

"Teachers come for ideas and information - the teachers are starting to use us as a resource" Noms, 2018 Starting Chance After Action Review



2020 Vision Update & 2019 Proposal



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Executive Summary

Starting Chance is a non-profit Public Benefit Organisation (NPO No: 164-217 NPO) with a passion for education.

We focus on Early Childhood Development (ECD) because investment in providing children aged 0 to 6 years with an excellent starting chance in their education has been shown to produce lifetime personal and societal benefit.

Providing a school building alone does not create a quality early learning environment – what happens in the classroom makes the real difference to a child’s future. For this reason we take a holistic approach, focusing strongly on enterprise development and skills transfer to principals and their teams. The over-arching goal of Starting Chance is to create sustainable, high-quality early learning environments which provide 0 to 6 year-olds with an excellent introduction to their Foundation Phase education.

To achieve this goal we work with dedicated South African women entrepreneurs, providing early childhood services to help them to build and manage a sustainable enterprise. By deploying highly experienced, well-qualified early childhood fieldworkers we provide intensive in-service coaching and mentoring to underpin successful skills transfer and impart sustainable personal growth and performance improvement.

2018 Progress in Achieving the Starting Chance 2020 Vision

Training & Development

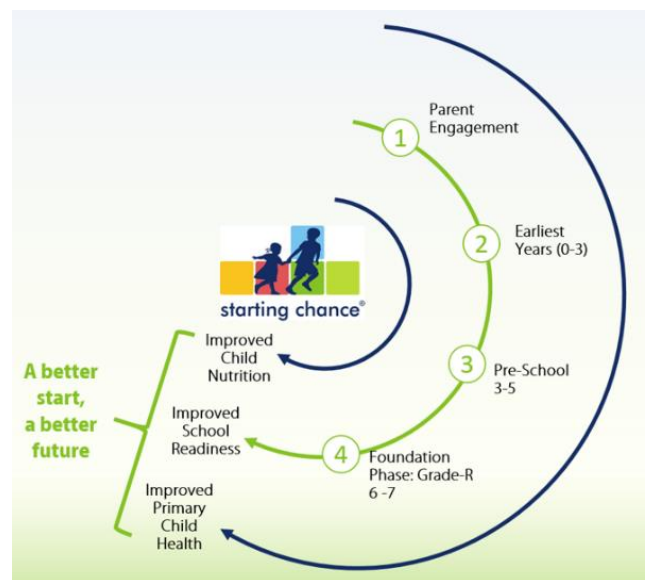
In delivering the Starting Chance 2020 vision our aim is to guide the nine centres in the full Starting Chance programme to a sustainable future enabling them to:

- Increase the impact they have on the futures of children attending their schools
- Improve the employment conditions for the people who work in them.

The latter point is crucial for sustainability because it will reduce teacher turn-over which is still too high to maintain quality learning environments.

During 2018 Starting Chance has successfully grown the fieldworker team to cover the four key points in a child’s development leading to school readiness. We are especially excited to have achieved this through the employment of people from within the Mfuleni community. Not only do these new roles create employment, but they also bring energy and vitality in to Starting Chance together with new ideas and thinking with the potential to improve:

