



ANNUAL REPORT 2020

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For our Donors

“Giving is not just about making a donation, it is about making a difference.”

We want to take this opportunity, to thank you for every bit of support that you have given to us, for the time you take to spend with our children, for the efforts you put in to ensure their comfort and for being nothing less than family to us.

Over the last few years, through our ups and downs, you have always been by our side, ready to help us in every way you can. Our children have been so dear to your hearts and we are so grateful that they are loved and cared for by you.

It is through your unconditional love, kindness and compassion, that our children have a home and a sense of belonging, that they are given opportunities that they couldn't have even dreamed of and that most importantly, they are safe.

It is said that “not all heroes wear capes.” From all of us at COACH, we want to thank you for being a hero to our children, for being selfless, humble and for always saving the day.



We are eternally grateful to you for making it possible for us to continue to give our children the life that they deserve and the courage to grow to become strong, independent young people of the future. Thank you for making a world of difference to their lives.

Organisation Information

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Incorporating St George's Home (NPO 009-474) and

St Nicolas Home (NPO 000-873)

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Board Members

Chairperson	Lesley Blake
Deputy Chairperson	Yvonne Funeka Ndungane
Treasurer	Penelope Anne Lucas
Secretary	Malose Samuel Mokgopha
Vice Secretary	Kay Unathi Mbayise
Board Member	Moira Denise Simpson
Board Member	Peggy Veronica Sekele
Board Member	Deborah Linda Davies
Board Member	Colette Saldanha
Board Member	Mbali Swana
Board Member	Lungile Cecilia Dube
Board Member	Andrea Jean Swart Pinho

Chairperson's Report

Welcome to all, we thank you for taking the time to attend our Annual meeting. We hope that you will be inspired by the work done and by our organisation's existence and drive.

Although 2020 certainly has not been the easiest of years, I am so proud to be able to say that our staff and children didn't just meet the challenges of 2020, but made progress and took further steps on the road to growth and independence of each of our children.

Our children were provided with a roof over their heads. This year we had caring sponsors paint the inside of the St George's Home premises so that was kept looking good. We had assistance to attend to the electrics in the home and children have planted a cottage garden with vegetables in the back and done a magnificent job of maintaining it during lockdown!

Although the Department of Social Development largely closed its doors during the lockdown, making communications with social workers very difficult, the Department and government ensured that payments to ourselves and other NGOs already registered, were not interrupted. This was of enormous assistance. There appears to be a growing awareness by the corporate sector that the NGO sector is not coping and those of us who are already registered and functional non-governmental organisation are starting to see some responsiveness from the corporate sector.

For the first time we have received money from a new source, being a R60,000 donation from Capitec and a R50,000 donation from the Old Mutual Foundation. The Javett foundation donated a very welcome R170,000 and thanks to the generosity and success of one of the old boys of the St. George's home, we received another substantial annual donation from NDE Steel. The Lewis group donated R5000. Abacus Space Solutions have been more than donors to us, they have become partners and have really assisted us by giving of their time and energy to establish the needs of the children at St. George's and very practically helping to fulfil those needs.

The donation from NDE steel reminds us of our core mission, which is to give children in unfortunate circumstances the chance to shine and the opportunity to make the very best of themselves. When we meet that mission, we lift our whole society up around us and we know that some of those children will be so successful that they will be able to give back, whether to our organisation or simply to the society of which they are a part.

We have been blessed in 2020 to find that our staff, some of whom were quite new to the organisation, really have the children's best interests at heart. Our director had to lead the organisation and creatively come up with solutions for how the children could be cared for, and get the whole staff team on board to continue to implement childcare programmes and even teach during lockdown one.

It was a tremendous sacrifice on the part of our staff to give up their family lives for a week at a time to stay in the homes to care for the children. I'm delighted to say that many of the children have improved in their behaviour and temperament because of the full-time care they received in this time. Special thanks must go to Nicholas Selela who has been with us as a support staff member for many years. In the darkest hour, the stars really come out to shine and in the case of Nicholas he turned out to be a wonderful mentor, child and youth care worker, skills training developer and general all-round good guy. We are very lucky to have him. We really appreciate the hard work done by each and every member of staff and we are hoping to arrange a special thank you to each of them for their hard work.

