academy provided a well-rounded education that goes beyond just technical skills. As a student noted: “Solar Youth Project was great, you don’t just learn about solar but also how to grow as a person.”

In addition, it was valuable as it prepared youth for a promising career in the solar industry, which is seen as a field with a bright future. A student said: “Solar is the future at Life Choices. I learned the basics of the solar industry and we were provided with everything we need to know about solar that will be very beneficial in the workspace.”







**Mhlali Tomsana was in the inaugural Solar Youth Project cohort. He is now an intern at Solareff.**

## **Perspective: Curiosity and courage lead to great things**

I am Mhlali Tomsana. Growing up, I was always the curious kid – the one who couldn't resist taking apart every new toy just to see how it worked. My parents often joked that I was the reason we never had many toys around the house – they'd barely survive a day in my hands before I'd dismantle them in my quest for understanding.

This insatiable curiosity about the inner workings of things led me naturally towards the field of electronics. I saw the impact of electricity – and often its absence – on my community, and I yearned to make a difference. I wanted to understand load-shedding – to figure out how to stop it and to unravel the mysteries of electricity that affected our daily lives.

My educational journey took me through Cape Academy, in Constantia, for high school, followed by False Bay TVET College in Westlake. I was driven, determined, always running forward, but I didn't yet know where my path would lead me.

Then, almost by chance, I stumbled upon Life Choices. It was like finding a hidden door that opened up a whole new world of possibilities. Before Life Choices, I had no idea what those blue things on people's roofs were – solar panels were a complete mystery to me. But Life Choices introduced me to the world of solar energy, and suddenly, everything clicked into place.

They introduced me to a field that not only fed my curiosity about how things worked, but also offered a way to benefit not just my community, but the entire world. It was a perfect blend of my passion for understanding technology and my desire to make a positive impact, 'killing two birds with one stone'. The realisation hit me hard – this was my calling.

Life Choices offered more than just technical knowledge. They understood that sometimes, an opportunity can present itself, but if your mindset isn't ready, you might miss it entirely. That's where the incredible support system at Life Choices came in.

Sessions with Marlene, Sis Queen, and Coach Matika, and others didn't just equip me with skills and resources – they helped me develop the mindset to truly thrive. They taught me how to work effectively in a team, spreading out my resources and energy so I could run far, not just fast. They helped me learn to trust in myself, to silence the doubt that can sometimes hold us back.



The programme at Life Choices was comprehensive, covering everything from design and planning to procurement, installation, client relations, and contract management. It gave me a holistic understanding of the solar industry that proved invaluable when I entered the field.

What truly set the experience apart, though, was the quality of the lecturers. Life Choices had clearly put tremendous thought into selecting the right people to guide us. They brought in youthful, passionate experts who could break down the complexities of this fast-growing field in ways we could easily digest and apply. Their enthusiasm was contagious, making every class an engaging experience. For the first time in my life, I found myself looking forward to classes, even dreading Fridays because it meant two days without seeing our inspiring lecturers. Their ability to make learning both informative and enjoyable was a game-changer for me.

Now, I find myself working as a construction manager at Solar Electricity. It's a role that challenges me every day, but thanks to the foundation laid by Life Choices, I feel equipped and confident. I'm not just applying technical skills – I'm using the soft skills they emphasized so strongly, building teams, communicating effectively, and setting out visions.

Looking to the future, I dream of the impact I can make in the field of sustainable energy. It might sound simple, but I want to help solve the energy problems facing our communities. I've seen firsthand how unreliable electricity affects people's lives – my family, my neighbours, my peers. I want to be part of strengthening our power grid, ensuring that future generations won't have to face the challenges we've endured.

My journey is far from over. I will still visit Life Choices when I can, seeking advice, sharing experiences, and continuously working to improve myself. They've shown me that learning is a lifelong process, and I'm excited to see where this path will lead me next.

