



**ANNUAL
REPORT
2019**

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ORGANISATION DETAILS

Coalition of Anglican Children's Homes

NPO Number: 052-658

PBO Number: 930024064

Address: 19 St George's Home, Bedfordview, 2008

Telephone Number: 011 616 4015

Email: reception@coach.org.za

Website: www.coach.org.za

BOARD MEMBERS

DESIGNATION	NAME
Chairperson	Yvonne Funeka Ndungane
Deputy Chairperson	Samuel Mokgopha
Treasurer	Deborah Linda Davies
Secretary	Penelope Anne Lucas
Board Member	Peggy Veronica Sekele
Board Member	Avis Farr
Board Member	Moira Denise Simpson
Board Member	Samuel Mpole Masemola
Board Member	Hendrik Jacobus Terblanche
Board Member	Lesley Blake

CHAIRPERSON'S REPORT

Another eventful year is almost at the end. Thank you for taking the time to attend this AGM and to keep us on our toes so that we run a structure that follows all corporate governance rules and ticks all the boxes of a properly regulated structure.

The Staff and Board

2019 saw a higher turnover of staff due to a number of challenges but overall, we are still standing. We have fewer children at present than we should be looking after according to our capacity. This is due to children we were promised we will receive but were not brought across. The staff has been relentlessly looking at various partner organizations, Social Development and the Justice Departments to find children who are in need so they can be referred to COACH.



A lot of gratitude goes to our hard-working staff. With so many challenges we have faced especially early this year and a number of positions that became vacant, some have had to work much harder, put in long hours to cover for the shortcomings and sacrificed their family time to ensure the organization's doors are kept open. For this we owe them a debt of gratitude.

The board members (composition being 70 % Female and 40% BEE) have met regularly to assist on governance issues, made time to attend meetings called by DSD (some at short notice) but some have especially taken many additional hours out of their businesses to be present when staff needed a hand. For interviews for particular positions they answered the call, set aside personal and business commitments to be a pillar of support to our staff whilst others even made time to go to police stations and to court with our staff where our children needed assistance (this is where Lesley Blake has selflessly dedicated her time and talent to assist us with and Jaco Terblanche with Kempton Park and Ekurhuleni police and policing forums).

The Department of Social Development also required the board to have monthly engagement meetings with the children representatives, again this has been happening without any hitch. Mr. Jaco Terblanche from Kempton Park and Reverend Sammy Masemola from Sophiatown who represent the homes at these meetings.

Our Treasurer Mrs. Debbie Davies is worth mentioning as she voluntarily prepares all our finances, monthly management accounts. In addition, she helps prepare for the audits at no cost as this

service was a significant cost to COACH previously. Her contribution saves us almost R300, 000.00 (three hundred thousand rand) in bookkeeping fees annually.

Our Donor Community

A big thank you goes to the Donor Community. They continue to generously respond by giving whatever we ask. We remain eternally grateful to all of you. Some of you have even spent a lot of time with the children at the homes and have become members of the COACH family. The children were sad to bid goodbye to the end of the projects you were assisting us with. We also thank the Johannesburg Anglican Diocese, its Trustees, Diocesan Office ably guided by the Executive Officer, Mr. Sibusiso Zungu, also the parishes under Archdeaconries and Chapter and the Diocesan Bishop, the Very Reverend Dr. Steve Moreo. We continue to say thank you as the word is still spreading and we are getting more people coming forward to give cash as well as in-kind donations. Mr. Mike Campbell continues to be our single biggest individual donor to date and for that we say thank you to him and his family. We cannot leave out our dedicated staff (Sandhira and Portia) who communicate and manage this portfolio.

Department of Social Development

We thank the Departments of Social Development – (Johannesburg, Ekurhuleni and Provincial), for assisting us with funding every year without fail and for the advice they give us when we need it.

Managing Director

We thank our Managing Director Mrs Nagapushnum (Cookie) Reddy who has tirelessly put her shoulder to the wheel whether it is office hours, after work, on weekends or during holidays. She is in touch to assist with any challenges or to appraise the board where there are anomalies.