Before closing I want to point out that Coach does invaluable work in developing best practice in child care. We are thus in a position to train other organisations, to inform the practice of other organisations and to provide leadership in the childcare field, particularly where government has weak control systems and we are finding that social workers are young, inexperienced and in some instances more interested in their salary than the contribution to the field. Our role is accordingly a vital one and goes well beyond the contributions to the actual children in our care. As an example, we are developing links with the medical fraternity for psychiatric assistance and

we hope to expand the services rendered to our children. The links thus developed can and will be shared across other children's homes. We are sad to report that two other children's homes in the Johannesburg area have closed, making our presence and our work that much more important.

We are a very privileged organisation. We have a hundred years of experience as a children's home to draw on, we have the talents of the board members drawn from across Anglican communities in Johannesburg to draw on. This privilege allows us to access information and money and to use both intelligently to direct the organisation. We are pleased to say that we have acquired a number of new board members who have been diligently and intelligently assisting the organisation and we are tremendously grateful for their new ideas and hard work, as well as for the input of every board member who has served the organisation in the last year and before. I am privileged to be afforded the opportunity to lead this group of gifted and blessed people to serve the children of Johannesburg. I thank you for that opportunity and look forward to working with you to do better in 2021.

Lesley Blake

Chairperson

Treasurer's Report

The past financial year ended 31 March 2020 ended with a surplus before tax of R443,027. The surplus would have been a few cents short of R700k had it not been for the loss of R236,370 which resulted from the revaluation of one of the investments.

If we exclude the effect of donations in kind which have been reported as an income and an expense in this year, revenue for the year was down by roughly 10%. This was largely due to rental income declining by a massive R883,476 from the prior year, because of a reduction in rental paid to COACH by Grace Village Management.

During the year an unexpected 'bonus' was received in the form of a SARS tax refund of R256,944 in respect of old outstanding tax returns of the St Georges Home. This money has been retained in the St George bank account and will be used to fund some desperately needed repair work to some of the properties.

Overall expenses were up by R264,522, (also ignoring the effect of the donations in kind which have been included as income and expense in this year's financials). Some of the notable changes in expenses are the following:

1. The R87,926 increase on insurance was not much an insurance increase, as a difference in timing of payments and therefore some insurance was accounted for in the wrong period.
2. Security – the increase of R124,860 is mostly the result of DSD's insistence on increased security at the St George site in Kempton Park.
3. Repairs and maintenance are also up by roughly R96,000 as a result of repairs to the various properties.
4. Expenses which are down – namely municipal and depreciation are largely as a result of the sale of the Westdene property in the prior financial year.

Cashflow has remained stable throughout the period. We have managed to put aside money to settle the annual tax liability as well as to make repayments of R759k to our property reserve.

During the course of the financial year and into this current year, we have experienced some challenges with bookkeepers. Due to the important nature of this function, it has been decided to use an employment agency, to ensure that the abilities are correctly assessed and that the relevant background checks are done. We currently have a bookkeeper who is on a 6-month temporary assignment, after which we will review and finalise the appointment.

Penny Lucas

Treasurer

Managing Director's Report

“Africa is renowned for its beauty, its natural heritage and prolific resources – but equally, the image of its suffering children haunts the conscience of our Continent and the world.”- (2 August 1996), Nelson Mandela

Despite the fact that South Africa has one of the most admired Constitution's in the World, as it is aimed at respecting the dignity and equality of every person- both adults and children, for many children in our country, not much has changed. Despite efforts to curb violence against children, it is found that there is still a high number of children who are victims of violence and severe neglect every year. In fact, perusal of the stats in South Africa paints a very dismal picture. At Coach, not only have we seen evidence of the increase in the number of children requiring care and protection due to abuse, we have also seen the devastating effects of abuse and neglect on children's growth and development. In fact, over the past year, we have seen an increasing number of children with serious psychiatric issues entering our facilities. In most of the cases, these children are diagnosed with multiple psychiatric conditions and they require ongoing medication and psychotherapy.

