



THE SHAMBA TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2017

The trustees present their report together with the financial statement of the Charity for the year ended 31 March, 2017. The SHAMBA Trust is a charity registered with the Charity Commission under registration number 1149849.

Mission statement

Our mission is to promote the right of children from poor AIDS affected households to receive an equitable foundation for lifelong learning. Our aim is to work in partnership with communities to deliver free high quality early childhood education for their most disadvantaged children and to improve access to other early childhood development (ECD) services.

Activities

The Trust currently focuses its work in Swaziland, which has the highest rates of HIV and TB in the world and where 63% of the population lives below the absolute poverty line of US\$1.25 per day. The activities currently carried out for the public benefit by the Charity and its main partner (SHAMBA Swaziland) include the following:

- **Early childhood education and development**, which is focused on children from the most deprived families in the Mpolonjeni Chiefdom; near Mbabane. These children are identified through a robust, transparent selection process, which includes the completion of application forms, household visits and assessment by a neighbourhood care point (NCP) committee.
 - **Enhancing education for children and young people**, which includes afterschool reading clubs for primary school children in grades 1 to 4 with a focus on improving their English and reading skills.
 - **Public health**, which includes nutrition, health education, disease prevention (including immunisation and the prevention of HIV) and promoting access to health services.
- Child protection and safeguarding**, which involves identifying cases of abuse or neglect and following up directly or through the police or government's social welfare department.
- **Management and skills training**, which includes learning by doing, teacher training, business and computer training.

The trustees always ensure that the projects we support are in line with our charitable objects and aims.

Our ambitious aim is to develop the capacity of communities to harness external and local resources so as to effectively deliver the support needed to mitigate the burden of poverty and HIV/AIDS through early childhood education and development.

How we work

The Charity delivers its charitable aims through its partners in Swaziland. Our main partner is SHAMBA Swaziland

SHAMBA Swaziland is registered as a not-for-profit organisation under Section 17 of the Swaziland Companies Act (R7/34709). SHAMBA Swaziland has a board of directors, who are unpaid volunteers. Together with its management team, the board of directors of SHAMBA Swaziland submits an annual report and an annual workplan and budget to us. The annual workplan and budget is considered by

the trustees and, on approval, funds from The SHAMBA Trust are transferred to SHAMBA Swaziland to undertake the agreed programme of work.

Other not-for-profit organisations which we work in Swaziland include Children's Cup, Hand in Hand. We also work with Population Services International (PSI) and the Regional Psychosocial Support Initiative (REPSSI). In addition, we work in collaboration with the Deputy Prime Minister's Office (social welfare) and government ministries such as education, health and local government.

What we did: activities, achievements and performance

During 2016/17, The SHAMBA Trust has worked closely with and supported SHAMBA Swaziland, as our primary overseas partner, as well as collaborating with other local organisations.

We have supported SHAMBA Swaziland's work with communities and neighbourhood care points (NCPs) in an area of Swaziland called Mpolonjeni, a chiefdom in the Motshane constituency (inkhundla). Mpolonjeni has an estimated population of 18,400. Activities focused on supporting three communities: the Nkoyoyo community, with a population of 8,000, the Roma community, with a population of 3,200 and the Ntambande community with a population of 2,000. In all communities, SHAMBA worked with NCP committees to deliver NCP services as indicated below.

The NCP concept is well established in Swaziland as the major grassroots structure responding to the devastating impact of HIV/AIDS on families and children. At NCPs, community members volunteer as caregivers. These caregivers operate from a structure within the community, which usually includes a kitchen and may also include a schoolroom. From these centres, volunteer caregivers deliver services for vulnerable children in the community. Support services include food and nutrition, early years education, psychosocial support, child protection and safeguarding. However, many communities lack the necessary resources, knowledge, skills and experience, and management capacity to deliver such a comprehensive range of support services.

