



# ANNUAL REPORT

1<sup>ST</sup> APRIL 2017 – 31<sup>ST</sup> MARCH 2018

NPO: 052-658

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## Vision

Helping Children Take the Next Step

## Mission

To make a positive difference in the lives of the children we render our services to in our residential and community programmes.

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# **BOARD MEMBERS**

<b>Chairperson</b>	<b>Yvonne Funeka Ndungane</b>
<b>Treasurer</b>	<b>Deborah Linda Davies</b>
<b>Secretary</b>	<b>Penelope Anne Lucas</b>
<b>Member</b>	<b>Peggy Veronica Sekele</b>
<b>Member</b>	<b>Malose Samuel Mokgopha</b>
<b>Member</b>	<b>Moiria Denise Simpson</b>
<b>Member</b>	<b>Hendrik Jacobus Terblanche</b>
<b>Member</b>	<b>Avis Farr</b>

# **CHAIRPERSON'S REPORT**

It is a little bit hard to believe that 2018 is almost at the end since we are again preparing for yet another AGM. When the new board started and had to deal with an organization that was in dire straits; the uppermost plan was for COACH to survive but more importantly, to soar to the heights it used to be in; no financial strain, no challenges with its doors kept open but instead; be in a position to accommodate more needy children and remain the beacon of hope and home to many children who cross its doors.

We cannot have got to this point without the donor community who have generously responded and gave when we asked and for that we will eternally be grateful to all of you. The Anglican Diocese of Johannesburg through the Trustees, Diocesan staff under the able hand of the Diocesan Executive Officer, the parishes under Chapter and various Archdeaconries, we say thank you as the word is still spreading and we are getting more people coming forward to give cash donations and also in-kind donations; some by first asking us what our needs are.

We also extend a hand of gratitude to our staff, social workers, child and youth care workers whose thankless jobs and many hours see more molded/rehabilitated children eager to reunite with society and be part of the bigger community after spending time with us as well as the skilled youth that are ready for the employment market when they come out of St George's Home in Kempton Park.

St George's Home is being prepared to become the perfect meeting, workshop and conferencing venue for small groups for the wider Diocese or Parishioner companies once the kitchen has had a facelift in order for our newly trained cooks/chefs/hotel staff to practice their newly acquired skills as part of their practical training and to showcase their raw talent.

The Board of Directors have played a significant role in ensuring that we carry our responsibilities and assist each other as much as we possibly can. The dedication of our Treasurer Mrs. Davies is worth mentioning as she prepares all our finances, monthly management accounts, helps prepare for our audits and all this with a huge smile because she is committed to see the organization flourish without any personal benefit except a thank you. May God continue to shower her with blessings and reward the hard work she puts in even when she is away on holiday.

We thank the Department of Social Development Gauteng and Ekurhuleni for assisting us with funding every year without fail and for the advice they give us when we are in need of it. A big thank you goes to the donors who surpassed their own initially committed donations as well as everyone's expectations.

We welcomed a new MD, Mrs Nagapushnum (Cookie) Reddy, who was previously a staff member at COACH and came back as its head. Her being familiar with the staff and donor community has been a tremendous help in dealing with small issues regarding staff morale as a result of the various downsizing exercises the organization has had to undergo over a number of years.

We wish Sandhira our fundraising lady all the best during her maternity leave, wishing her and her baby good health and a bright future ahead. As we continue on a productive 2018, we look forward to more improved results in years to come and homes that will be renovated and perhaps have the children separated according to their gender and age groups (funds permitting).

The various interested companies and/or groups who have begun to raise funds to assist our homes with infrastructural improvements are welcome more especially with the plans that are afoot to explore moving some of the children back to our St. Joseph's home property nearby where some children used to stay. This does attract a bit more demand to increase funding for the 5 additional staff so as to give each child the individual attention they deserve (example; girls growing up in a home with other girls) and give them a childhood that will better prepare them to tackle life head on and the ability to contribute to society as a whole.

Yours in God's service:

Funeka Ndungane

Chairperson

# **TREASURER'S REPORT**

The financial year ended 31 March 2018 has presented the Board of COACH with enormous challenges. My introduction to this organisation came at a time when COACH was, financially at an 'all time low'. The decision had to be taken whether or not to continue or to start preparing for wind up operations.

2017 ended off with a loss of R891,432 and an accumulated loss of R1,806,438 coupled with an audit opinion highlighting the existence of 'material uncertainty' relating to whether COACH could actually continue as a going concern.

Despite this dire situation the Board adopted a positive outlook and made the decision to make one final attempt to turn COACH around. This was not an easy task with such a poor financial situation and a tax liability of roughly R1.4million hanging over our heads.

