



Moving Forward

20
17 ANNUAL REPORT



SPARROW
SCHOOLS
EDUCATIONAL TRUST

Our Vision

BEYOND ACCESS TO EDUCATION

Sparrow Schools Educational Trust and the FET College strive to improve the lives of children and youth with learning difficulties by creating excellent educational opportunities tailored to their specific needs.

Our Mission

We want to prepare children and youth, who experience barriers to learning, for future employment. We do this through comprehensive curriculum which includes learning support and training in vocational skills.



THE FOUNDATION SCHOOL

Grade 1-7
Principal
Leona Krishna



THE COMBINED TECHNICAL SKILLS SCHOOL

Year 1-5
Managed by
Ashwon Letchman



SPARROW FET COLLEGE

SETA Accredited
Programmes
Managed by
Melanie Malema

Sparrow Schools Educational Trust

Trust Registration Number: IT 1255/93
NPO Welfare Organisation Number: 000-401
PBO SARS Tax Exemption Reference
Number: 130001399

Board of Trustees

E Abrahams, JW Gallagher
PT Gallagher, SR Grant,
GN Hamilton, B Keschner,
A Mbokazi, NR Mabale,
K Makhohliso, R Nel

Senior Management Team

Jackie Gallagher (General Manager)
Romela Pillay (HR Manager)
Melanie Malema (FET Operations Manager)
Alison Button (Academic Manager)
Beverly Van Wyk (Finance Manager)
Warren Thompson (Resource and Relationship Manager)



Sparrow FET College

Company Registration
Number: 2011/105891/07
Offering various SETA accredited full
qualifications

Board of Directors

PT Gallagher, GN Hamilton, A Mbokazi,
N Mabale

Senior Management Team

Jackie Gallagher (General Manager)
Romela Pillay (HR Manager)
Melanie Malema (FET Operations Manager)
Alison Button (Academic Manager)
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Warren Thompson (Resource and Relationship Manager)

College Management Team

Melanie Malema, Wellington Mupukuta,
Catherine Crueru



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CHAIRPERSON'S MESSAGE

Building the Economy



“A special mention must be made about the incredible staff employed at Sparrow Schools. Without your tireless dedication to excellence, Sparrow would not be the thriving organisation it is today.

Thank you for your commitment to transforming the lives of the children that come through our doors; your contribution does not go unnoticed and is greatly appreciated.”

Sparrow Schools' approach to building the economy aligns closely with that of the World Economic Forum's (WEF) "Africa Skills Initiative". That is to say, although Africa is moving increasingly towards becoming a global hub, youth unemployment threatens this growth. We run an organisation that responds to the WEF's call to connect "business government, civil society, and education and training providers, in their joint goal of creating jobs and building up a skilled workforce."

Sparrow's 2017 statistics measure the contribution we have made to creating an up-skilled workforce: in total the Foundation School catered to 217 learners. However, the real growth is that which is difficult to quantify; learners received emotional and academic support beyond the classroom with the introduction of The LINK Literacy programme, the Sibling Mentoring Programme, as well as FAMSAs social services and staff mentoring interventions.

At the Combined School, we focused on moulding learners' educational path towards additional remedial support programmes, mainstream schools, and the FET College. 2017 saw us place learners at The Living Link, while we streamed Grade 9s into Grade 10 mainstream schools. As we pioneered the first year of the technical skills programme; we equipped learners with the Woodwork, Business Administration, Wholesale/Retail, Maths, and English skills to facilitate their smooth entrance into the FET College.

I feel a particular sense of pride and achievement when I review the FET College's performance in 2017: four additional programmes received accreditation, while a number of international companies came on board to support the FET's skills development programmes.

Lastly, beyond the schools themselves, we upheld the importance of international partnerships. Our long-term alliance with the Sparrow Foundation UK continued to support staff in new and innovative ways: initiatives like last year's teacher exchange programme bolstered staff development and gave teachers the opportunity to practise international education models upon their return to Sparrow.

The UK Foundation's spectacular end of year carol service at the Royal Chelsea Hospital offers a hopeful note on which to conclude — the service shows that both near and far, Sparrow and its partners are working towards the growth of our economy by up-skilling our youth.