The Nkoyoyo Swedish Free Church NCP

SHAMBA Swaziland aims to assist communities that wish to provide services locally for vulnerable children, but lack the resources and capacity to do so. Over the last five years, we have supported SHAMBA Swaziland to work with the Nkoyoyo Swedish Free Church NCP to deliver a range of support services and in doing so have begun to build local capacity to deliver a holistic support package, which includes early years education; after school educational support to children from the local primary school; psychosocial support; health promotion; food and nutrition; water, sanitation and hygiene; and child protection and safeguarding.

The projects The SHAMBA Trust supports at the Nkoyoyo NCP included the following:

- **The NCP kitchen**
SHAMBA helps the Nkoyoyo community operate a kitchen, where a healthy mid-day meal is cooked each weekday for about 50 orphaned and vulnerable children aged between 2 years and 14 years. SHAMBA has partnered with Children's Cup, which provides the food. SHAMBA helped to build the kitchen and is part of the community-based NCP committee that oversees its management. The community volunteers, who cook at the kitchen, are the mothers or carers of children attending the Bright Future Preschool.
- **Bright Future Preschool Nkoyoyo**
SHAMBA partnered with the Nkoyoyo Swedish Free Church to set up and run the Bright Future Preschool for up to 20 of the neediest children in Mpolonjeni, whose families cannot afford to pay for preschool education. Eight children left at the end of 2016, they started primary school in January 2017.

Twenty children attend the preschool currently. Many are from single-parent households living in absolute poverty and affected by HIV. Some of the children are AIDS orphans.

The preschool programme is run by an Early Childhood Development (ECD) officer who is helped by two assistants and has been supported and guided by two experienced volunteer teachers, one from Canada and one from Sweden as well as a volunteer director from SHAMBA Swaziland. The ECD officer is currently attending a preschool teacher training course at the Bahá'í centre, in Mbabane, during the school holidays.

Through donations, SHAMBA Swaziland has equipped the preschool as well as fenced and equipped an outdoor play area. On-going donations to The SHAMBA Trust are used to provide a nutritious breakfast for the children and employ the early child development (ECD) officer, who teaches at the preschool, as well as undertaking other early child development duties. The Nkoyoyo Swedish Free Church makes the building available for the school on weekdays, and pays for utilities and the salaries of the preschool assistant/support workers.

Together we ensure that these children, who are deprived of so much, are not deprived of the opportunity to benefit from a high quality preschool education. We support their development by valuing individual differences, helping them to learn to live and work cooperatively, promoting their self-esteem and developing their skills.

- Afterschool reading club

English is the official teaching medium in all schools in Swaziland. However, it is a second (or third) language for the majority of children. Poor English is the main reason for high primary school repetition rates and for children in Swaziland failing their exams at the end of primary school.

Since 2011, with support from The SHAMBA Trust, SHAMBA Swaziland has run a reading club at the Nkoyoyo Swedish Free Church NCP with the aim of improving English literacy. The reading club is held twice a week during the school term for children from the local primary school who wish to come, and 'graduates' of the Bright Future Preschool are also encouraged to attend. Some of the current Bright Future Preschool pupils also attend. The children are split into two groups: grades 0 and 1 (the younger group, aged 5 to 7 years) and grades 2 to 4 (the older group, aged 7 to 10 years).

The focus of the reading club is on developing the children's English skills to help them to read. They have a 45 to 60 minute session with an emphasis on phonics. This includes a story being read to them. Volunteers also listen to the older children taking turns to read. The children also get lunch before the club and a drink afterwards.

There is a library of books which the members of the reading club are able to access and read each day after school.

Roma 2 NCP

- Bright Future Preschool Roma

The Bright Future Preschool at Roma opened in October 2015 and enrolled 11 children in 2016. In January 2017, 20 children were enrolled. The school is staffed with an ECD officer (teacher) who was trained initially at Bright Future Nkoyoyo from March to October 2015. The ECD officer is helped by an assistant, and has been supported and guided by the two experienced volunteer teachers and a volunteer director from SHAMBA Swaziland. The ECD officer obtained her preschool teacher's certificate from the Bahá'í centre, in Mbabane, in September 2016. She attended the training course during the school holidays.

