



CEO Report 2024-2025

Mickaeel Collier

6 December 2025 (15th Jamad-ul Thaani 1447)

Petrocam Office, Sandton, Johannesburg.

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

All praise is due to Allah —the One to whom belongs absolute dominion over the heavens and the earth. He is the Creator and Sustainer of all things, the ultimate Inheritor, the One who grants and withholds in His perfect wisdom. He elevates whom He wills and tests whom He wills, so that the sincere may be purified through patience, perseverance, and steadfastness. And though trials and triumphs alternate in the unfolding of His divine plan, the end is always in favour of those anchored in faith, humility, and obedience to His command.

We send abundant peace and salutations upon our beloved Prophet Muhammad ﷺ, the Seal of the Messengers, the light and mercy to all of humanity, who was entrusted with the final revelation —a source of guidance, justice, and hope for every generation until the end of time.

Asalaamu Alaikum wa Rahmatullahi wa Barakaatuh

Dear Honourable Brothers, Sisters, Trustees, Members of the Management Board, Awqaf Ambassadors, and Esteemed Stakeholders,

1. INTRODUCTION:

It is with deep appreciation and a profound sense of responsibility that I present the CEO's Report for the financial year 1 March 2024 to 28 February 2025. The past year has been defined by exceptional complexity, both within South Africa and across the global landscape. Intensifying economic pressures, rising social vulnerability, shifting geopolitical alliances, and the strain on public institutions have collectively underscored the indispensable role of civil society in safeguarding social stability and advancing national development.

Domestically, South Africa entered a new political epoch with the formation of the Government of National Unity (GNU). While the GNU represents a renewed commitment to cooperation and stability, it has also introduced transitional uncertainties, competing policy priorities, and operational challenges – particularly in service delivery, economic restructuring, and institutional coordination. These shifts occur against the backdrop of widening socio-economic disparities and declining state capacity, heightening public expectations of non-governmental organisations to provide leadership, continuity, and essential social support.

Within this environment of national realignment, the Muslim community's formal representation at executive level has diminished significantly, with only one Muslim Deputy Minister currently serving in government. This reality reinforces the critical importance of strong, principled, and capable Muslim civil society institutions that can articulate community aspirations, uphold shared values, and contribute meaningfully to South Africa's developmental trajectory. In this regard, Awqaf South Africa continues to serve not only as a provider of services, but as an ethical voice, a convenor of social cohesion, and a catalyst for long-term resilience and empowerment.

Internationally, the world has entered a period of profound geopolitical transition. The expansion of BRICS+, ongoing conflicts including the genocide in Palestine, the war in Ukraine, and more than 110 active global conflicts have accelerated political and economic realignments. These shifts present both opportunities and uncertainties for South Africa, influencing trade flows, investment prospects, and the sustainability of social programming. Yet they also open new pathways for South–South cooperation, collaborative innovation, and development financing – spaces in which Awqaf SA has begun to engage thoughtfully and strategically.

Despite these complex dynamics, Awqaf SA remained firmly anchored in its mission and strategic mandate. The organisation continued to:

- Build sustainable waqf assets to secure long-term communal benefit;
- Deliver high-impact programmes across education, health, social cohesion, WASH, and economic empowerment;
- Support vulnerable communities through responsive and targeted interventions; and
- Develop future leadership capacity, ensuring the emergence of a generation equipped with the values, skills, and vision to lead.

Awqaf SA has, for more than two decades, been at the forefront of institutionalising the waqf system in South Africa – a prophetic tradition rooted in perpetual benefit, social justice, and community upliftment. This year reaffirmed our strategic trajectory. We continued to witness a growing popularisation and internalisation of the waqf concept nationally and abroad. Our efforts have increasingly positioned waqf as a mechanism for perpetual sustainability, allowing targeted interventions that uplift not only the Muslim community but the broader South African society.

Our influence has also expanded internationally, with institutions and corporates establishing waqf funds under our guidance. Countries such as Nigeria have benefited from our experience as they develop their own waqf institutions, further demonstrating Awqaf SA's emerging role as a regional and continental reference point for sustainable Islamic philanthropy. The organisation's evolution into a collective community-based institution reflects its potential to serve, over time, as a form of "Community Sovereign Fund" for the Ummah – preserving capital, generating returns, and reinvesting those returns into the social upliftment of society.

Throughout the year, our work has been grounded in the prophetic ﷺ values of benevolence, stewardship, justice, compassion, and environmental consciousness. These principles manifest in every waqf established, every partnership forged, and every intervention delivered. The progress reflected in this report is made possible through the collective dedication of our donors, trustees, partners, staff, volunteers, and the many community organisations with whom we collaborate.