Ms Reinette Nel

MANAGEMENT OVERVIEW

The year of growth

This year at Sparrow Schools Educational Trust, we have seen numeracy and literacy levels improve at our Foundation School, while at the new Technical Skills School, the first cohort of NQF level 1 students enrolled, with the opportunity to transition into the FET College. At South Africa's third National Skills Conference, the FET College was recognised and awarded for our pioneering skills development and training programme. Although we have used this year's annual report to quantify and statistically represent these results, I would like to reflect on the work, the people and their capabilities that made such achievements possible.

Notwithstanding the quantifiable growth in literacy and numeracy capabilities amongst Foundation School students, it is difficult to put a number on the significant rise in academic confidence that students have experienced as a result of programmes like the LINK Literacy Project. Our Sparrow Foundation teachers built a dynamic relationship with this volunteer organisation; aiming to improve numeracy and literacy amongst Grade 2 and 3 learners. Without the teachers' support of the LINK, and the positive re-enforcement that students received from both the LINK, and their teachers, such academic confidence amongst learners would not have been possible.

Likewise, the success of the new curriculum at the Technical Skills School is due to the commitment that management and school staff made to working together on testing, refining, and re-defining the programme. Through our dedication to consistently improving the educational package offered, the Sparrow Schools team has simultaneously strengthened the pipeline for Technical Skills students into the FET College.

At the FET College, it is the addition of courses to our Business Administration Programme that enabled us to enrol additional students and employ additional staff. Along with the quality of the programmes offered, it is these kinds of developments that attracted the attention of the National Skills Conference judges, and won us an award.

Reflecting on 2017, the growth that Sparrow has experienced stems from the continued commitment and support from our trustees in South Africa, our friends at the Sparrow UK Foundation, staff, volunteers, donors, sponsors, partner schools and learners. Together, we have achieved results that demonstrate our promise to develop, up-skill, and train the South African youth so that they can participate meaningfully in the South African economy, and contribute to the well-being of our society.

Jackie Gallagher



“Sparrow has grown exponentially over the last year. We were able to achieve this growth through the collaboration of everyone involved in Sparrow, both locally and internationally.

Through teamwork, we have reached new heights as an organisation, and it is through teamwork that we will continue to be a positive agent of change in South Africa. In the words of the great Helen Keller, ‘Alone, we can do so little; together, we can do so much’.”

ACADEMIC REPORT

Changing lives



I look forward to 2018, and furthering the symbiosis between teachers, volunteer organisations, heads of staff, management and our UK partners.



In regard to the Foundation School, there are three particular areas of growth that strike me when I reflect on my first year as Academic Manager with Sparrow: reading and literacy; teamwork; and teacher development.

This year, the LINK literacy project began its work with Sparrow's Grade Twos and Threes. The LINK is a volunteer organisation that works one-on-one, in pairs, or small groups with primary school students to further the literacy and numeracy skills that the children are learning in class. Together with the literacy and numeracy co-ordinators, we successfully facilitated a learning environment in which our learners received the support, understanding and praise necessary to feel more confident in the classroom. In addition to academic confidence, our learners' literacy and numeracy skills improved in a way that would have never been possible without the mutually supportive relationship that the LINK and our teachers developed.

This brings me to the idea of teamwork: a primary focus of 2017 was creating staff cohesion, through a deeper understanding of teaching and learning as it exists beyond the classroom. In other words, in order to bring about the best possible teaching and learning experience in the classroom, teachers need to feel supported outside the classroom — both by one another, as well as by heads of staff and management. Through a yearlong series of workshops; one-to-one training/feedback sessions; and peer-review opportunities, we reinforced and extended teachers' existing skills, along with their sense of belonging and ownership of being Sparrow staff members.

Teamwork of this kind is key to teacher development. However, the Sparrow team extends beyond our South African base, and to relationships with our UK partners. On the one hand, the visits we had from Dulwich College and Tudor Hall showcased the strides our teachers were already making in respect to teaching and learning. On the other hand, these visits gave our teachers the opportunity to learn from a number of the practices our UK partners were successfully carrying out at their schools.





63%
Of learners progressed to the Combined Technical School after graduating from the Foundation School.

While this year was one of exciting transitions for me joining Sparrow Schools, the same is true for the Technical Skills School: 2017 was the first year in which what was formerly known as the Combined School piloted the Department of Education's Technical Skills Programme. In contrast to the way the Combined School Programme had operated, this new syllabus presented learners with an introduction to skills in woodworking, hospitality, wholesale and retail and office administration.