- Afterschool reading club

An afterschool reading club was started in March 2016. This has been attended by up to 22 students from the local primary school. The reading club is run by the ECD officer, her assistant and a volunteer from the community. A library has been established for the use of reading club members. This is maintained by two members who have been elected as “library monitors”, who are responsible for lending out books and ensuring their safe return.

Ntambande NCP

In July 2015, grant funds were obtained from The US Ambassador’s Self Help Fund and from a New Zealand IT consultancy company called DataTorque for the construction, equipping and initial running of a kitchen and preschool at Ntambande NCP. The preschool opened in May 2016 when 11 children were enrolled. In January 2017, 20 children were enrolled.

Two ECD staff have been recruited. Both have received on the job training by shadowing teachers at Roma and Nkoyoyo. In addition on the job training has been provided by two experienced volunteer teachers and a volunteer director from SHAMBA Swaziland. One ECD officer is currently attending a preschool teacher training course at the Bahá’í centre, in Mbabane, during the school holidays. The ECD programmes run along the same lines as at Nkoyoyo and Roma and will include an afterschool reading club.

Related support in Mpolonjeni

- Developing capacity of community members

Business and computer training

With the help of Waterford Kamhlaba College’s Community Service and Business Studies and ICT Departments, twelve young people from Nkoyoyo completed business training in 2016. In addition, another twelve completed a computer training course.

Thanks to SHAMBA’s evolving relationship with Waterford, 12 more young people from Mpolonjeni are receiving computer training in 2017.

- Developing the capacity of local management teams

SHAMBA has developed local management skills and experience by engaging experienced managers to work with local community members to implement and manage NCP projects. This learning by doing approach not only imparts experience and skills, but also the confidence to realise that communities can help themselves to alleviate the burden of HIV/AIDS and poverty by accessing and managing local and external resources.

SHAMBA is also committed to the development of local staff in Swaziland. The ECD staff training and support has been described above. In addition, the former ECD officer at Nkoyoyo has been promoted to ECD supervisor and supported in developing her capacity in this role.

- Child protection and safeguarding

As our work with the most vulnerable families continues, child protection and safeguarding are an important part of our support to communities. SHAMBA Swaziland monitors the children who come to the preschools and NCPs on a daily basis and keeps in touch with those who have ‘graduated’ through our afterschool clubs and home visits.

- **Public health initiatives**

The SHAMBA Trust also supported public health initiatives in Mpolonjeni. Activities included the following:

- Monitoring the health of children at Bright Future Preschools and ensuring:
 - o their immunisations are up-to-date
 - o they are weighed every six months, receive vitamin A and are dewormed.
- Focusing on good hand hygiene in the NCP kitchens and the preschools.
- Promoting good nutrition
- Incorporating the brushing of teeth in the preschool timetable and regular trips to our volunteer dentist.
- Supporting individuals and to distribute male and female condoms, donated by PSI, on a regular basis.
- Disseminating information about accessing health care services.
- Facilitating access to health services like the Baylor Clinic (a paediatric HIV/AIDS clinic), which vulnerable families may otherwise have difficulty in accessing.

Grant funding

In 2016/17, successful grant applications were made to:

- The European Union. The EU awarded SHAMBA Swaziland a grant of Euro 366,9000 over three years to:
 - o expand our preschool and reading club programmes
 - o start a positive parenting programme for disadvantaged families
 - o conduct a survey of preschool education in Swaziland.

SHAMBA is working in partnership with Hand in Hand on the project and has to contribute 10% of its cost.

- The Rotary Club of Barton Le Clay, UK

In addition, grants were made by organisations with which SHAMBA has an ongoing relationship. These were:

- The ELMA Foundation
- The Swaziland Society
- ABC Africa.