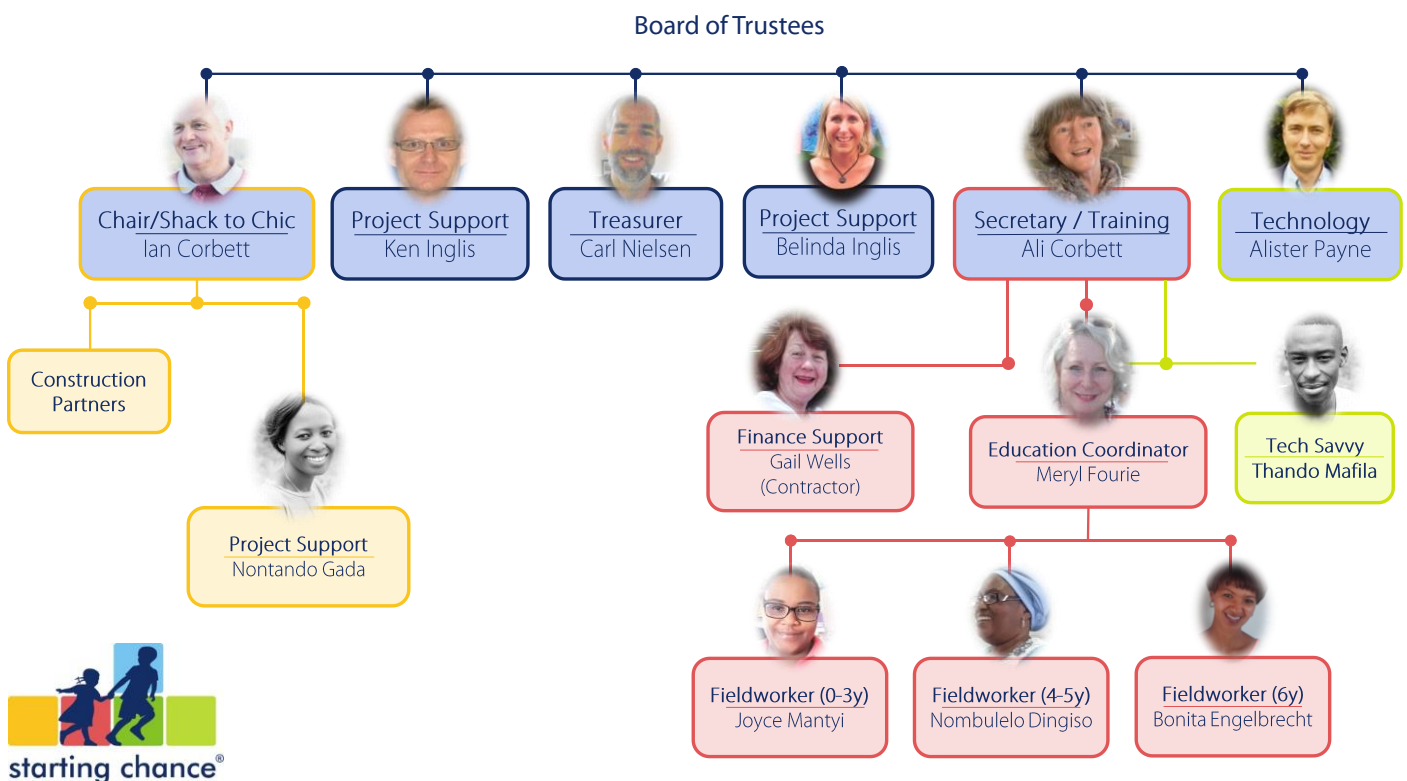
- What we do
- How we do it, and
- Increase our impact.



Expansion of the education team has increased the need to secure additional funding to support their work, but our After Action Reviews continue to underpin the fact that our fieldworkers lie at the core of our success through their professional delivery of:

- In-service mentoring and coaching
- Training Teachers in Township Workshops

The benefit of expanding the team is already being seen with significant, and sustainable improvement in the quality of the learning environment at Likonaithemba, which as a result has qualified for a shack to Chic upgrade.



The board of trustees has also been strengthened during 2018 with the addition of Ken and Belinda Inglis. Belinda brings extensive experience in early childhood to the board and Ken’s corporate career with Shell provides an excellent base for him to add value not only to the board but also across a spectrum of projects.

Going forward into 2019 the goal is to keep reaching deeper in to the community by rolling out the parent engagement programme that Starting Chance successfully piloted during 2018. Feedback from parents has been very encouraging and we have been asked to expand the topics covered in the coming year. We have set the target of reaching 1000 parents through engagement workshops throughout the year. Teamwork with the principals and their teachers will be vital if we are to realise this.

