



ANNUAL REPORT 2022

Contact Number: 011 616 4015

Email Address: reception@coach.org.za

Address: 19 St George's Road, Bedfordview

Website: www.coach.org.za

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ORGANISATION INFORMATION



VISION

Helping Children take the next step.

MISSION

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

Coalition of Anglican Children's Homes

NPO 052-658

PBO: 930024064

Incorporating: St George's Home – NPO 009-474

The St Nicolas Home for Children – NPO 000-873

BOARD OF MANAGEMENT

Kenneth Fick	Chairperson
Lesedi Mphahele	Deputy Chairperson
Penelope Anne Lucas	Treasurer
Lesley Blake	Secretary
Malose Samuel Mokgopha	Vice Secretary
Andrea Swart Pinho	Board Member
Lungile Celia Dube	Board Member
Yvonne Funeka Ndungane	Board Member
Norman Allkins	Board Member

CHAIRPERSON'S REPORT

The past year has been an eye opener to me as I began to have a proper understanding of what it takes to successfully manage a children's home. I am new to this environment so had to learn from scratch. In the past year, I have found the work to be very rewarding but also humbling. I have not spent much time with the children or staff, but the few times this did happen was always pleasant and encouraging.

We are very fortunate to have a Board that are a diverse group of people with different skills that complement each other. I express my thanks and appreciation for the good work done during the past year, your professional conduct, respect you showed for each other as individuals as well as respect for the Board. It was a good and fun working relationship and I hope that we will have continuity during the coming year and that we achieve even more.

Let us take a moment to once again remember Mbulelo, the contribution he made and his willingness to go the extra mile to improve our facilities. He will be missed.

Working at a children's home can be very taxing and stressful. I have however found high levels of commitment and dedication amongst staff members who remained loyal and committed and provided the best care possible to the children, but we are satisfied that these are dealt with efficiently and with care by our staff.

The Director and Managers of the Homes provided firm and positive leadership while ensuring controls and responsible management. We do realise that there are capacity constraints in critical areas, and these need to be addressed if we want to improve the care and development of children.

There was and still is an unacceptable high staff turnover, and this has a negative impact on staff moral as well as in providing stability and continuity for the children. It is a matter that we need to address with some urgency.

DSD provides approximately one third of the funding we need to effectively run our homes.

We do appreciate that Government and the DSD are experiencing financial constraints, and we will always ensure that funding is used effectively for the benefit of the children.

Our overall relationship with DSD Officials is generally very good thanks to the actions and attitude of our own officials who are always prepared to go the extra mile to meet the DSD requirements and requests.

I also express my sincere thanks to those DSD officials who have been responsive to our needs and responded to our requests. It is our intention to continue with our positive engagement with these officials and strengthen our relationship.

We express our appreciation to the officials at the Diocese who have always responded efficiently to requests from COACH. We respect that the Diocese is the “Mother Body” of COACH, and that the Diocese is experiencing challenges at this time especially with regard to finances and the Bishop Bavin matter. We also appreciate that the Diocese has confidence in the COACH Board to manage the Homes without interference.

We do however feel that the relationship between the Diocese and COACH has been too distant with not enough interaction and communication. We would like to see this relationship improve to the benefit of both parties and that we can find a resolution to the Bishop Bavin matter.

During the past year we have managed to maintain a reasonably stable financial position in that we had no difficulty in meeting all our commitments and obligations. We thank our stakeholders, donors, sponsors and friends for their positive responses to our requests. A very big thank you to those who continue to support and assist us year after year. A special thanks to the DSD for continuing to approve our funding requests and to the Grace Management for your commitment to the homes. We have now appointed an external bookkeeper to assist us in ensuring good financial management and compliance with all financial prescripts.

As a result, we were able to provide fully for the needs of the homes and the children. We were also able to do much needed maintenance at the homes, especially at STG, but much still needs to be done.

We also received a very favourable Audit outcome for the 2021-2022 financial year and for this I express my thanks to Cookie Reddy, Debbie Davies and the Board.

A very big and special thank you to Debbie Davies for all the assistance provided and for ensuring that we met all our commitments.

In spite of the good progress made, COACH still has many challenges, especially in the areas of HRM, finance and accommodation.

I would strongly suggest that the following medium to long term projects are considered.

- a) Accommodating all children under one roof.
- b) Reviewing our structure to improve care and development of the children.
- c) Strengthening our fund-raising and HRM capacity and capability.
- d) Utilisation of IT to fully utilise social media and the internet to market the homes and create awareness.
- e) Improve relationships with Diocese and Parishes.