Details of the amounts received from grants are given in the financial statement below.

Help Fund a Preschool Place

Help Fund a Preschool Place, a fundraising initiative, was launched in November 2014. This is aimed at individuals who are willing to commit to a regular donation of £10 per month (or E100 per month for Swaziland-based contributors). For this, the sponsors receive a twice yearly anonymised factsheet on a selected child attending one of the preschools in addition to our six-monthly newsletter. The objective is to build up an ongoing funding base that will cover the costs of running the preschools and thereby provide sustainability into the future.

The scheme has benefited from eight one off donations in 2016/17 which are very welcome. However, the scheme is designed for regular donations. At the time of the report, the scheme has 28 *Help Fund a Preschool Place* sponsors donating monthly.. The regular donations cover about two thirds of the annual direct running costs for one school. That is a good start, but in order to sustain the three current preschools and fund six additional preschools, we need to substantially increase membership of the scheme.

Notable achievements in 2016/17

These include:

- Opening a third preschool/kitchen
- Recruiting and training two additional ECD officers
- The promotion and training of a ECD supervisor
- The enrollment of 60 children from the most disadvantaged families for the 2017 school year
- Securing ongoing financial support from ELMA
- Securing a three year EU grant contract

But the most pleasing achievement has been by the children who have graduated from Nkoyoyo preschool. At the end of 2016, 'graduates' from the previous year did very well in Grade 1 at the local primary school. Out of a year of 102, a graduate from the SHAMBA Bright Future Preschool came in first place and two other Bright Future graduates came second equal. All the others also did well and passed into Grade 2.

External factors affecting achievement

The SHAMBA Trust is supporting projects in a difficult socio-economic environment. Mpolonjeni is a peri-urban area, just outside the municipal boundary, where rural land allocation and rules prevail, but it is densely populated with settlers who work in the city. These areas have specific characteristics that make community cohesion less developed and more fragile than in more rural locations. The lack of community cohesion is partly a function of the ephemeral nature of peri-urban communities. It is also a function of the wide disparity in income between families: very poor families live side by side with much more wealthy families.

While these characteristics make the provision of community-based support more difficult, at the same time it makes it more important for communities to develop functional structures for identifying the most vulnerable families and providing the support needed.

Despite these problems, The SHAMBA Trust, community members, SHAMBA Swaziland and its staff, our partners and volunteers are all committed to overcoming them and to making a difference to the lives of those most affected by poverty and HIV/AIDS.

Financial review

In November 2016 The ELMA Foundation contracted LPA Chartered Accountants Inc, Cape Town, to visit SHAMBA Swaziland to conduct a review of their financial management procedures. This review made a number of recommendations for improving financial and control procedures. These recommendations have been largely adopted. The financial management system now in place conforms to the principles of accounting and financial controls that are required under European Union grant fund regulations.

Income that is raised in Swaziland is paid into the SHAMBA Swaziland bank account. Income raised elsewhere is paid into the SHAMBA UK bank account and transfers are made to the Swaziland account to implement the agreed programme of work. Separate financial records are kept for the two accounts. In this report, the elements of the two accounts are kept separate, but they are integrated by converting the Emalangeni amounts of the Swaziland accounts to pounds sterling, using the exchange rate achieved for transfers from the UK to the Swaziland account.

During the year, combined cash income (net of transfers) amounted to £89,705. The bulk of this was the first tranche of the EU grant received in February 2017 (£64,500). The other major sources of income were a grant from The ELMA Foundation (£10,300) and private donations, including subscriptions to *Help Fund a Preschool Place* (£8,500).

Total cash expenditure net of transfers in the year ended 31 March, 2017 was £18,860. Most of this (60%) was for staff salaries, reflecting the management and operation of three preschools.