One of the first steps was to give our accountants, Heitan, notice. While we were grateful for their years of service, COACH just did not have the funding available to pay fees of R17,000 per month. I took over the Accounting function from April 2017. With the help of my employer, Servochem Pty Ltd, who allowed us the use of their payroll system, I was also able to take over the Payroll function. Over the next few months COACH invested in the Pastel Xpress Accounting system and Doreen Mkhithika has slowly been taking on a greater role in capturing the daily operational transactions.

The appointment of Narisha Govender early on in the financial year, and then later Cookie Reddy, also heralded a new era in financial control. Expenses are being monitored much more closely and all areas that were open to potential abuse were addressed and gaps have been closed wherever possible. Overheads at R4.8mil were lower than the previous year, but then, the prior year was also affected by retrenchment packages that were paid out. Petty cash has been centralised, the Standard Bank Motor cards have been closed and the credit card is only being used by the Coach office to draw money for petty cash under the strict control of the Director. General ledger accounts are reconciled on a monthly basis and queries on supplier accounts cleared up as quickly as possible.

We, as a Board were fully aware that the only way to get COACH on its feet again was to ensure that all areas of compliance were 'squeaky clean'. There would be no chance of securing sustainable funding without being able to produce all the necessary tax clearance certificates, letters of good standing from the Labour department, and a whole host of other Social Welfare Department requirements, of which I as an accountant am unaware.

We therefore engaged with the Diocese of Johannesburg, who finally released funds from our reserves to enable us to settle the long outstanding SARS bill and to get the COID bill settled.

However, this negotiation did not happen overnight. It was just the culmination of many meetings and negotiations, even before my time, handled by people like Doug Torr and Mike Campbell, and we owe them a debt of gratitude for the role that they played in highlighting our plight and negotiating on our behalf.

With this all behind us, some very favourable funding has been received over the last financial year. Narisha, Cookie and Sandhira, together with our consultant from Funding Solutions have been working hard all year to establish relationships with donors, and I am pleased to report that the fruits of their labours have resulted in income of R7.2mil, against last year's R5.5mil and a surplus for the year ended 31 March 2018 of about R2.35 million. At the time of this report the annual audit has not yet begun and so there may be some immaterial year-end adjustments.

It is not the aim of a PBO to make excessive surplus, but to utilise its funding in the most efficient and effective way possible to provide the children in our care with the best care and opportunities that we can give them. However, at the moment, cash flow is still an area which presents huge challenges and I expect it to do so for some time to come. So, while there is a large surplus, the cash flow does not currently exist to support additional expenditure. Nevertheless, great progress has been made and we are, as at year end, in the fortunate position to be able to provide for our tax liability on a monthly basis and to meet our monthly obligations.

Tight cost control must continue into the new financial year and the organisation needs to apply itself to the rebuilding of our reserves and the attainment of sustainable funding. We, as a Board, also have some very important decisions to make about the future of COACH and how we are going to adapt to an ever-changing environment.

In closing, without naming everyone concerned, I would like to thank my fellow board members past and present, the Director and everyone at the Diocesan offices who has given support and co-operation to both to COACH and to me personally, as we all work together to get this organisation back on its (financial) feet.

Deborah Davies

Treasurer

# **MANAGING DIRECTOR'S REPORT**

It was once stated by Robin Sharma that: "Change is hard at first, messy in the middle and gorgeous at the end." Over the past year COACH as an Organisation has had to undergo many changes in terms of its leadership and as is customary with any kind of change in life people are often left feeling insecure and uncertain. However, for the sake of development and progress, the changes have not only been necessary but essential towards ensuring the sustainability of the Organisation and the services that it offers. In this light I would like to take the opportunity to express my heartfelt thanks to Narisha Govender (the outgoing Director) for taking on the reins at a crucial stage and steering the team in a more positive direction.

As the new Managing Director, I found that the transition has been relatively smooth thus far. This can be attributed to the fact that I have an existing relationship with COACH, having worked in both programmes previously. Also, as staff morale improves there seems to be steady progress in terms of the implementation of the programmes. The appointment of a new programme supervisor at St. Nicolas Home has served to bring more stability in the programme. Further to this the implementation of new work methods and systems across all programmes has also contributed to ensuring that work performance is closely monitored and staff are held more accountable. It is imperative to note that despite the reduction in the staff complement over past years and the poor economic climate which has had a negative impact on most NGO's, COACH continues to remain a crucial partner in the fight against abuse and neglect of children.