A very special thank you to all our Donors, Sponsors, Friends and Stakeholders. There are too many to mention by name and I do not want to single anyone out or exclude anyone. We cannot express our gratitude and appreciation enough for your continued support and commitment to the children of the Homes. Without you we would not be able to function and provide the care and development that our children so desperately need. Every contribution and kind word of support and encouragement is equally important to us, and we look forward to the year ahead with confidence and encouragement because of your generosity and commitment.

Finally allow me to express my personal thanks to all those who I have worked with and all those who I encountered during the past year. To the Board, the Director, managers and staff, the Diocese, stakeholders, friends, donors and sponsors. This was a new experience for me, and I found it challenging but rewarding, and I have grown personally from this experience.

THANK YOU.

Kenneth Fick

Chairperson

TREASURER'S REPORT

As with any institution and especially an NGO, there are ups and downs. This was the case for Coach in the 2021/2022 financial year.

To start on a positive foot, Grace Village Management most generously donated towards the building maintenance, especially regarding St George's home who needed many maintenance and general "facelift" improvements. We thank Grace Village for their generosity and continued support with our children and their needs.

Most of our existing donors continued to support Coach both in meeting our operational needs and in their "donations in kind". Food and fuel increased substantially in the past year. Staff have had to work longer shifts and this has also added to our expenses.

At the start of 2021/2022 financial year Coach was instructed by the Department of Social Development to return R265 416,39 of unspent funds relating to St George's Home. They also informed that DSD would be deducing funding at St George's Home to recoup unspent funds. This created a cash flow issue and we had to use our daily call savings account in the first quarter.

The past year as once again found us having a rather high turnover of staff across the various components of Coach. Our new bookkeeper employed in 2021 resigned at the end of 2021 and we thank Debbie Davies, our former treasurer, to help until a permanent solution was found. After much discussions we concluded that to engage an outsourced bookkeeper would be our best way forward and in April 2022 we signed an agreement with a company. Although we continue to use an outsourced Professional employment agency, we still face many challenges in employing staff that are prepared to accept the challenges that come working in Children's homes. The continued staff turnover does impact our finances hugely.

It must be noted that the impact of the Bishop Bavin school closure in 2020 is still causing major expenses and security concerns as there is still no electricity and the diesel generator proves to be an expensive alternative to electricity. The Council has also recently disconnected the water supply to the property and with this, Coach is now unable to work due to the Health and Safety laws, at their Coach house offices.

Despite the financial challenges faced, Coach staff always manage to remain positive and I personally would like to thank our Director, Cookie, her amazing staff and the Board as a whole for their continued support and guidance and willingness to be available when there is a crisis.

We end 2022 financial year positively and look forward to 2023 and its challenges.

Penelope Anne Lucas

Treasurer

MANAGING DIRECTOR'S REPORT

“If we nurture the dreams of children, the world will be blessed. If we destroy them, the world is doomed!”-Wess Stafford

After 2 years of hard lockdown, both the children and staff were happy to return to some form of normalcy from mid-2021. On the St. George's Home side as the country moved into level one of the lockdown, we were able to resume with all the daily programmes as normal. During this period, we are happy to report that there was a significant increase in the number of admission inquiries received. However, upon further screening, it was noted that most of the applications comprised of young people who had a history of substance abuse and severe behavioural and psychiatric problems. We also continued to experience many challenges with designated social workers who failed to submit the required documentation for admission screening, which ultimately slowed down our admissions process. Due to the aforementioned challenges, the team struggled to increase the number of beneficiaries in care as we had hoped. As a result, our number of funded beneficiaries was reduced by DSD in our new SLA.

Further to the above, in terms of the programme, we are happy to report that daily Abet classes resumed in full swing and 16 learners were registered for the October/November 2021 examinations and we managed to achieve a 54% pass rate. In addition, 3 young people were registered for their Abet matric at the Kwazini Adult learning centre in Kempton Park and are currently still studying. It is imperative to point out that the Abet programme underwent some disruption after March 2022 when the previous Abet teacher had to be dismissed due to gross misconduct. Following this unfortunate incident, the childcare team and our student social workers were then roped in to assist with lessons, until a new teacher could be appointed. As a result of this, the young people could not be registered for the June 2022 examinations. However, we are happy to report that we have since appointed a new teacher and the young people are now being fully prepared for the end of year exams.