It should be noted that the cash income of the Charity was complemented by non-cash income in the form of in-kind contributions and volunteer time. The value of volunteer time was conservatively estimated at £10,500 and that of in-kind contributions £11,400. In-kind contributions included food for daily feeding at the NCP kitchen, office space and services, vehicle running, schoolroom and services.

Taking cash and non-cash sources together, the total value of resources made available for charitable uses in Swaziland in 2016/17 amounted to £111,605. In addition, a reserve of £27,900 was carried over from the previous year. Total use of resources amounted to £40,760, meaning that the available reserve to be carried over into 2017/18 was £98,745.

Outlook

The reason for the large cash reserves on hand at the end of 2016/17, is related to the EU funds received in February 2017 for the expansion project planned under the grant contract. The EU grant covers 90% of the costs of the proposal to expand the number of community preschools supported by SHAMBA from the current three to nine by the end of January 2020.

This is an ambitious proposal. It entails working with six additional communities in the south and north of Swaziland. This requires additional infrastructure as well as additional teaching and management staff. It will involve establishing an office in Mbabane as well as increased mobility of management staff to oversee the delivery of quality preschool education in three separate chiefdoms.

The EU grant will cover 90% of the project costs, estimated at Euro 400,000 over three years. This leaves £11,000 per year to be found to meet the balance of the costs. With our current level of donor support from individuals and partner organizations who have provided grant support in the past, we are confident we can meet our obligations to the project over the next three years.

However, we need to do more than this. Achieving sustainability needs longer term sources of finance. To this end our trustees and the SHAMBA Swaziland management team will continue to seek additional *Help Fund a Preschool Place* sponsors and other options for securing ongoing long term financing.

Trustees and organisational structure

Our constitution allows for between five and 10 trustees to be appointed and any member may stand for election as a trustee. Trustees serve for renewable terms of three years. Our trustees are unpaid and have not incurred any expenses. Our trustees are responsible for setting strategy and are responsible in law for running of The SHAMBA Trust. The current trustees are:

- Dr. Emma Page (Chair) MBBS, MRCP (first appointed December 2011)
- Rick Schoeman (Treasurer) BCom, FCCA (first appointed December 2011)
- Dr Anna Buckley (Secretary) MBBS, MRCS (first appointed July 2012)
- Dr Sarah Schoeman MBBS, MRCP (first appointed December 2011)
- Jonathan Page BSc, Dip Law (first appointed December 2011)
- Sheila O'Sullivan BA, MA, MSc (first appointed August 2013)
- Dr Ruth Bell MBBS, MPH, FFPH (first appointed August 2013)
- Jim Sweet BSc, MSc (first appointed August 2013)

The operations of SHAMBA Swaziland are managed and implemented by a management team (see below). This management team is responsible to the Board of Directors (unpaid), consisting of four Swazi nationals, in addition to the two voluntary executive directors on the management team.

Members of the management team are:

- Dr Allan Low (Chair of the Board of Directors) - unpaid
- Dr Anne Low (Secretary to the Board of Directors) – unpaid
- Kathy Wells (Project Manager) - salaried
- Nhlanhla Bhembe (Financial and admin support) - salaried
- Glenrose Dlamini (Programme Manager)– salaried
- Mapule Phiri (Assistant Programme Manager) - salaried

Other permanent paid programme staff include:

- four ECD Officers who teach at the Bright Future Preschools in Nkoyoyo, Roma and Ntambande an assistant ECD officer paid by SHAMBA and another assistant ECD officer who is managed by SHAMBA Swaziland on behalf of the Nkoyoyo Swedish Free Church, which pays her salary.

The organogram depicted on the next page indicates the expected structure and staffing for the proposed programme to support nine communities.

Volunteers

In 2016/17, SHAMBA Swaziland was fortunate to have the following international volunteers (as well as Allan and Anne Low) contribute their expertise:

- Barbara Cummergen– Canada (Teacher and early childhood development expert)
- Anna Kahlbom – Sweden (Preschool Teacher trainer)
- Gill Vriend – South Africa (Teacher)
- Joy Rockley-Zwane – UK (Dentist)

In addition, three local volunteers from the communities in which we support projects have regularly helped with the projects.