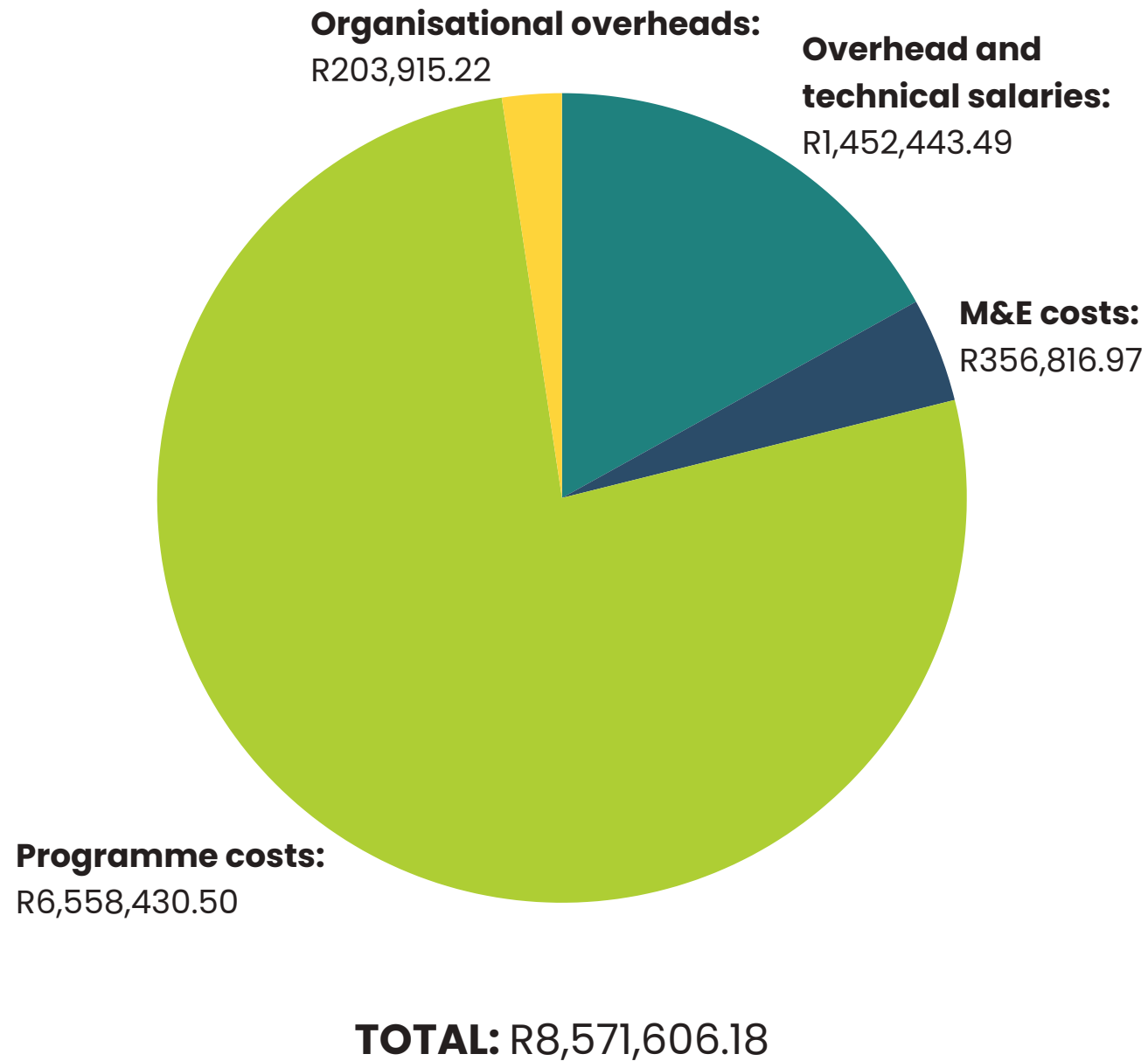
As I reflect on my journey, I'm filled with gratitude – for the curiosity that has driven me, for the opportunities I've been given, and for the people at Life Choices who helped shape me into who I am today. They didn't just teach me about solar panels; they taught me how to be a better version of myself in and outside of work. Life Choices truly lived up to its name, offering me choices that have changed my life for the better.





# Finances

## Expenses



# Partners

Thank you to our visionary funding partners for collaborating with us to equip young people with the hard skills needed to access the jobs of the future and the soft skills essential to thrive in a globally competitive world. Your support makes our Campus and these Academy programmes a reality, empowering the next generation to succeed.





“Life Choices is a really amazing place, when I came here I didn’t know what to expect, but Life Choices really touched every aspect of my life, not just the coding and stuff, but also the real world as well.”

~ Feedback from an LC Academy student, cohort 13