As we reflect on the past year and look toward the next horizon of strategic growth, Awqaf SA remains steadfast in its commitment to being a trusted custodian and advocate of the waqf model, a champion of sustainable development, and a partner in building a more just, dignified, and prosperous South Africa.

2. SCOPE

Alhamdulillah, it is with great appreciation and gratitude that we present this report, which reflects the breadth of activity undertaken by the Foundation and its various structures during the period under review. It serves as a consolidated overview of key developments, achievements, and organisational progress.

This CEO Review covers the year ended 28 February 2025 and was presented at the Annual General Meeting of the National Awqaf Foundation of South Africa held on 6 December 2025 (15th Jamad-ul Thaani 1447) at the Petrocam Offices, Sandton, Johannesburg.

3. ORGANISATIONAL & GOVERNANCE DEVELOPMENTS

3.1. Mutawallees Executive Trustees & Patron Trustees

We acknowledge with deep appreciation the following persons who served the organisation with relentless devotion for their support in furthering its mission and goals:

Executive:

Shiraz Abdool Ahmed Gany (Chairman)

Haroon Rasheed Aboo Kalla

Akhtar Thokan
Ahmed Saeed Moola

Non Executive:

Qari Moosa Seedat
Sh Ebrahim Gabriels
Ml Abdul Khalik Allie
Sh Thafier Najjaar
Prof Khadijah Moloi

3.2. Executive Management

The Executive Management team for the period comprised:

- Mickaeel Collier – Chief Executive Officer
- Muhsin Kolia – Deputy CEO (Finance)
- Zaffar Ahmed – Deputy CEO
- Sedick Isaacs – Operations
- Zeinoul Abedien Cajee – Founding CEO

3.3. Management Support

The Executive Management team was ably supported by a network of Awqaf SA Ambassadors, who played an important role in advancing the Foundation's programmes and engagements throughout the year. Their commitment and outreach significantly enhanced the impact of the organisation.

3.4. Staff and Operational Support

Awqaf SA's operational capacity during the period included two staff members in Cape Town and one staff member in Johannesburg. We extend our sincerest appreciation and gratitude to our staff members who often go beyond the normal expectations:

- Hasanain Abdullah – Projects Manager
- Shareen Ariefdien- Administration
- Ali Massngo – Accounts

This core team was complemented by a dedicated group of administrative and project-support partners whose contributions were essential to sustaining our growth and outreach.

We acknowledge with deep appreciation the support received from:

- MA Kolia & Sons (Pty) Ltd, Lenasia – providing accounting and administrative support under the supervision of Muhsin and Goolam Hoosain Kolia
- Naseebah Abdulla – AMKA Offices (Administration & Logistics)
- Fathima Khan – Petrocam Office
- Rameez Adams – Logistics
- Farouk Limalia – Operations and Projects
- Shanaaz Ebrahim – Projects and Operations
- Shafiq Morton – Media
- Nazmeh Schroeder (Audio-visual and Multimedia)
- Saauwmit Moos (Audio-visual and Multimedia)
- Sulaiman (Uncle Solly) Ismail
- Yusuf Cassim – (SAHUC Representative)
- Shaheen Essop – (SAHUC Representative)

Their selfless contributions, professionalism, and commitment played a central role in enabling Awqaf SA to fulfil its mandate.

3.5. Significant progress has been made in modernising financial and administrative systems to enhance accuracy, transparency, and efficiency across the organisation:

- Deloitte as our external auditors have committed to finalising outstanding audits within the current reporting cycle, supporting improved governance and oversight.
- A comprehensive assessment of the organisation's investment portfolio has been undertaken, including a review of performance, risk exposure, and alignment with long-term strategic objectives.

3.6. Restructuring for Efficiency

- Operational roles and departments have been clarified, with emphasis on formalising reporting lines.

3.7. Staff & Capacity

- The organisation operates with a streamlined yet efficient staffing structure, supported by dedicated part-time and volunteer contributors who play an important role in sustaining operations.
- As programme delivery continues to expand, there is a growing opportunity to strengthen capacity further through the addition of specialised and professional roles to support the next phase of organisational growth.

4. FY 2024/25 FINANCIAL OVERVIEW on project funding

- 4.1. Total Disbursement: R38 250 190
- 4.2. Year-on-Year Growth: +4.5% vs 2023/24 (non-property expenditure)
- 4.3. Category Breakdown:

Strategic Category	FY Spend	% of Total
Social Cohesion	R22 951 206	60%
Education	R5 600 620	14.6%
Infrastructure Development	R5 282 297	13.8%
Economic Empowerment	R2 742 011	7.2%
Operations	R797 594	2.1%
Leaders & Empowerment	R473 039	1.2%
Health & Environment	R317 948	0.8%
Boreholes / WASH	R85 477	0.2%

5. FLAGSHIP PROJECTS & STRATEGIC IMPACT AREAS

5.1. Healthcare (Cataract Campaign & Health Interventions)

- A total of approximately 11,000 cataract surgeries have been completed alongside our partners.
- 100% vision restoration and a commercial saving of approximately R56m to the National Fiscus.