Going deeper also means going further upstream to reach children earlier between 0 to 3 years. Thanks to the continued support of Stichting Mzamomhle and FEMA our expanded fieldworker team will continue to offer support teachers and assistants in implementing a broad range of practical skills. The benefits of this were widely recognised by principals in our 2018 After Action Review and we anticipate that this will translate into improved child readiness as children benefitting from greater stimulation move through the educares on their way to Primary School.

Finally, it is a concern that our Starting Chance fieldworkers continued to observe a number of primary healthcare issues throughout 2018. We intend to address these through the provision of greater support for primary healthcare during 2019. We are actively seeking to network and partner with organisations who can provide knowledge, expertise and resources to help us to improve primary healthcare during the coming year.

Shack to Chic

During 2018 Starting Chance progressed the delivery of a number of Shack to Chic projects:

- The completion of the Sakhuluntu Shack to Chic Project has increased the Grade-R capacity in Mfuleni by 35 learners and generally upgraded the health and safety of the facility. The outdoor play was comprehensively upgraded with the provision of age-appropriate outdoor play equipment;
- The purchase of the 64 Mvumvu St property was completed, and plans submitted for its conversion into an ECD for 50 children. Construction is well underway and we intend opening the school at the beginning of February;
- The completion of the City of Cape Town land disposal process for Mzamomhle Educare Centre is eagerly anticipated during 1Q 2019. R2M is available for this project through the partnership with HomeChoice Development Trust and Stichting Mzamomhle based in the Netherlands. As soon as the land is handed over by the City of Cape Town planning will commence and we intend fast-tracking this project to complete it by end 2Q 2019, however we are dependent on the City completing their process timeously;
- A conceptual design has been completed for Likonaithemba and a cost estimate is awaited from RICTS. The facility will span two adjacent plots. Advice is being sought on how to progress the submission of plans. Provided there are no legal complications and we are successful in raising the R1.5M required, the target to complete this project is end 2019;
- The conceptual design work for the Integrated Project 11410 campus incorporating a special care facility, ECD, primary child healthcare facility and Starting Chance Hub is complete. R1.5M has been provided for the Lonwabo Special Care facility by the HomeChoice Development Trust. We are now fundraising for the R4.63M required to complete this very special campus which has the potential to radically increase the impact Starting Chance is having on improving early childhood in the Mfuleni community;



Summary of Funding Sought in this Proposal

The figures below will enable scaling-up to deliver the best quality programme we believe to be possible across the entire Mfuleni community to the end of 2019. The offering incorporates all of the lessons learned since the inception of the programme in 2012 together with best practices identified through local and international research.

2019 needs at a glance (see appropriate section for more detail)



S	Project: 11410 Starting Chance Campus <ul style="list-style-type: none"> • Land Purchase • Lonwabo Special Care Centre • Primary Healthcare • Educare & Hub Complex 	Project: Likonaitheмба Educare Centre Project: Blooming Stars Outdoor Play Fundraising Target R6 205 000
T	Project: Training & Development <ul style="list-style-type: none"> • Education Team • Principal & Teacher Training • Hub Resource Centre Operation • Parent Workshops 	Fundraising Target R 812 000
A	Project: Monitoring & Evaluation <ul style="list-style-type: none"> • Annual ECERS Assessment • ECERS Training 	Fundraising Target R35 000
R	Project: Educational Outings <ul style="list-style-type: none"> • Transport • Entry Fees 	Fundraising Target R72 000
T	Project: <ul style="list-style-type: none"> • WiFi network stabilisation & expansion • printing consumables 	Fundraising Target R101 700

Detailed financial breakdowns are provided in the remainder of the document. The colour coding is maintained throughout the report to aid identification of the different elements using the START acronym.

The financial status presented here is the most accurate available at the time of compiling this document.

If you are considering supporting our work there are a number of ways you can do this:

1. You can elect to donate “undesignated funds” which provide us with the flexibility to use the funds in the most impactful way when they are needed;
2. You can select a project, such as training and development or one of the shack to chic projects and designate the funds to a project of your choice or;
3. You can make an “in-kind” donation of building materials or stationary supplies, for example, which can be used in the different projects we have running throughout the year.