Our focus on teamwork extended beyond the Technical Skills School itself and towards collaboration with Sparrow FET College: we began the process of identifying how to maximise the new skills programme so that it would best equip learners to transition into the FET College. We also needed to find spaces where our existing Grade 9 learners could extend their education. A highlight of the year was being able to place many of the grade 9 learners into the floor laying and end user computing courses at the FET college; and we hope to nurture this pipeline and develop it in 2018.



37%
Of learners go to new institutions better catering for their unique needs.

However, with transition comes challenge, as in order to pilot the programme successfully, we needed to dedicate extra care to stabilising staff. Once again, as at the Foundation School, collaboration and staff symbiosis became the primary means to achieve stability. Along with classroom visits and feedback sessions, management worked carefully with heads of staff to engineer a supportive working environment for teachers: this meant re-enforcing the importance of a growth mindset when framing problems and facing challenges.

Teamwork amongst even a small group of individuals can be difficult to achieve, so it is with pride that I reflect on the high level of collaboration that we nurtured between the Foundation; Technical Skills School; and FET College. We can only strengthen this collaboration from here, as we move forward into a new year of challenges and opportunities.

Alison Button



BUILDING RELATIONSHIPS

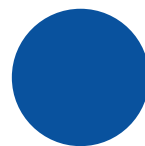
Staying Ahead



“At Sparrow Schools, we believe in fostering thriving partnerships with organisations who have the same heart that we do. These organisations help to support the psychosocial wellbeing of every child that passes through the doors of Sparrow Schools Educational Trust.”

For an NPO who's resources are limited and need to be painstakingly used to their utmost efficiency, partners are critical. Partners bring resources that would otherwise be unable to be provided. The importance of these relationships come in three critical parts of sustainability, effectiveness and return. Sustainable partnerships ensure consistency in programs, which is critical for long term growth and positive change. It also ensures that there is a shared long term plan and goal between the partners. Effectiveness includes monitoring programs to ensure that outcomes show actual benefits and growth to the learners that receive the resources. Yearly reviews and updates to strategies ensure that services are continually improving and providing better growth to learners. Finally, return is about giving back. The program, while benefiting Sparrow Schools Educational Trust and our learners, also has to effect and benefit the provider. To expand purposefully with partners helps us achieve more than we can in isolation, and these partnerships are continuing to push us to greater heights.

Warren Thompson



FAMSA



120

Sparrow Schools Staff members attended wellness programmes.

207

Learners at the Foundation School attended a Body Safety Awareness workshop.

156

Learners at the Foundation School attended an Anti-Bullying workshop.

187

Learners at the Combined Technical School benefited from a Life Skills course.

Feeding Scheme

6765

Meals were made in 2017 for our needy learners.

The Link

60

Volunteers assisted with the English and Maths Literacy projects.

65

Foundation Phase Learners benefitted from a one on one reading programme.

Sophiatown Police

2

Drug Raids and talks were held at the Combined School where 187 learners attended.

3

Health and Safety community meetings were held at the Combined School.



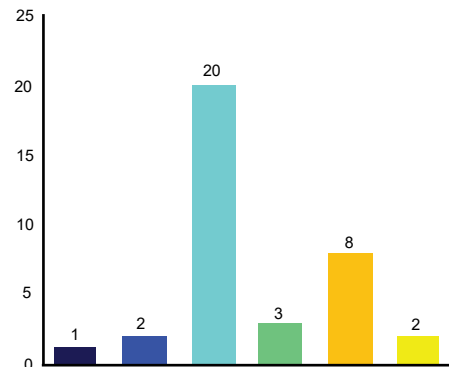
2

Scholar Patrol Training sessions were held at the Foundation School.

The Sophiatown Police team increased patrol on student travel routes.

36

Volunteers assisted Sparrow Schools learners with Psychology and Therapy sessions.



- Australian Volunteers International**
Provides Occupational Therapy to Foundation School learners.
- SAGE NET**
Teachers Assistants at Foundation School.
- University of Johannesburg**
Students assist in the psychosocial development of learners.
- University of Witwatersrand**
Provide individual therapy and group work interventions.
- University of Witwatersrand**
Students provide hearing screening and speech development support.
- University of Witwatersrand**
Assist with the psychological testing of learners.



SPORT AND EXTRAMURALS

On the move...