In terms of the skills programme, young people were equipped with a range of skills over the past year. These included: food gardening, cooking and baking, artwork, sewing, knitting and braiding. One young man who is especially talented in gardening was also enrolled for an online course in garden design and maintenance. In addition, some young people were also given an opportunity to attend a three-month basic computer skills

training offered by Get Informed, one of our stakeholders. However just as we thought that the skills programme was building momentum, our skills trainer resigned at the end of March 2022. As a result, the skills programme was severely impacted by this and although the rest of the team tried their best to fill in the gap, little progress was achieved in this area. Fortunately, however, we have recently managed to recruit a suitable replacement for the skills post, and we are hoping to revive this part of the programme.

In addition to the above our therapeutic team, comprising of the social worker and child care workers also found themselves under great strain over the past year as they were faced with an increasing number of young people with serious drug addiction problems and extreme behaviour problems. As a result, there were many incidents of young people absconding from the Home in order to get drugs, vandalising of property, stealing and displays of extreme aggression. In many cases it was noted that young people displayed a total disregard for the rules of the Home and were extremely disrespectful and manipulative in terms of their behaviour. Thus, in addressing the problems, the team undertook to enlist the assistance of other stake holders such as: SANCA, SAPS, Makhukhanye Alcohol and Drug Rehab Centre as well as DSD probation Services. Young people were subjected to random drug testing and those struggling with severe addiction problems were referred for inpatient treatment. In addition, those caught stealing, vandalising of property, and displaying extreme aggression towards others were referred to SAPS. However, despite numerous attempts by the team to engage the help of SAPS, it was noted that there was little to no cooperation from the police. As a result, in many instances, this contributed to further escalation in the behaviour of our boys. Thus, to further address the problems, some young people were referred for psychiatric assessment and psychological interventions. One young girl was referred for the Diversion Programme after vandalising property while others were discharged after showing no signs of improvement despite interventions implemented. Thus, only after the expulsion of selected young people, did we note an improvement in the behaviour of the young people. In order to further help those who are still in our care, the team also managed to establish good networking relationships with external Organisations such as: Get Informed and Camp Sizanani who continue to offer regular life skills training to our young people. During this term, the young people who behaved well also had the opportunity to attend a 8-day camp that was hosted by Camp Sizanani. The Camp gave them an opportunity to participate in various group activities which included youth from other spheres of the community.

Further to the above, on the St. Nicolas Home side, it was noted that while most of the children seemed happy to return to school and see their friends again, some began to display serious attitude and behaviour problems. During this period, there was a significant increase in conflict between children, bullying, refusing to follow rules and routines and disrespect towards the staff. Some of our older boys were also caught using drugs at school and were referred to TAG for Diversion programme and to SANCA for outpatient treatment. Some children also started displaying behavioural problems after experiencing loss of a parent. As a result, children had to be involved in intensive therapy and provided with ongoing support during this time. On a more positive note, however, all our children passed their examinations and were promoted to the next level at school, except for one child. We are also happy to report that one boy is currently busy with his matric and one girl received an award for being in the top 10 in the first term of this year.

In addition to the above, we continued to experience many challenges with staff across Coach, over the past year. We have noted that despite doing thorough security and background checks, we continue to encounter staff who are unreliable and problematic. This resulted in many disciplinaries over the past financial year with many staff being dismissed, absconding, or resigning, thereby leading to the constant staff turnover. Currently, we are still in the process of filling all the vacancies to stabilise the programmes.

Thus, as I reflect on another year gone by, I cannot help but be amazed at the resilience displayed by the Coach management team in dealing with the overwhelming challenges that they had to face over the past year. Despite these issues, staff have shown commitment in terms of ensuring that Coach meets all its commitments to the Department of Social Development as per the SLAs in place. During this period, on the COACH side, we managed to continue providing training to other Organisations to improve practice. The following trainings were successfully provided to social workers and childcare workers from both the NGO sector as well as government, namely: Grief and Bereavement, Child and Youth Care training on Conflict Management, Behaviour Management and Emotional Intelligence, Risk Assessment as well as training on Statutory Interventions which focussed on parenting plans and assessments.

Further to this, we are happy to report that there was a significant increase in rental received from Grace Village Management towards the end of 2021/2022 financial year.