Chairman

Starting Chance Trust Registration No IT002472/2015
 NPO Reg No 164-217 • PBO No 930051444 • VAT Registration No 4450272614

Upcoming Projects & Funding Status

Shack to Chic Projects



Starting Chance is currently progressing a number of Shack to Chic projects with the goal being to complete upgrades for all 9 centres currently in the programme by the end of 2020. Successful conclusion of acquiring access to suitable land is key to this being achieved.

Newly appointed Nontando Gada will be supporting Shack to Chic projects going forward into 2019. Nontando is currently busy with the Emmanuel Shack to Chic Project. We are hoping that 2019 will be a busy year for Nontando as a number of builds are already funded and could move forward if land acquisition is concluded.

Project 11410: Background to the “Campus” Concept

Project 11410 is not only strongly aligned with the Starting Chance 2020 Vision but also with the current trend to create meeting spaces which promote the natural interaction of children with special needs with “mainstream” children.

The suite of facilities on the campus is specifically designed to holistically address early childhood development and improve child development leading to school readiness of children on the campus and within the greater Mfuleni community.

The planned facilities include:

- Lonwabo Special Care Day Centre
- An Educare Centre
- A Starting Chance Hub/Resource Centre
- A children’s primary healthcare facility.

In our latest communication with the City of Cape Town we have been told that we can expect the disposal process for Erf11410 to be completed by end March 2019.



Due to the pressure on Lonwabo, we will continue to aim for completion by the end of 2019. It is a tough, but realistic target provided City deliver. Ideally we would like to be able to construct the entire campus in one phase to avoid ongoing disruption on site. Starting Chance currently has R1.5M from the HomeChoice Development Trust for the construction of the Lonwabo Special Care Centre. The Level 1 estimate of the capital required to complete the remainder of the campus is R4.63M.

HAGS, based in Sweden has undertaken to equip the outdoor play areas for the campus. HAGS is the world leader in designing and manufacturing innovative, high-quality outdoor play equipment. They have a range specifically designed for children with special needs. Their participation in the project will contribute to the idea of creating dynamic meeting places where children can meet and interact safely in a fun learning environment.