Plans for a single Home

We raised the issue of moving the children to be in one venue, concentrating the overheads and to make better shelter and surroundings for them. However, the infrastructural funds have not yet been raised as we continue to consult and seek legal and statutory approvals in order to make this into a reality.

MEETING ATTENDANCE – APRIL 2018 UNTIL AUGUST 2019

NAME	POSITION	NO OF MEETINGS	ATTENDED
Avis Farr – (F)	Director	16	10
Debbie Davis – (F)	Treasurer	16	13
Funeka Ndungane – (F)	Chairperson	16	16
Jaco Terblanche –(M)	Director	16	13
Lesley Blake – (F)	Legal	10	6
Moira Simpson – (F)	Director	16	11
Peggy Sekele – (F)	Director	16	11
Penny Lucas – (F)	Secretary	16	11
Sam Mokgopha – (M)	Dep Chairperson	16	12
Sammy Masemola – (M)	Spiritual	16	8

Yours in God's service:

Funeka Ndungane

Chairperson

TREASURER'S REPORT

With the difficulties of prior years behind us, we hope, the past financial year ended with a pleasing surplus of R885,131 after tax. For the first time in the last few years, the reserves are positive once again.

Overall income remained fairly static. The line item donations and grants were down from the previous year by 6.5%. The social grants usually show a small inflationary increase at least, which actually means that the main reason for lower income is that less donation income was received in this last financial year. This trend is likely to continue as many corporates find themselves hard hit by the lack of growth in our economy. They just do not have excess funds to donate. Our fundraising team will have to continue to work very hard to secure new and sustainable sources of funding in the new financial year.

Operating expenses were up by about 9% but also included in the depreciation figure was a slightly unusual item of impairment amounting to R469,217. This resulted from the write down of the Westdene Property ERF 371 which was on our books at the value of R889,217 and was sold after reporting date for R420,000.

Despite the surplus, cash flow (while much improved) still continues to present challenges and has to be managed very carefully. Money is transferred to the Diocesan savings account almost on a monthly basis to provide for the tax to be paid in September.

During the course of the year we managed to transfer enough into this savings account to provide for our current tax liability as well as to repay an amount of R553,478 on the R1.6m loan from our restricted property funds, that we took in September 2017 to settle a long outstanding tax liability. There is of course still a loan amount outstanding from a 2015 dispensation granted, and we will continue to do our best to repay as much as we practically can in order to restore those cash reserves.

We are also pleased to report that in December 2018 we were able to pay a small bonus to each of our staff members. Salary increases and bonuses have not been possible for the last three years due to the poor cash flow situation.

Further to report on the payroll side, is that COACH is finally once again back in a financial position to afford the outsourcing of payroll and some HR functions. LabourNet has been contracted to perform this role. I must thank the management of my employer Servochem (Pty) Ltd, who, up until this point has allowed me to utilize the company software to process COACH payroll. We are very grateful for their support over the last two to three years.

I will not be available to serve on the board as treasurer as from the 2019 AGM. However, I will remain on in a purely voluntary capacity to oversee the day to day accounting processes, to ensure compliance and that the highest standards of bookkeeping are maintained.

I wish to thank my fellow board members and director for their support and co-operation during the last financial year. The good progress made cannot be not achieved without the support of all concerned.

Deborah Davies

Treasurer

MANAGING DIRECTOR'S REPORT



“Safety and security don’t just happen, they are the result of collective consensus and public investment. We owe our children, the most vulnerable citizens in our society, a life free of violence and fear.” **Nelson Mandela.**

As I finish my first year as the new Managing Director of Coach, I feel blessed to be part of an Organization that remains committed to

providing children with hope, love and a safe haven to achieve their dreams despite the overwhelming challenges that it has had to face over the recent years. The past year has by no means been any easier, given the numerous challenges experienced such as: high staff turnover, extreme behavioural challenges by children and increased operational expenses. During this period, the St. George’s Home saw a number of changes in leadership as the Programme Manager resigned and a temporary supervisor was put in place until a permanent, more suitable manager could be appointed. As a result, many problems erupted during this time which contributed to major disruptions within the programme. This included a decrease in the number of beneficiaries involved in the programme as some children had to be expelled due to their uncontrollable behaviour. The implementation of disciplinary action against staff was also unavoidable during this period hence resulting in high staff turnover as child and youth care workers were held accountable for failing to comply with the basic norms and standards relating to child care. The resignation of the residential social worker also added to the instability experienced within the programme. Despite this however the programme continues to survive thanks to the New Programme Manager and senior child and youth care worker who have managed to stabilize the programme once again.