We are extremely grateful to the board of Grace Village Management for their on-going support, which enabled us to give the St. George's home a much needed 'facelift' and improve on the living environment of the children. This included fixing of the roof, gutters, downpipes, removing of all alien trees causing damage to the roof, painting of the inside of the house, fixing of all breakages and general maintenance of the home. In addition to this, during this period some of the surplus funds deviated by DSD were also utilised to cater for specific programme needs at the St. George's Home, such as: the upgrading of the skills workshop, purchasing of new school informs and desktop computers for children, as well as a new dining room set for the children. This served to improve the provision of a better learning and living environment for our young people and contributed to an overall improvement in terms of programme implementation. On the St. Nicolas side we are also grateful to all our donors for their love offerings to our children in the form of clothing, food, school needs as well as household furniture and appliances.

Thus, despite all the aforementioned challenges, Coach continues to strive towards to strengthening its financial and human resources in order to promote the long-term sustainability of the services it offers to the most vulnerable of our community, namely our children, because we believe that "when adults speak up for the vulnerable and the weak, working and demanding that safety and respect prevail, God's little lambs are protected and nourished. They know they are not abandoned; they are loved. And the world becomes a little more like heaven as a result!" Wess Stafford.

On this note, I would like to take this opportunity to thank all our donors for their continued support and commitment which enables us to continue nurturing the dreams of our children. To DSD, we hope that we can continue to strengthen our partnership so that the children of our country benefit holistically. To my staff, thank you for your dedication to the children and your willingness to go the extra mile when needed. To my Board of Management, I would like to express my heartfelt gratitude for your continued dedication and support through all the hard times.

Thank you!

Nagapushnum Reddy

Managing Director

PUBLIC AFFAIRS REPORT

Before I go on to the Public Affairs and Fundraising developments of the organisation, I would like to express the utmost gratitude to all of our donors, stakeholders and volunteers who have made it possible for our children to have the future they deserve.

Without your funding, support and time, our children would not benefit from the wonderful opportunities and programmes that the Homes offer. Your consistent contributions are the reason we as an organisation can make a positive impact on the lives of the children in our care.

During the last year, like many non-profit organisations, the fundraising component of an institution has been unpredictable. Although we continued to expand our donor target group, the massive inflation rate and economic climate did not guarantee a positive response from many potential donors.

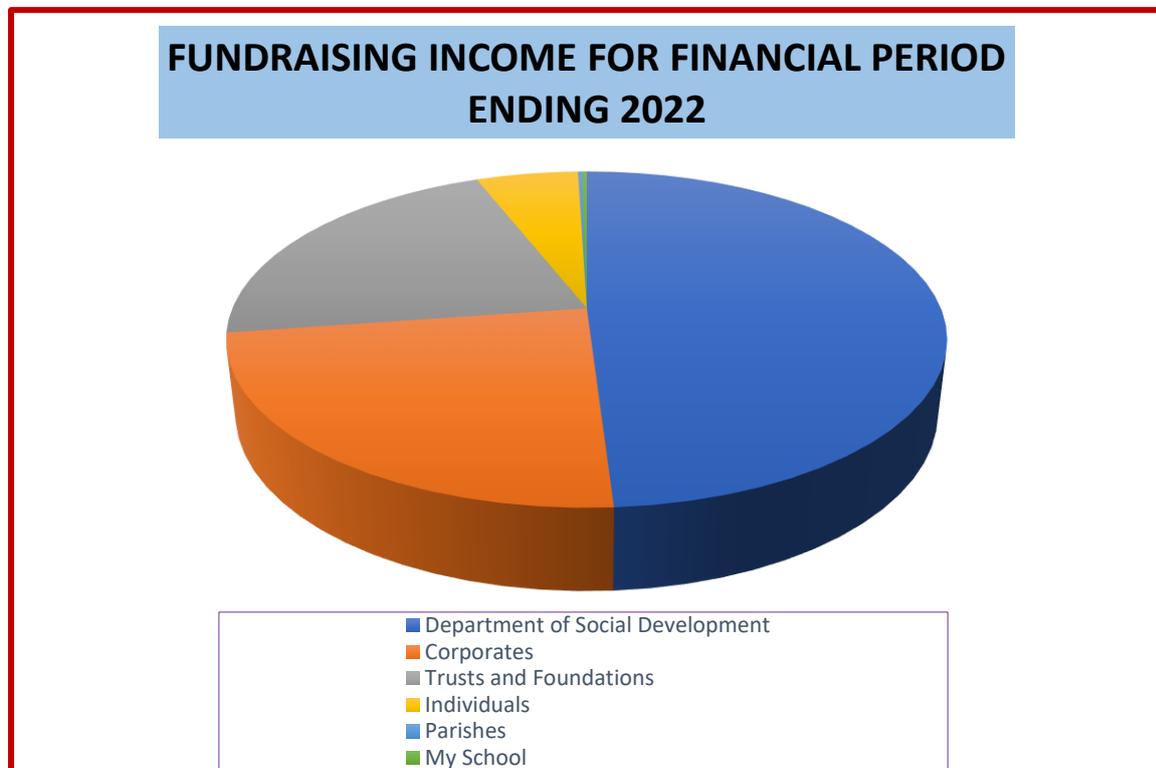
We received several rejections to proposals and applications that were submitted to newly approached companies. We also saw that much of the reason for the decline in our requests were because some companies as well as trusts and foundations have shifted their focus areas and changed their CSI strategies. These included disaster relief, health and poverty alleviation. As a result, organisations in the welfare sector, especially children's homes had been considered a lower priority in terms of Social Responsibility.