FY 2024/25 Highlights:

- Strengthened partnerships with Department of Health, Red Crescent Türkiye, Red Cross SA, Islamic Circle of Southern Africa, Islamic Medical Association and others
- Expansion of the cataract project in multiple provinces.

5.2. Education & Leadership Development

- 80,000 learners reached annually through the Maths Programme
- Average of +25% improvement in mathematics achievement in one case a learner started off with 18% in March examination and ended the year with an 80% pass in mathematics. The learner is now studying Engineering at the University of Cape Town.

- Funding of strategic educational initiatives in Arabic language development, Calligraphy and arts.
- The continued support to ASRI as a domestic focused public policy think tank with special focus on the Future Leaders Programme.
- Support to Madina Institute and IPSA to promote higher education in the Islamic Studies.
- Preparation of the nationally aligned Waqf Education Curriculum.
- Thought-leadership platforms on leadership and civil society resilience.

5.3. Social Cohesion (Largest Spend Area)

Awqaf SA continues to experience a significant rise in community requests, reflecting both heightened national needs and the growing trust placed in the organisation's ability to provide meaningful support.

FY 2024/25 Projects Included:

- Mass community events tied to heritage, awareness and civic engagement
- Thought-leadership and strategic leadership development initiatives.
- Support to masjid, NGOs and welfare structures
- Large-scale youth sports interventions. Largest Youth Cricket and Rugby Tournament in South Africa.
- Environmental Stewardship Projects

5.4. Water, Sanitation & Boreholes (WASH)

FY 2024/25:

- Borehole support rolled out in targeted rural nodes.
- Increased alignment toward WASH as a flagship future pillar.

5.5. Economic Empowerment & Microfinance

- Awqaf SA's economic empowerment initiatives continued to play a vital role in strengthening livelihoods, fostering self-reliance, and promoting inclusive economic participation across communities. Key focus areas included:
- Entrepreneurship Training and Mentorship: Annual programmes providing emerging entrepreneurs with practical skills, business development support, and access to experienced mentors.
- Micro-Enterprise Development: Expanded assistance to small and growing businesses through targeted financial support, coaching, and operational guidance.
- Women's Economic Empowerment: Strengthened initiatives designed specifically to support women-led enterprises, enabling greater economic inclusion and resilience.

- **Skills Development and Income Generation:** Programmes aimed at equipping individuals with market-relevant skills, promoting new income streams, and supporting micro-enterprise creation.

Collectively, these interventions contribute to a broader strategy of building sustainable economic pathways, enhancing community livelihoods, and fostering long-term financial independence.

6. INVESTMENTS AND ASSET PORTFOLIO

Awqaf SA's investments and property holdings reflect a diversified portfolio with varying levels of exposure and return profiles. In line with the organisation's long-standing low-risk, steady-growth investment philosophy, the primary objective remains the preservation, protection, and incremental growth of waqf capital to ensure long-term sustainability and intergenerational benefit.

This disciplined approach guides ongoing portfolio reviews, with a view to strengthening performance, consolidating assets where appropriate, and reinvesting underperforming or non-strategic holdings into more stable and value-accretive opportunities. Such measures are essential to safeguarding the integrity of the waqf, ensuring prudent stewardship, and enhancing the organisation's capacity to meet future developmental commitments.

7. STRATEGIC DIRECTION 2025–2027 (HIGH-LEVEL)

Based on the Strategic Vision:

Key Pillars:

1. Healthcare
2. Education
3. WASH
4. Leadership Development
5. Entrepreneurship and Mentorship

Cross-Cutting Imperatives:

- Grow waqf capital sustainably
- Professionalise governance, staffing, and capacity
- Strengthen civil society voice
- Expand partnerships, donor markets and relations
- Awqaf SA must anticipate increased social need and greater reliance on non-state actors.
- Improve Investments
- Develop a pipeline of succession leaders

- Continue Waqf knowledge and education dissemination across all sectors of community.

8. CONCLUSION

This Report demonstrates that Awqaf SA continues to evolve into a nationally recognised, internationally aligned waqf institution whose work is essential to South Africa's social fabric. The organisation remains rooted in prophetic ﷺ values while embracing modern governance systems, data-driven decision-making, and long-term strategic planning. Despite certain weaknesses, a continuous effort is made to address same and to improve on shortcomings. We ask for forgiveness and duas for strength and progress. May Allah ﷻ accept our efforts, purify our intentions, and allow the waqf system to flourish as a source of perpetual benefit for generations to come.