In dealing with the abovementioned challenges, it was noted that there seems to be a significant increase in the practice of poor work ethics in South Africa. During the past year it has become painfully clear that dishonesty, shoddy work performance and a lack of passion for working with children is a huge challenge facing many NGO’s. This in turn can be viewed as one of the main causes of high staff turn overs in most Organizations within the welfare sector. In light of this,

Coach has had to take a harder stance over the past year to ensure that staff are properly screened and involved in appropriate trainings to re-orientate them on professional values and ethics governing the practice of child care. All staff were work shopped on the HR policy again and reminded of their responsibilities in the workplace. A big thank you to Labour Net for assisting us with this process and for providing us with professional guidance and support in dealing with all labour related matters in accordance with the relevant legislations. Although painful and unpleasant as it was, the above processes were however essential and useful in terms of improving the work culture and demonstrating to all staff that Coach is committed to providing child care services of the highest quality.

Whilst the main purpose of the above actions was to promote the establishment of work teams that are more responsible, passionate and committed to our children, the secondary aim was to also create a workforce that is more empowered and skilled to deal with children with challenging behaviours more effectively. In line with this staff were also given an opportunity to attend trainings on conflict management, Grief & Bereavement Counselling, Behaviour Management, Risk Assessment and Statutory interventions. In addition to this, all child and youth care workers and social workers were also involved in in-service training on programme formulation with the view to improving the quality of developmental and therapeutic programmes offered to our children.

Further to the above, in line with our commitment to improve services to children, there was also a great deal of focus on buildings and maintenance of the Homes over the past year. Thanks to our donors, both Homes received a great deal of support in terms of ensuring that they are able to provide children with a safe, warm and comfortable living environment. On the St. George's side, we would like to express our heartfelt gratitude to Abacus Solutions for sponsoring a brand-new kitchen, a new classroom and for upgrading all the electrical in the Home. In addition to this, the Coach board of management also ensured that the Home's plumbing was upgraded and outdoor beams and a new alarm system was installed in order to improve security and safety of the children. The implementation of a night guard also served to reduce incidents of children absconding from the premises and causing damage to property. Furthermore, thanks to our donors, the Abet Classroom and library was also repainted and furnished with books, curtains and seating during this period. The donation of new couches for the lounge area also contributed to the creation of a warmer, cosier home environment for the children. In addition to the aforementioned donations received, all our children at St. George's Home were also treated with new clothing which was sponsored by Abacus Solutions and the Lions Club Benoni during this period. New uniforms were also purchased for all the children by the Organization in order to promote discipline and to create a sense of belonging within the Home.

On the St. Nicolas side, we are so grateful to St. Gabriel's Parish for the installation of new bedroom cupboards and replacement of lights in the house. We would also like to thank the Park Town Golf Ladies for donating new doors and sponsoring the stove extractors in the house. St. Nicolas Home was also blessed with a huge donation from the Mother's Union of the Anglican Diocese of Johannesburg. In fact, the growing support received from some of the Parishes under the Anglican Diocese of Johannesburg has been very encouraging over the past year. We pray and hope that these relationships continue to grow stronger in the future.

On this note, I would like to therefore highlight to ALL our donors that: "Every child deserves a champion- an adult who will never give up on them, who understands the power of connection and insists that they become the best they can possibly be."- By Rita.F.Pierson. So, thank you all for being the champions that you are!

I would also like to take this opportunity to acknowledge and highlight the dedication and unwavering commitment of the Coach Board of Management over the past year. Your support and guidance have been invaluable in terms of ensuring that the integrity of the Organization is preserved and that the care and protection of children is upheld at all times. As Managing Director, I feel honoured to be working with board members who are passionate about helping children take the next step and who are not deterred by the challenges that arise when working in this sector.