However, despite the challenges faced, we must shed light on the fundraising achievements of the organisation which ensured the sustainability of COACH.

We were fortunate to receive funding from the National Lotteries Commission which was allocated to mostly operational expenditure. New trusts and foundations had come on board to assist us. In addition to this, there was a major increase in many of our corporate donations and donations of services such as dental treatment, tutoring and sports coaching. We saw greater support from Parishes within the communities assisting us with both funding and donations in kind on a regular basis. This was due to a parish appeal that was sent out during the year.

In addition to the above, both homes were assisted by various companies with maintenance and structural improvements such painting, plumbing, repairs and overall maintenance. This reduced our expenditure which allowed for us to fulfil other obligations that were not budgeted for.

I would also like to thank the Board as well as the staff who play their roles in improving the sustainability of the organisation. We value your contributions and deeply appreciate how much you have the best interests of COACH at heart.



Compiled by:

Sandhira Poonsamy

Public Affairs Manager

SUCCESS STORIES

TOP TEN

Today we celebrate one of our children's academic achievements. Clare has been named one of the top ten learners at the school she attends. We are so proud of her!

Clare became one of our COACH children 6 years ago when the children's court took her away from her sexually abusive parents. At this point, Clare was found to be a victim of severe neglect.

In Clare's journey, we see mirrored Maslow's Hierarchy of needs, comprising the pyramid of five steps, starting from physiological safety as a first step, which would include shelter, food and sleep. The next steps which include our need for safety and freedom from fear, a sense of belonging and feeling loved, a sense of self-esteem and finally to attain self-actualisation.

Once Clare's basic physiological needs were met and she was safe in one of our homes with loving caring staff, nutritious food and a clean bed to sleep in at night, we were able to start helping Clare with the counselling and therapy support she needed, to deal with the trauma she had suffered.

When we think back to Clare's first years with us, we were not sure she would cope in mainstream education. She really struggled academically. But, with help from one of our tutors and Clare's super hard work, she started bringing home award upon award, to now this year, being celebrated as one of the top ten in her school!

Congratulations Clare, we are so proud of you. We know your future is calling you.

UNATHI'S STORY

Our two homes at COACH provide a safe and loving home environment for our children. At our St George's Home, 10 young people attend our ABET school every day as day scholars. Each of these young people have a story that is unique to them, as to why mainstream education did not work out for them. Unathi is one of our day scholars. When he returned to his school in 2019 after months in hospital with meningitis, he was unable to cope, academically, physically and emotionally. Fortunately, Unathi's old school knows

about our work at COACH, and so contacted us with a request for Unathi to attend our ABET programme.

We are so proud of 18-year-old Unathi's progress. When he joined our programme, he felt unsure of himself in every way, and so he started off with the ABET foundation phase. With the help of our individualised academic support, he just recently passed his final ABET Exams! Unathi would like to become a mechanical or software engineer. He hopes that the scholarship he received to do a 3-month computer course, will be the first step for him in that direction.

Unathi has become a much-valued member of our ABET Centre, He is reliable, and is often seen helping his peers. One of his hobbies is to turn old things into new things through recycling and he loves to work with metal and wood to create art.

Unathi has developed communication skills to express himself well and he has gained the confidence which allows him to work hard and persevere against all odds. We know that Unathi will succeed in achieving his dreams.

GALLERY