2017 was an exciting year to be part of the extracurricular activities at Sparrow Schools!



DRUMMING IS FUN



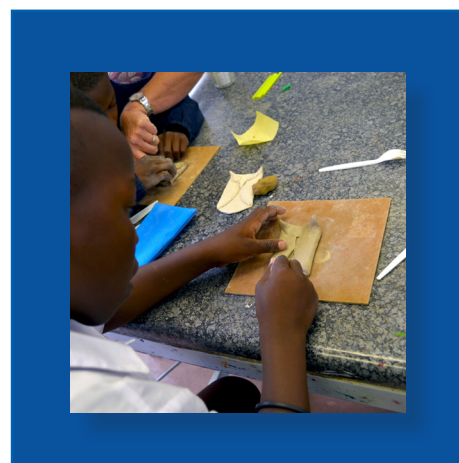
EXERCISE FOR THE BRAIN



MARIMBA MAGIC



FREEDOM OF EXPRESSION



ENJOYING POTTERY



SPARROW SPIRIT



SCIENCE IS COOL



SOCCER LEAGUE



LANGUAGE OF COLOURS



INTERHOUSE ATHLETICS



NORTH CRICKET LEAGUE



STATEMENT OF FINANCIAL POSITION

Sparrow Schools Educational Trust

Balance Sheet

	2017	2016
Assets	28 570 020	27 847 471
Property Plant and Equipment	23 116 369	22 612 669
Debtors	981 759	1 460 354
Bank and Cash	4 471 892	3 774 448
Liabilities	3 120 021	2 453 046
Creditors	3 120 021	2 453 046
Accumulated Surplus	25 449 999	25 394 425

Income Statement

	2017	2016
Income	11 834 575	17 130 956
Tuition Income	5 613 819	5 506 867
Fund Raising	13 002 428	7 253 450
Gauteng Department of Education	3 179 218	3 313 299
Other Income	324 714	344 710
Project funds brought forward	2 150 000	2 646 506
Project funds carried forward	(12 643 691)	(2 150 000)
Interest	208 087	216 124
Expenditure	11 779 001	17 984 220
Salaries and Wages	8 300 279	12 917 901
Running Costs	3 157 208	4 373 016
Teaching Aids	321 514	693 303
Surplus/(Deficit)	55 574	(853 264)

Cash Flow Statement

2017

2016

Cash from operating activities	853 761	132 051
Cash generated from operating activities	645 674	(84 073)
Interest Received	208 087	216 124
Acquisition of property, plant and equipment	(156 317)	(879 341)
Change in cash equivalents	697 444	(747 290)
Cash at the beginning of the year	3 774 448	4 521 738
Cash at the end of the year	4 471 892	3 774 448







SPARROW EVENTS

SPARROW FET ENTERPRISES (PTY) LTD

Building Opportunities



“This year, the College has made great strides towards empowering the South African youth, by providing our students with fully funded scholarships. The College has also redeveloped the infrastructure on campus to accommodate an increased number of physically disabled students.”

From 2015 to 2016, The Fees Must Fall Movement highlighted the challenges the South African youth have in gaining access to tertiary education. In 2017, Sparrow FET College responded to this challenge by offering all students full scholarships.

2017 saw the FET College enrolling 70 students with physical disabilities across 3 different programmes. To accommodate the range of disabilities, the college undertook various construction projects, including the building of wheelchair ramps across the campus and installing a new disabled toilet. The investment of the FET College into making these students more comfortable has contributed greatly to restoring their self-esteem and dignity. Recognising the need to pioneer this philosophy beyond the college itself, the FET College implemented disability awareness training courses at our host companies. The College also employed three disabled candidates who trained at the FET; their seamless integration into the work place evidenced the success of the training programmes offered at the College.

The FET College's accreditation department ensured these training programmes aligned with changes to the SETA framework and that the programmes met the requirements of the new quality assurance body, the QCTO. Four additional programmes received accreditation in 2017: Business Administration Services NQF 4, Early Childhood Development NQF 5, Information Technology: Technical Support NQF 4 and Occupational Certificate: Electrician NQF 4. The rise in the programmes offered at the College saw an increase in student numbers, and the graduation of 348 learners at the end of the year. To support the College's growth, we employed new staff and established new departments.