Due to the above, both Homes were faced with a multitude of problems during the most part of 2019 as they struggled to contain the behaviour of children suffering from Conduct disorder. On the St. George's Home side, we experienced many disruptions in the programme as a result of the aggressive, destructive and deceitful behaviour of children who not only violated the rules of the Home, but also engaged in a number of criminal behaviours such as: stealing, drugging, fighting and even vandalizing the property. As a result, several children had to be expelled from the programme during 2019, to ensure the safety of others. During this process, the gaps in the programme were also identified and the overall goals and objectives were re-evaluated. This in turn led to many staff changes in order to preserve the integrity of the programme and to ensure that it is staffed with people who are more passionate, suitably qualified and skilled to address the diverse needs of our children. As a result, we now have a 'brand new' team at St. George's Home comprising of staff members who are committed to improving the quality of

care for children. This has largely contributed to the stabilization of the programme as well as the children. Young people are now beginning to open up and participate in daily programmes as they feel more supported and are beginning to blossom in terms of regaining their self-confidence and sense of self-worth through their achievement in both Abet and Skills. Further to this, a more structured admissions process was put into place to ensure thorough screening of all candidates before admission into the programme.

On the St. Nicolas Home side, the introduction of a new social worker and the recruitment of new childcare workers also served to bring about a change in the values and attitudes towards children in care. As a result, we have seen an increased effort by the team to intensify interventions with children to ensure that they receive the necessary attention, love, care, and support so that they can develop holistically.

The revival of clinical team meetings at both Homes ensured that children's needs are constantly assessed, and treatment plans are adjusted to accommodate for the ongoing development of children in care. During the past year, a great deal of emphasis was placed on improving the quality of therapy and developmental programmes offered to children. This in turn led us to discover the many hidden talents of our children at both Homes. Hence our programmes were then updated to promote further development in the field of arts and crafts, education, and life skills. Children at both Homes are also encouraged to participate in regular Children's Forum meetings which are aimed at ensuring that they have an opportunity to express their concerns and to participate in evaluating all services offered to them.

Further to the above, in order to provide children with the best care possible, a great deal of effort was also put into strengthening relationships with external stakeholders such as: clinics, schools, hospitals, rehabilitation facilities and mental care units/ professionals on both sides. As a result, both Homes now have access to more resources within their communities which are of great benefit to our children.

On the St. Nicolas side, the team managed to build strong relations with all the schools in the area. Thus, regular school visits were conducted by our social

worker and manager to ensure that children felt supported and all challenges were addressed immediately. There was constant communication between the schools and the Home via social media platforms. This enabled the Home to keep track of children's behaviour and progress at school. As a result, all our children were promoted to the next grade at the end of 2019. In addition to this, the youngest child in the Home also showed remarkable improvement by the end of the year. Through the constant support provided by our childcare staff, he is now able to communicate fluently in English. This was one of our greatest achievements because when he arrived at the Home, he could not communicate in English at all! Further to this, all the children were involved in numerous programmes to empower them with appropriate skills for life. As a result, our children can mend their own clothing and cook simple meals. This has served to make them feel more empowered and confident in their ability to take care of themselves.

On the St. George's Home side, there have been many successes as well. There was a 58% pass rate, with one child achieving a Higher credit of 77% in Human and Social Sciences, in the Abet November 2019 examinations. In addition to this, we are happy to report that many of the children who could not read or write at all when they arrived, are now able to do so and some have even developed the confidence to do class presentations on their own. Furthermore, due to their progress, some children are now left with only 2 subjects to pass so that they can qualify for Abet matric. The team also hosted their first Parents Day at St. George's home with the view to promoting parental involvement in the lives of children. This was mainly targeted at the parents of our day scholars so that they could be updated on the progress of their children. The event was well attended thereby resulting in building a better support system for the day scholars.

During the past year, children were also taken on several educational trips to Zonderwater Prison, Maropeng and Sterkfontein caves as well as to the SABC studios where they met some of the actors from the TV series Generations. The trip to SABC also provided them with an opportunity to learn more about careers in the field of radio broadcasting and acting. In terms of skills development, the children were involved in a range of skills trainings. They

learnt how to quilt and to knit scarves and beanies. In addition, they were also involved in entrepreneurial ship development projects. This included making wooden Christmas trees and snow globes which were sold as corporate gifts. Further to this, the children also painted shopping bags which were sold at some of the parishes as well as to donors in the area. The children also learnt how to recycle scrap material and to create crafts that could be sold.

On the therapeutic side, our new social worker at St. George's Home has been working more intensively with the children. Where required specialized services were sought to ensure that our children received the best care possible. During the past year one child successfully completed his treatment at SANCA with the support of the team. The child is now back in the programme and is doing well.