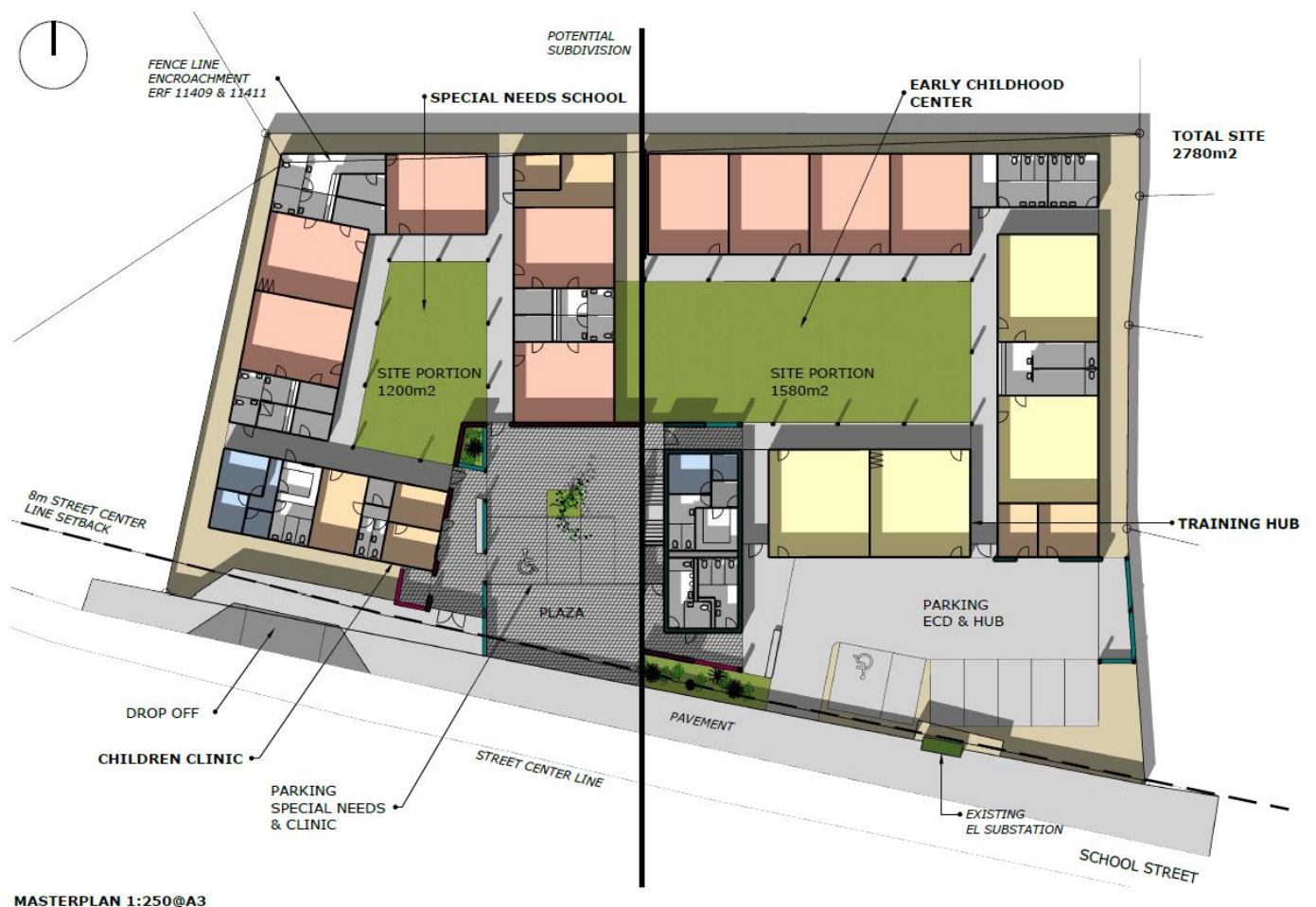


STARTING CHANCE - ERF 11410

MASTERPLAN DESIGN DEFINITION - RETURN BRIEF
 LONWABO SPECIAL NEEDS SCHOOL, CHILDREN CLINIC, ECD & TRAINING HUB
 14 DECEMBER 2018 / REV_1

The conceptual design process is nearing completion and we are now preparing to move forward into detailed design and costing of the facility.

Few such campuses exist in South Africa, and in working with donors to provide it Starting Chance aims to make a lasting contribution to the transformation of the lives of many, many young children and families in Mfuleni and surrounding communities.



MASTERPLAN 1:250@A3

Lonwabo Special Care Day Centre:

“It is my dream that Lonwabo won’t end up in the backyard – my prayer is that it will be out there for people to see it. Thandeka, January 2017

Imagine listening to a radio interview and responding to a call to action to start a Special Care Centre. That is just one small part of the remarkable story of Principal Thandeka Mafila, who celebrated 10 years of running the Lonwabo Special Needs Centre in October 2018.

Experience has shown that the best opportunity to introduce children with special needs in to “mainstream” and improve the probability that they might have as normal a life as possible exists between the ages of 0 to 6 years old.

Participation in the Starting Chance Training and Development Programme is enabling Thandeka to grow her team’s ability to provide a stimulating environment for the children attending Lonwabo – and the benefits are beginning to be seen.

An increasing number of children are responding to the activities incorporated into the daily programme. And perhaps more tellingly still, Thandeka is receiving positive feedback from parents who did not realise that they might one day play with their child at home.



The Lonwabo centre, which has children ranging in age from 0 to 18 years, makes extensive use of Starting Chance training to bring much-needed stimulation into the lives of the children. In 2019 this will include a pilot programme using tablets.