In March 2017, the College was recognised by the National Skills Authority, who awarded us a silver medal for The Best TVET Placement Programme, due to the College's success in placing all our students into various workplaces for the period 2016/17. The College's continued success proves our commitment to addressing skills shortages within industries across South Africa, as well as our continuous effort to empower the youth by creating opportunities for employment.

Melanie Malema

SUCCESS STORY

Going the extra mile

Our Rising World Class Chef: Tshepo Mbeazi

Tshepo is an inspiring young man looking to make his mark internationally, one dish at a time. He joined Sparrow's FET College on July 4, 2016 and enrolled in the Professional Cookery course to obtain an NQF level 4 Qualification. He wanted to gain the necessary skills to fulfill his passion and enter into the hospitality industry.

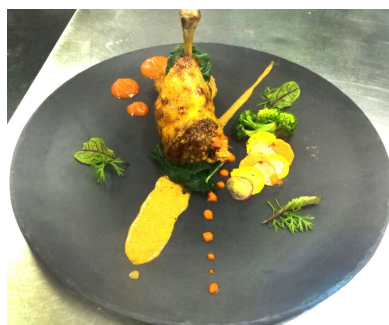
Prior to enrolling at Sparrow FET College, Tshepo was unable to find a job. He started a bakery at home, baking cakes, breads and muffins for his community in Rustenburg. He then heard about Sparrow through the National Youth Development Agency and decided to apply online. After his assessments and interview, he was accepted into the course and was eager to start his journey in Professional Cookery. Tshepo graduated from Sparrow FET College and in 2017 started working at the Sandton Sun Hotel.

Tshepo wanted to test his new found talent and skills by entering the Lucky Star competition in March, where he prepared a delicious terrine wrap. However, his journey in the Lucky Star Competition came to an end, as he was overqualified for their competition. Tshepo continued to put his talent and skills to the test by entering into another competition, the Unilever Chef of the Year, and was delighted to make it through to the Regional Finals Top 6 out of 1000 entrees, an outstanding achievement!



What does Tshepo's future look like?

Tshepo has been selected to sail off and work in Miami as an executive chef for the Norwegian Cruise Lines. Sparrow FET College is proud of Tshepo's great accomplishments at such a young age, and wishes him every success in his future endeavours.



PROGRAMME OVERVIEW

Full Qualifications on Offer



Installation of Floor Covering NQF 1

Assistant Chef NQF 2

Automotive Repair and Maintenance NQF 2

Welding Application and Practice NQF 2

Fluid Power Hose Assembling NQF 2&3

Furniture Making NQF 2

Information Technology End User Computing NQF 3

Business Administration Services NQF 3&4

Occupational Certificate Electrical Services NQF 4

Professional Cookery NQF 4

Sports Coaching for Juniors NQF 4

Information Technology Technical Support NQF 4

Business Admin NQF 4

Early Childhood Development NQF 4&5



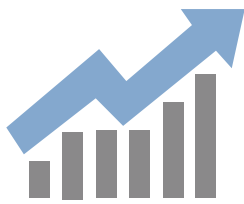
**Walking the journey from
Unemployment ➡ Education
➡ Employment.**