In fact, as long as problems in our society exist and children continue to be abused, abandoned and neglected, the programmes offered by Coach will continue to form the basic fabric of Child Welfare services in South Africa. It is especially concerning to note that the number of children requiring care and protection has increased twofold over recent years which clearly illustrates that as a country we are challenged in terms of ensuring that our children are safe. In addition to this, according to statistics South Africa, the unemployment rate for youth younger than 25 years is shockingly high and can be regarded as a National crisis with significant social implications. In light of this the increase in youth unemployment in South Africa has to be our number one objective which can only be resolved meaningfully through a concerted and sustained effort to improve on skills development.

Thus, the programmes offered by COACH can therefore be seen as vitally important as they offer hope and encouragement to children who have had terribly fractured lives. Coach strives to ensure that every child is treated with respect and dignity and given an opportunity experience the joys of childhood. Children are involved in a range of diverse activities to help them discover their passions. As a result, some of our children have displayed great talents in the field of art, music and dance. Others have also excelled in academics.

As the programmes continue to apply the strengths-based approach, some children have even managed to complete further educational trainings in the field of: Business management, Office administration, carpentry, mechanics and welding. Also, through involvement in the COACH therapeutic programmes, children are given a second chance to re-gain a strong and healthy sense of self and become adults that are more responsible and empowered.

However, whilst programmes offered are aimed at promoting the holistic development of children, the increase in the number of children with severe conduct disorder and substance dependency problems entering the care system poses challenges on a number of levels. As experienced by many NGO's such children place a huge strain on the limited resources of the Organisation as they require specialised therapies which are costly. In addition, there is usually an increase in maintenance costs incurred due to breakages and damage to property as a result of violent outbursts. Over the past year numerous challenges were faced by the Organisation in trying to contain the behaviour of such children.

This in itself resulted in placing a huge strain on our already strained budget. Despite these challenges however, COACH continues to survive and persist in ensuring that we meet our goals and objectives to provide quality therapeutic and developmental services to the beneficiaries of our programmes.

I would like to thank the COACH team for their patience, dedication and perseverance in ensuring that the children placed in our homes continue to receive the necessary care and support that they need. To the COACH Board of Management, I would like to commend each and every one of you for devoting your time and energy as well as sharing your expertise so selflessly to ensure that COACH continues to provide children with opportunities for a "normal" life experience which seeks to promote self-growth, restore self-confidence and build a sense of resilience so that they can take the next step in their lives. It was once stated by John F Kennedy that: "Our children are the world's most valuable resource and its best hope for the future." In view of this the programmes offered by COACH will remain critically essential in ensuring that the children of our country are treasured.

**Nagapushnum Reddy**

**Managing Director**

# **PUBLIC AFFAIRS / FUNDRAISING REPORT**



During the last financial year, there were many developments regarding fundraising. We are pleased to say that we received a number of new donors on board as well as attain donors who were ex supporters of the Homes.

The use of a fundraising consultant continues to assist the fundraising department significantly and has in the last year, played an important support

role. The consultant helped us develop new strategies towards fundraising which has made a positive impact on existing and prospective donors.

Despite the current economic crisis, COACH continues to do the important work that we have set out to achieve thanks to all who have played a role in the sustainability of the organisation.

Mandela Day was a great success in 2017 as we received support from a number of local companies. St George's Home saw a facelift at the home thanks to Jacks Paint and the Consumer Goods Council SA. Donations such as food, toiletries and medication were also donated by various business as their contribution towards Mandela Day.

All these donations resulted in the Homes not needing to purchase groceries and toiletries for two months. We are ever so grateful to all our donors who came on board to do their bit on this special day.

We would like to thank all our donors, parishes and volunteers who are a great asset to the Organization as everything that they do is of their own will and this assists us tremendously in terms of carrying out services which we cannot afford to pay for. They are critical to the work that we do hence we would like to take this opportunity to express our heartfelt gratitude and appreciation for all their input and support over the years.

**Sandhira Poonsamy**

**Public Affairs and Fundraising Manager**

# ST NICOLAS HOME

## Our Young Leader

Chantal, 17 is one of our newest children at St Nicolas Home. Upon her arrival, she was a very shy and withdrawn young girl. She also wasn't very fond of participating in any activities. Now, through interventions and therapy, she is able to relate well to staff and children. Her confidence boosted and she has been selected as one of the house leaders.

Through the development of her leadership skills, she has also been selected as a student counsellor at her school.



## 94.7 and The Spur Foundation treat the kids

The 94.7 Breakfast Club and Spur Steak Ranches had an absolute blast decorating, fixing and spending time at St Nicolas Home. They celebrated Spur's 50th Birthday in the best way possible by giving back and putting smiles on the children's faces with an amazing party at Spur, a photo booth to snap some special memories, lots of delicious cake and snacks and a home revamp!