It is also important to mention that in line with the objectives of our residential care programmes, a great deal of emphasis was placed on the maintenance of buildings and the creation of a safe and healthy home environment for all the children in our facilities. On the St. George's side, this included: the installation of new flood lights and surveillance cameras, fixing of faulty plugs, installation of a new oven in the kitchen as well as attending to all plumbing and electrical issues. In addition to this, measures were taken to ensure that we are fully compliant with all health and Fire safety regulations. On the St. Nicolas side, this included: attending to all plumbing matters and repairing of all broken doors and windows.

During this period, both Homes also underwent extensive inspections by officials from the local municipal offices with the view to obtaining all essential compliances required by the Department of Social Development for purposes of re- registering the Homes. This involved engaging the services of various professionals in the field of engineering, town planning, health, and safety as well as building and maintenance to ensure that all the buildings meet the requirements pertaining to a Child and Youth Care Centre. This process was not only time consuming but also a huge strain on the financial resources of the Organization.

During this process, a great deal of frustration and anxiety was experienced due to changes in the by-laws, which in turn resulted in numerous setbacks on the St. George's side. This process was further hindered with the implementation of the national lockdown due to the outbreak of the Corona virus in the country. As a result, we are still in the process of finalizing certain applications with the local municipality so that we can complete the process of registration with the Department of Social Development. In the interim, submissions were made to the Department of Social Development for an extension of time so that we can finalize all outstanding compliance matters for the St. George's Home. Thankfully, this was granted.

On the St. Nicolas Home side, however, we were able to successfully complete all the required documentation in time for submission to the Department of Social Development before the lockdown. In light of this, the Home was granted a full registration which is valid for the next 5 years.

Speaking of the lockdown, it is also imperative to highlight the impact of the COVID 19 pandemic on the Organization as a whole. Since the commencement of the lockdown, Coach had to adopt strict hygiene practices and procedures to ensure the safety of our children and staff. This resulted in an increase in expenditure over the last few months to ensure that all necessary PPE gear is in place at all our facilities. In addition, our children were involved in ongoing educational programmes to teach them the importance of good hygiene as well as the use of masks and practising of social distancing. Thus, we are happy to report that we managed to adhere to all the lockdown rules despite our limited financial resources during this period. As a result, all our children remain healthy and happy. We have also continued with daily routines despite the disruptions caused by the lockdown. Our team of dedicated childcare workers and social workers have ensured that our children are kept busy and stimulated with creative arts and craft activities, life skills and a range of sports and recreational activities. Children are also continuing to use various platforms to keep abreast with their schoolwork with the support of our childcare workers.

Further to this, children were given an opportunity to have weekly telephonic contact with their families as they were unable to visit their homes since the commencement of lock down. However, despite all the above-mentioned efforts by the Home, it was noted that the restriction of movement had a negative impact on the children, as they missed their families and friends. Children also demonstrated increased levels of fear, anxiety, and frustration due to the uncertainties related to the lockdown.

During this period, the Organisation also faced many challenges with regard to Human resources as some staff had to work longer hours. As a result, the Organisation was forced to eventually take on additional childcare staff to ensure that there was proper rotation of staff on shifts. This in turn placed further strain on our already strained budget. We are however extremely grateful to all our donors who have stuck by our side during this strenuous time. We were so overwhelmed with the responses to our appeals for assistance with PPE and other necessities. Hence, I would like to express a heartfelt thank you to all our donors for their continued love and support through this difficult period. Your generosity and support towards the children in our care give us hope that even through trying times, our children are well cared for. As once stated by Nelson Mandela: “Each of us as citizens, has a role to play in creating a better world for our children. (9 May 2002)

I would also like to take this opportunity to thank all my staff for their dedication and hard work during this time. Your commitment and willingness to go the extra mile for the children in our care clearly demonstrates your passion for the field of childcare. So, in the words of Nelson Mandela: “Let us reach out to the children. Let us do whatever we can to support their fight to rise above their pain and suffering. (23 April 1997)

To my board of management, I thank you all for your continued support and guidance. Let us continue to stand together and to fight against the injustices faced by the children of our country! Let us remain focussed on “Helping Children take the Next Step”.

Nagapushnum Reddy - Managing Director

Public Affairs and Fundraising Report

We would like to thank all our donors, supporters and volunteers for your ongoing generosity towards the children in our care. The last year has been one with many changes, more especially towards the latter part of our financial year where many adjustments had to be made due to the Covid-19 pandemic. The Fundraising team continues to pursue efforts to ensure that the organisation continues to remain sustainable. We were very fortunate to have gained many new donors, both individuals and corporates. This is largely due to our strategy changes and sharing insight on what has been happening in the organisation on a more regular basis.