EMPLOYMENT STATISTICS

Sparrow Schools Impact on the National Development Plan

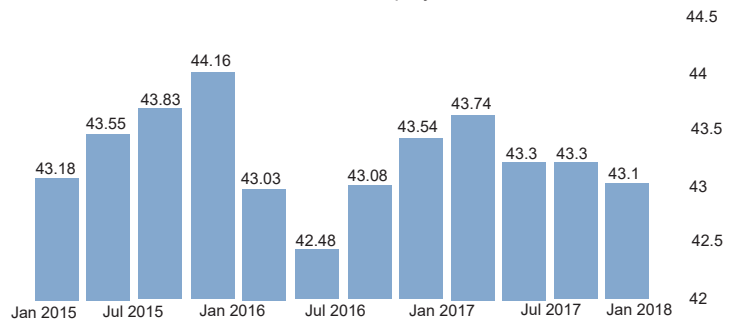
NATIONAL DEVELOPMENT PLAN 2030

Increase proportion of employment from



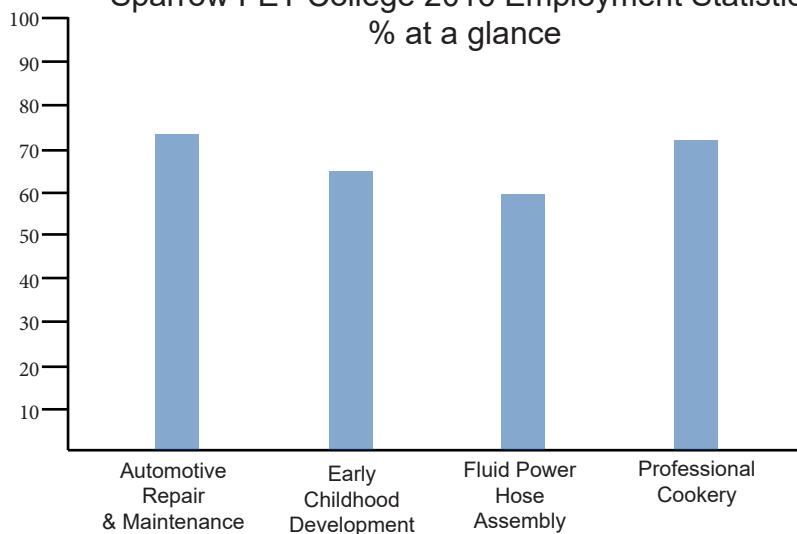
41% TO 61%

South African Employment Rate %

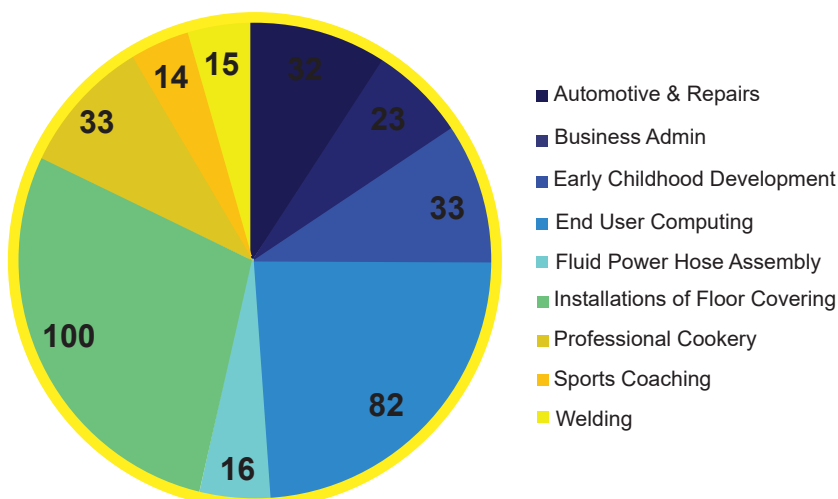


Sources: TRADINGECONOMICS.COM | STATISTIC SOUTH AFRICA

Sparrow FET College 2016 Employment Statistics
% at a glance



Over
60%
Of students at the Sparrow FET College gain employment.



348
STUDENTS
ENROLLED
AT THE FET
COLLEGE

STATEMENT OF FINANCIAL POSITION

Sparrow Fet Enterprises (Pty) Ltd

Balance Sheet

	2017	2016
Assets	1 582 572	1 537 610
Property Plant and Equipment	69 191	98 199
Trade and other receivables	-	366 494
Cash and cash equivalents	1 513 381	1 072 917
Liabilities	1 900 677	1 721 045
Trade and other payables	1 062 475	316 613
Loan from associated school	838 202	1 404 432
Accumulated Loss	(318 105)	(183 435)

Income Statement

	2017	2016
Income	17 000 342	9 693 137
Enterprise Development	15 565 827	8 650 462
Fees	255 709	302 910
Fund Raising	96 790	74 867
Learnerships	1 047 917	641 550
Interest	34 099	23 348
Expenditure	17 135 012	9 716 728
Salaries and Wages	13 207 960	7 000 324
Running Costs	1 755 748	919 842
Teaching Aids	2 171 304	1 796 562
Loss for the year	(134 670)	(23 591)

Cash Flow Statement

2017

2016

Cash from operating activities	448 692	374 113
Cash generated from operating activities	414 593	342 052
Tax paid	-	8 713
Interest Received	34 099	23 348
Acquisition of property, plant and equipment	(8 228)	(80 746)
Change in cash equivalents	440 464	293 367
Cash at the beginning of the year	1 072 917	779 550
Cash at the end of the year	1 513 381	1 072 917



FINANCIAL DONORS

Thank you for your support in 2017

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