## Music Lessons

Mpho, age 11 has been at St Nicolas Home since the age of 4. When he first came to St Nicolas Home, he felt uncomfortable, especially being away from his mom at such a tender age. Over the years, Mpho discovered that he has a passion for music. And although he is not with his mom, he still keeps contact with her. She encourages him to pursue his dreams. Through a music programme coordinated by Christ the King Church, Mpho is now able to achieve his goal. He currently plays the marimba drums and piano and has developed a passion for playing the piano. Music has given him a sense of direction and discipline. We are so proud of the young man Mpho is becoming.



# **ST GEORGE'S HOME**

## **Youth Mentorship Programme**

St George's Home learners now have chance to sit down with some mentors and discuss their dreams and aspirations. The programme, which is the initiative of chief operating officer at the Department of Trade and Industry, Dr Anneline Chetty, will see the youth being mentored by professionals from various industries.

One of the institutions involved is The John Maxwell Leadership Centre through the executive director, Charlene Ellapen, who will be hosting a programme called YouthMax.

“YouthMAX Plus is an exciting new youth leadership programme for the John Maxwell Team, featuring John Maxwell Team YouthMAX Plus ambassador, Nick Vujicic. YouthMAX Plus inspires and equips young people to value themselves and others, by developing and maintaining a positive self-image, showing compassion to others, persevering in the midst of adversity and creating a daily routine of successful attitudes and behaviour.”

In addition to the above Anneline Chetty has identified mentors from the executive team of the Department of Trade and Industry as well as from the private sector, including companies and organisations such as Sustainability Truthing, Nedbank, Liberty, SAB-INBEV and Avis, Vodacom, Shoprite, Santam and Ericsson, who will be partnering through mentorship and coaching.

Each young person in the home will be partnered with a designated executive who will assist him/her in various aspects of his/her life. Most importantly, the assigned mentor would be providing assistance with respect to securing economic opportunities either through a formal employment opportunity or help them to start their own businesses.

Anneline will also assist in securing them opportunities in, for example, L'Oreal's empowerment programme or an apprenticeship in 27 Red Stageline, where each young person will be paired with a relevant industry partner based on their individual aspirations.



## Social Enterprise Development Project



In December 2017, St George's Home started their enterprise development project. The project focused on World Aids Day and the young people handmade 3000 beaded ribbons which was then supplied to a corporate company.

The project generated funds for the homes which assisted us greatly during the December period.

This was just a start to our SED projects and we continue to find more innovative ways to promote the skills of our Youth at St George's Home.

## Zandi is Driven to do her Best

Zandi, a young girl at St George's Home is 17 years old and has been at the Home for 3 years so far. She has come from poverty and dire circumstances.

Upon her arrival, she had already been dedicated to making progress in her life and becoming a better and more productive individual.

She has since then, completed her Adult Based Education Training and is currently studying Secretarial and Office Administration which she received a bursary for. Her dream is to complete her Matric and further her studies at University.

She has grown to be a responsible and goal orientated young person and continues to achieve her goals one step at a time.



# ACKNOWLEDGEMENTS

<p><b><u>CORPORATES</u></b></p> <p>Big Five Duty Free CTP Limited District Grand Lodge DJT Group Guess Shop – Eastgate Outsurance Ngolovan CC OHL Horst and Partners Process Automation Spartan Truck Hire Steel King Centre MIP Holdings Elgaru Property CGCSA Expert Cleaning Supply Chain Architects Thorn Tree Group AngloGold Ashanti LTD NDE Dial Connect CC Discovery LTD Picket Fence Lewis Group Syncline Geotechnical Tsogo Sun</p>	<p>Anneline Chetty Pieter Schild Mike Zingel Howard Mccall Andrew Slawson JC Wood Michelle Pearce Ronelle Baker Gonie Govender Anne Hanneman Kieth Menges Theodora Van Schie Maryn Pretorius Douglas Hughes Selan Chetty Sheila Kirchman Patty Daniels</p> <p><b><u>PARISHES</u></b></p> <p>St Barnabas United St Gateway St Michaels St Thomas St George’s Chapel St Johns St Edmunds Church St Thomas – Linden St Augustine’s St Stephen’s St Gabriel’s Parish</p>	<p>HM Eversten Trust Javett Foundation Morris Gillman Trust Nedbank Foundation Norman Wevell Trust Fuchs Foundation The Kirkness Trust The Donaldson Trust EB Grove Helping Hand L &amp; S Chiappini Trust The Spur Foundation</p>
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