In addition, I would also like to thank all the staff at COACH for all their hard work and for persevering and ensuring that the children receive services according to their needs despite the challenge of lack of resources.

Upon reflection of the past year, it is important to note that despite the challenges there have been many positive achievements as well. Firstly, in terms of St. George's Home, we are happy to report that there was a 66% pass rate, with 2 merit achievements by our children in the ABET November 2018 final examinations. In addition to this 3 young people managed to successfully complete their vocational training in the following fields: electrical and business administration. Of these, one young man was given an opportunity to do his internship at a local primary school. He was also awarded a learner ship which provided him with a stipend hence he was able to save up and prepare himself for independent living. The young man is currently living independently in the community. In the case of the other 2 young people, one was reunified with his family while the other is continuing with his Abet training. A huge thank you to the Clements Trust for continuing to sponsor the vocational trainings for our children.

In addition to the above, all the young people within the programme were involved in First Aid training, various skills training and PPE training during the past year. Two young people also received fire safety training which was facilitated by Abacus Solutions. Through participation in the skills programme, many young people have learnt how to express their emotions through arts and crafts. This has not only enabled them to offload emotional baggage but through participation they have also been able to regain their sense of self-worth and boost their confidence in their ability to achieve goals. It has been so inspiring to see young people become better versions of themselves and who are now more hopeful about their future.

In line with our theme of restoring hope, there have been many successes on the St. Nicolas Home side as well. Firstly, in terms of academic achievements, we are happy to report that we had one matriculant last year. The child concerned has since been reunified with her family and is presently employed at a Hair and Beauty salon. In addition to this all the children managed to pass their 2018 exams and one girl was elected as a peer counsellor at her school. Further to this, we are so grateful to a volunteer from Christ the King church who provided our children with free music therapy lessons throughout 2018. As a result of this initiative, all the children were able to participate in the musical concert held at the church last year.

Whilst we celebrate the above achievements of our children, it is however imperative to point out that over the past year, both Homes have been experiencing increasing strain in dealing with children who are aggressive, rebellious and even criminal in nature. This is largely due to the increase in the rate of family breakdown and the deterioration of basic human values within our society. While we would like to believe that every home and family should be a safe place for children, a study of the statistics reveal that this is often not the case for many children in South Africa. In fact, according to the South African Police Services, approximately 50 000 children are victims of crime every year. This is a clear indication that many families in South Africa are struggling to care and protect their children. Research has shown that some of the reasons for the neglect, abuse and violence experienced by children include: stress experienced by parents due to unemployment and relationship breakdown, overcrowded living spaces, alcohol and drug abuse by parents, absent fathers and teenage parents who are not adequately prepared for parenting. As a result, the number of children exposed to violent home situations has doubled over the years resulting in the production of children who have little or no social values /skills, who lack the emotional intelligence to distinguish between right and wrong and who are more prone to criminal tendencies. In addressing these cases, government departments have found it increasingly challenging to respond to these challenges due to lack of capacity and leadership as well as corruption which has resulted in slow or no service delivery. As a result, the NGO sector has had to

take the responsibility of filling in the 'delivery gap', thereby resulting in many children with serious behavioural issues ending up in Child & Youth Care Centres that are not fully equipped to handle their behaviour. (Extracted from: scielo.org.za)

It is within this context that Coach as Organization thus found itself under a great deal of strain while striving to cope with children struggling with drug addiction and anger problems. In many of the cases the children were in need of more secure care, however many challenges were experienced before this happened, due to the lack of cooperation from external designated social workers. As a result, there was an increase in damage to property, stealing, absconding and defiant behaviour experienced within the programmes. This in turn placed a huge strain on our finances.

Speaking of finances, Coach like most NGO's in South Africa, has been experiencing funding problems as donations, particularly from individuals and private donors seem to have diminished substantially. Further to this the recession has also seen Corporate Social Investment budgets reduced. As a result, many NGO's have had to close their doors or serve less people because of funding constraints. This has led to many people being robbed of services that contribute to the peace and development of our country (William Gumede). Despite these obstacles however, Coach has remained committed to keeping its doors open to children in need of care and protection and to provide them with the best possible services to promote their growth and development. We also remain highly committed towards continuing to participate in the fight against child abuse and maltreatment, with a view to improving quality of life for our children.