There are still many challenges with regards to attaining funding easily. Companies have been making budget cuts, which have resulted in a lower CSI expenditure. This is now more so, as the focus is on emergency funding. However, be that as it may, we have developed good relationships with our current and potential donors. We have also seen an increase in our donations in kind, which resulted in a decrease in expenditure.

The Fundraising Team continues to participate in fundraising coaching on a weekly basis. This has also had a positive impact on forming new donor relationships.

Earlier this year, there were many concerns regarding funding as we were faced with the COVID-19 outbreak. However, our donors have been a pyramid of strength to us and have ensured that our doors continue to stay open and our children are well cared for.

Sandhira Poonsamy

Public Affairs Manager

Some Success Stories

Lebo:

Lebo came into our care in the year 2012 at the age of 10 years. We have watched Lebo develop from a young boy into a young man. Lebo can be described as responsible and respectful. He has an inquiring mind and a calm spirit. Lebo values respect and relationships. He is emotionally stable and self-controlled. He loves making jokes, reading books, and watching movies. Lebo is at a stage where he is becoming independent and discovering who he is.

He is currently participating in one of our programmes called 'identity'. The programme is aimed at assisting young people to know who they are and accept their realities while not allowing such realities to define them. Lebo enjoys the programme and expressed that he is learning not just about himself but about others too.



Aidan:

Aidan was in his early teens when he joined the programme which is an exceedingly difficult stage to navigate. At this stage, children become disobedient and defiant as they are going through an identity crisis. At 12 Aidan had to deal with the trauma of losing his mother. He is one of the children that battled to understand why he could not remain at home with his relatives so that he can be able to play with his friends.

Aidan is a lovely young man. He enjoys many things such as music and dancing. He especially enjoys cooking and is fondly known as the 'master chef'

because of how much passion he shows when doing it. It motivates him and gives him a feeling of appreciation.

Unlike many other children, when Aidan's mother passed on, there were no other family members to take on the responsibility of caring for him. Due to that, he was placed in our care. Initially, Aidan did not like the setting of the home particularly the rules. He did not take kindly to being instructed or corrected. He often absconded to go to his friends and expressed boredom in the Home and was also influenced into substance abuse. He was then admitted into rehab where he completed the programme. He showed a drastic improvement and in time he became familiar with the environment. He is now such a well-mannered young boy and leads by example.

Aidan enjoys attending school and hopes to pursue his dream of becoming a chef one day.

Lindo

Lindo is one of our newest young people at St George's Home. He and his sister experienced the devastation of losing both their parents at a young age. As a result of this, they were placed in the care of their grandparents. Their grandparents are elderly with many underlying health conditions. Due to this, they were no longer in the position to care for the children.



Lindo has faced many academic challenges and was unable to cope in normal school. He was then placed at St George's Home as this was a programme that he fitted into. Lindo has been adapting well in his new environment since his admission. After three months of being with us, we saw a positive change in him. He said to us, "I am so much happier here. In my previous home, we did not get such tasty food and our own

toiletries. I really enjoy the programmes here and find that I do not struggle with exams anymore.” Lindo has been improving in many aspects, especially academically. He is confident and has dreams of pursuing a career once he completes the programme.



Nelly:

Nelly came to St George’s Home in 2015 when she was 15 years old. She had come from very traumatising circumstances, thus feeling distrustful and hurt. Due to this, she initially displayed negative and resentful behaviour. In addition, she was also struggling at school as she was unable to read and write. She lacked confidence and found it difficult to express herself. However, in time, she started showing a positive change. She focused on

school and received guidance and support from the ABET teacher. She was slowly able to spell words, write sentences as well as read and present to other learners. Her English vocabulary improved and she is now able to communicate better. Aside from her school work, she showed an interest in arts and crafts where she learnt how to make jewellery. The Child Care Workers helped her to gain her self-esteem, not succumb to peer pressure and to learn to value and respect others. They gave her courage and hope and taught her to never give up. Through therapy, she was able to cope whenever she felt emotional.

Nelly is very excited that she is now preparing to exit the programme. She mentioned that thanks to the programme, she is now able to complete forms and open a bank account. She is also thrilled that we will be assisting her with finding suitable employment before she exits the programme.