Charity addresses

UK address

2 Hilton Grange
Bramhope
Leeds, LS16 9LE

Swaziland address

PO Box 702
Mbabane
Swaziland

Trustees' responsibilities in relation to the financial statements

The trustees are responsible for keeping accounting records which disclose, with reasonable accuracy, the financial position of the Charity and enable them to ensure that the financial statements comply with normal accounting standards. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In the interests of transparency and accountability to our donors we publish this annual report and financial statement on our website. The trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website.

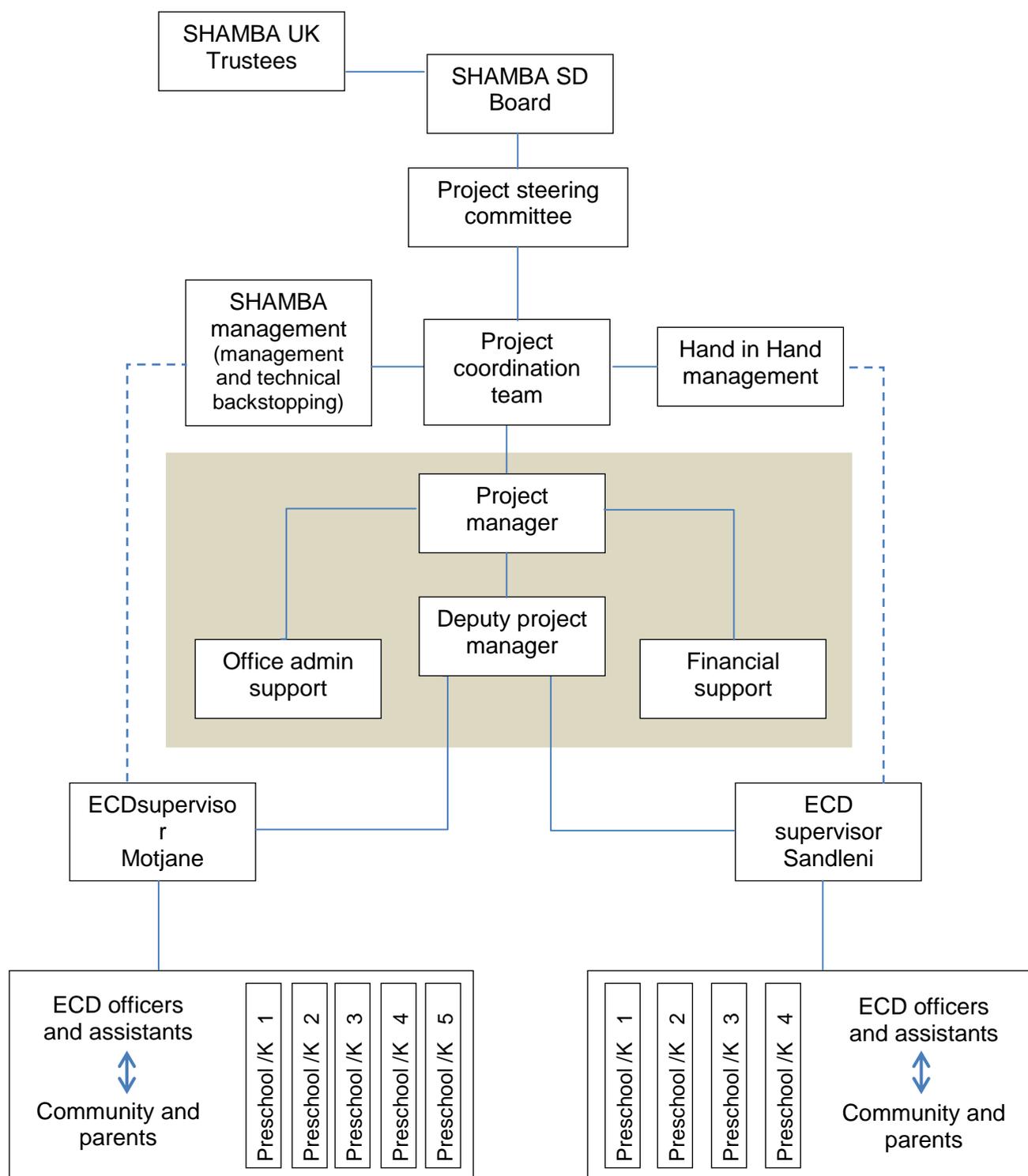
Approved by the trustees and signed on their behalf by:



Dr Emma Page

22 May, 2017

SHAMBA Trust Organogram: March 2017



Income and expenditure statement for year ended 31 March, 2017 (£)

	19.3	20.0
	Year to	Year to
	31-Mar-17	31-Mar-16
Currency conversion E/£		
REVENUES		
UK	10,356	14,100
donations	2,043	4,875
fundraising initiatives	557	
grants	1,250	5,016
HMRC- gift aid	1,291	1,841
help fund a preschool place	5,214	2,367
Swaziland	84,362	23,544
private donations	1,053	1,883
SHAMBA UK	5,013	
fundraising events	935	822
graduate support	78	137
help fund a preschool place	218	525
grants	76,390	19,672
community	553	505
bank account interest	121	
EXPENDITURES		
UK	-5,195	
grant to SHAMBA SD	-5,000	
bank charges	-15	
volunteer support		
fundraising costs	-180	
Swaziland	-18,664	-19,953
01.1 salaries	-11,188	-5,738
02.2 local travel	-707	-584
03.1 purchase vehicles	0	
03.2 furniture, computer equip	-1,436	-1,564
03.5 building costs	-1,219	-8,772
04.1 vehicle running & maintenance	-581	-997
04.2 office rent	-621	
04.3 office supplies	-1,541	-1,165
04.4 communications & insurance	-511	-445
05.2 ECCE provision study	0	
05.3 exp verification	0	
05.6 bank charges, insurance	-311	-467
05.8 visibility actions	-109	
06.1 community training courses	0	
08 indirect costs	0	
10 graduate support	-439	-222
OPERATING BALANCES		
UK	5,161	14,100
Swaziland	65,699	3,590

BALANCE SHEETS (£) as at 31-Mar-17		
	31-Mar-17	31-Mar-16
SHAMBA UK		
ASSETS	25,791	20,630
cash at bank	25,791	20,630
LIABILITIES AND NET WORTH	25,791	20,630
accounts receivable		866
cumulative operating balance	26,657	21,496
SHAMBA Swaziland		
ASSETS	72,322	7,776
call account	68,513	
current account	3,639	7,776
cash at hand	171	
LIABILITIES AND NET WORTH	72,322	7,776
accounts payable		1,384
previous operational balance at new exchange rate		2,802
cumulative operating balance	72,322	6,392

NON CASH RESOURCES SUPPLIED AND USED - 2016/17

VOLUNTEERS			£	inputs months	Value £
name	country	expertise	rate/mth		
Anne Low	UK	ex director public health	500	9	4,500
Barbara Cummergen	Canada	early childhood education expert	500	1	500
Rick Schoeman	UK	qualified accountant	500	1	500
Allan Low	UK	development economist	500	9	4,500
Gill Vriend	RSA	teacher	500	1	500
Total value of volunteer inputs					<u>10,500</u>
IN-KIND CONTRIBUTIONS					
office space	including telephone, internet, electricity		400	12	4,800
school room	including water, electricity		250	12	3,000
vehicle running	500 k/month @	38p/km	190	12	2,280
Children's Cup food	rice -based cooked meals		120	11	1,320
Total value of in-kind contributions					<u>11,400</u>