In conclusion I would like to leave you all with the words of Stacy Tauscher: "We worry about what a child will become tomorrow, yet we forget that he is someone today." At Coach we believe in investing in our children today so that they can grow up into adults that are responsible, independent and productive members of society!

Nagapushnum Reddy

Managing Director

PROGRAMME REPORTS

ST NICOLAS HOME



● Tina was brought to St Nicolas Home in April 2011. She and her four siblings were removed from the care of their mother who did not have the means to provide for them. When Tina first arrived at St Nicolas Home, she had a low self-esteem and displayed many behavioural challenges. She was involved in different activities to help her adjust to the new environment and cope with the separation from her mother. Through further participation in therapy with the social worker, she started to make progress and show more confidence. With hard work and the support from the staff, she passed her matric examinations with a Diploma pass in 2018. Thereafter, she was reunified with her mother in December 2018 as her mother was now more stable and able to give her a better life. Presently, she is fulfilling her goal of studying beauty therapy and works part-time at a salon close to her home.

● Simon came to St Nicolas home in 2012. He was abandoned when he was 2 days old by his biological mother. Before coming to us, he lived with a foster mother until the age of 10. However, after losing her job, the foster mother could no longer look after him. This left him feeling very rejected and



angry. He was then sent for anger management therapy as well as Equine therapy to help him to deal with his anger. After many months of therapy and engagement he, started showing an improvement. One of his greatest strengths was his ability to be a leader. Hence, he was given the

opportunity to be a house leader at the Home and to represent the children. With the support from staff, he started to excel academically and was always in the top ten at school. During his stay with us, St Nicolas Home found a host parent for Simon through the Anglican Church, for him to visit for the holidays as his ex- foster mom could not accommodate him. He was given an opportunity to spend the holidays with his new host family and formed a bond with his host mother. This gave him a sense of belonging. However, sadly in 2018, his host mother passed away, leaving him feeling hopeless. Many family meetings were held with the son of the host parent wanted to fulfil his mother's wishes and decided to foster Simon himself. He was placed into foster care in December 2018 with his new family and he could not be happier!



● Kabelo was only 10 years old when he and his sister from the care of their mother as a result of abuse and neglect. He was placed at St Nicolas Home in November 2012. When he first came to the home, he displayed habits of stealing and dishonesty. However, with the help of the social worker, he was sent for a diversion programme at Nicro and was also involved in behaviour management programmes conducted by the staff. As a result, he started to make a positive change and is now a youth leader at Church and a house leader at the Home. Kabelo is a hardworking, respectful and responsible young man. He is also performing well academically and shows great potential. We are

working towards securing him a bursary so that he may further his studies.

● Anisa is twelve years old. She was removed from her home due to abuse and severe neglect. Part of the abuse involved her mother keeping her out of school. This resulted in her not completing grade 1 and affected the achievement of her developmental milestones. Since coming to the home, she receives a great deal of support from our child care staff to help her catch up with her school work and improve on her reading and studying skills. As a result, she passed grade two and is described by her teacher as a hard worker. She is now a more confident and happier child.

ST GEORGE'S HOME

ADULT BASED EDUCATION TRAINING (ABET)

The ABET programme continues to provide young people with basic mathematics and literacy skills.

Ongoing reading groups have been introduced to improve comprehension and understanding of English. A library

was also created within the ABET centre which is used by the youth to read and study

Young people are also encouraged to communicate in English during lessons in order to build confidence.

Extra tuition is now available for learners who are struggling with the programme. The individual attention that is given to each learner has contributed towards their progress. This led to a 60 % pass rate in the 2018 final examinations.

Learners who were unable to read and write when they arrived were placed in the foundation phase level of ABET. These learners are now able to communicate more effectively and proceed to the next level.

SUCCESS STORIES

NHLANHLA

“My name is Nhlanhla and this is my story. I was 14 years old when I came to St George’s Home. At that time, I was unable to speak English or even read or write. I then started ABET Level 1 where I slowly began to learn to communicate in English as well as learn Numeracy skills. After ABET, I progressed to Vocational Training where I did a plumbing course at St Anthony’s College which I completed in four months. After completing the course, I started a part-time job at Workforce where I helped with stock taking. It was here that I began to save up money for my future. The job also helped me obtain my driver’s license. After that I started working at Arwyp Construction, where I assisted with maintenance. I then started saving money to buy household equipment for when I leave St George’s Home. I later went back to St Anthony’s College where I studied office administration which I have now completed. Now, I work at Westside Primary School as a volunteer and I am paid a stipend. Today, I am 21 years old and I am so happy with the progress



that I have made. I would not have achieved my goals without St George's Home. I am so thankful for all their hard work and dedication in helping me on my journey towards having a better life and a better future."



VUSIMUZI

Vusimuzi was born in the Vaal area and was admitted to St George's Home in 2018 at the age of 17. He came to us as his family was unable to care for him due to difficult circumstances. While in our care, he was always a pleasant young man, who was sociable and created good relationships with the staff and his peers. His character traits can very well be described as loving, caring, respectful and helpful.

Vusimuzi started his ABET levels upon entering the programme and has since, successfully completed all levels. He then went on to attend St Anthony's Education Training Centre where he obtained certificate in a business and electrical course. After completing his training, he requested to be reunited with his maternal grandfather. His request was granted and Vusimuzi is now back with his family. He is currently looking for a job so that he can eventually make a life of his own.

SOME CHALLENGES THAT WERE OVERCOME AT ST GEORGE'S HOME

- In the last year, we experienced a number of staffing challenges and led to many dismissals. This had a negative impact on the progress and behaviour of the children. After many processes that were followed, we have managed to improve on our staff compliment. The programme is now fully staffed with qualified and committed people who have a passion for working with children. As a result, the programme has stabilised and children are happier, more goal orientated and more actively involved in the programme.
- St George's Home is a very old building. Over the years, it has deteriorated, thereby requiring a lot of maintenance and renovation. We focused on fixing these issues so that our children are safe and comfortable and the home is compliant in terms of legislations related to Child and Youth Care Centres.

FUNDRAISING



“We can do no great things, only small things with great love” –

Mother Teresa

The last year has been a year of challenges as well as a year of growth. Looking back two years ago, we can definitely say that we have overcome many of these challenges. This is largely due to the generosity of each

and every one of our donors who we cannot thank enough for the contribution that they have made to COACH. Despite the economic climate prevailing in our country, we managed to bring on 11 new donors in the last financial year

We also built on existing relationships which helped the organisation develop a better understanding of each donor. Face to face meetings with potential and existing donors also gave us opportunities to create more awareness for COACH. This was combined with our ‘Shopping Bag’ initiative which involved distributing hand-painted shopping bags done by our children to various local companies. This venture led to us tapping into more local resources and gaining more support.

Furthermore, as more companies make cutbacks on CSI budgets, it has been more difficult to source large amounts of funding for operational costs. With that said, we developed new fundraising strategies to find alternative sources of funding. Smaller companies were targeted and were able to receive smaller amounts of funding from more donors as well as an increase in donations in kind which resulted in a reduction in expenditure.

With more companies making budget cuts due to the state of the economy, it has become more difficult to source large amounts of funding for operational costs. With that said, we were fortunate in that we received smaller amounts of funding from more donors as well as an increase in donations in kind which reduced our expenditure.

We continue to use the support of our fundraising consultant at Funding Solutions on a weekly basis to assist us with our fundraising efforts and to ensure that we meet our target.

We are fortunate, that even though we are constantly presented with challenges within the corporate social responsibility sector, we continue to remain committed to keeping our doors open and fulfilling our mission and vision. Thank you to the board of COACH who have also played a vital role in assisting with our fundraising efforts.

We thank all our donors, trusts, foundations, parishes and individuals for their continuous support and time that is given to COACH so that our children are well cared for.

Sandhira Poonsamy

Public Affairs Manager

A MESSAGE TO OUR DONORS