The Need



Although Thandeka currently runs the Lonwabo Special Care Centre at the rear of her family home, it is increasingly unsustainable. Due to the introduction of more stringent regulations and controls associated with running centres such as Lonwabo, the threat of closure is never far away. It is stressful to operate under these circumstance, but Thandeka is dedicated to helping the children who attend her facility.

In 2018 through the support of Stichting Mzamomhle and Wilde Ganzen based in the Netherlands Starting Chance was able to purchase a minibuss for the Lonwabo centre. For us, we see this as an important first step in upgrading and expanding the centre by increasing the capacity to transport children safely and comfortably.

Signarama sponsored the artwork for the minibuss, and this has significantly improved advertising for the centre. Remarkably, new parents are coming forward from Mfuleni (and surrounding communities) requesting to register their children, proving that there is indeed a great need for the service provided by Thandeka and her team.

The Opportunity

Starting Chance is working with Marc Bølsterli at Gapp to create a state-of-the-art facility that will replace the existing centre and enable Thandeka to reach more children and parents who need her help. Acquisition of Erf 11410 will enable the conceptual design to increase the size of the facility from 35 to 60 children.

Thandeka and the design team conducted knowledge visits to the Babishana Project and a variety of special needs facilities in Cape Town to enable us to draw on the practical experience and insight of locally-based teams working in this specialised area. The advice and ideas have been systematically brought in to the conceptual design. We are also conducting peer assists with experienced people and regulators to test and validate the conceptual design in order to ensure that it will meet the criteria for licensing.



The aim is to make each room a stimulating, healthy and safe environment for the age group it accommodates, so that Thandeka can achieve registration and operate as a fully compliant facility with access to the full spectrum of grants and subsidies for which it can apply as a licensed special care day centre. A sensory room will also be included in the design.

11410 Campus: Children's Primary Healthcare Facility

Lonwabo Special Care Centre has children with profound and severe mental and physical disabilities. A number of the educarees that we support also have children who are on the autism spectrum. Some of these children require specialised support. Through the Bhabhisana Baby Project's team of therapists we have learnt that the trend is currently

to provide therapy in classrooms rather than isolating the child. However there are times when individual consultation is necessary, for example. The healthcare space will facilitate this.

Many children have to queue for long periods with their parents to visit a doctor at the local clinic. In many instances. As noted in the executive summary, our fieldworkers continue to see issues related to primary healthcare at the schools they visit. Access to the campus has been designed to separate public spaces and provide secure entrances so that members of the public are able to access specific facilities without intrusion into school areas.

Starting Chance is currently developing a knowledge network to explore ways in which the provision of a safe “Primary Healthcare Space” might be used to facilitate visits by healthcare practitioners and experts. We will also be exploring the possibility of assisting parents by providing a small dispensary which might be staffed by a local community member who has been trained in Primary Healthcare.

11410 Campus: Early Childhood Centre and Starting Chance Hub

One of the key insights we have gained through site visits to interact with specialists in the field of special care centre operation has been that the integration of children with special needs with those in mainstream facilities needs to be proactively promoted and encouraged. The campus design has taken this in to account.

At the same time the insights that we have gained through providing in-service coaching and mentoring has shown how valuable effective, practical skills transfer can be in building teaching capacity in the schools we support. Best practice site visits are a vital part of providing opportunities to broaden exposure to experience and new methods and ideas. Hence we have included an Observation Classroom in the Hub to increase exposure to best practice.



ECD & HUB
FLOORPLAN 1:200@A3

Attendance is continually increasing at our ever-popular monthly TTinT workshops. We have started the process of accrediting our training programme at NQF Level 4 to increase the value and benefit to participants as they seek to improve their employment potential as well as their career paths. We therefore need larger training facilities. The Hub will accommodate up to 90 participants, and again, access by the public is carefully controlled to avoid any disruption of the school.

Later incorporation of the Hub training facilities into the ECD has been a key element for consideration. Consequently, the Hub will provide a superb hall one day. Provision has also been made for a computer lab on the upper level where training will be provided to teachers and principals. It will also be used by children in the ECD for tablet-time.

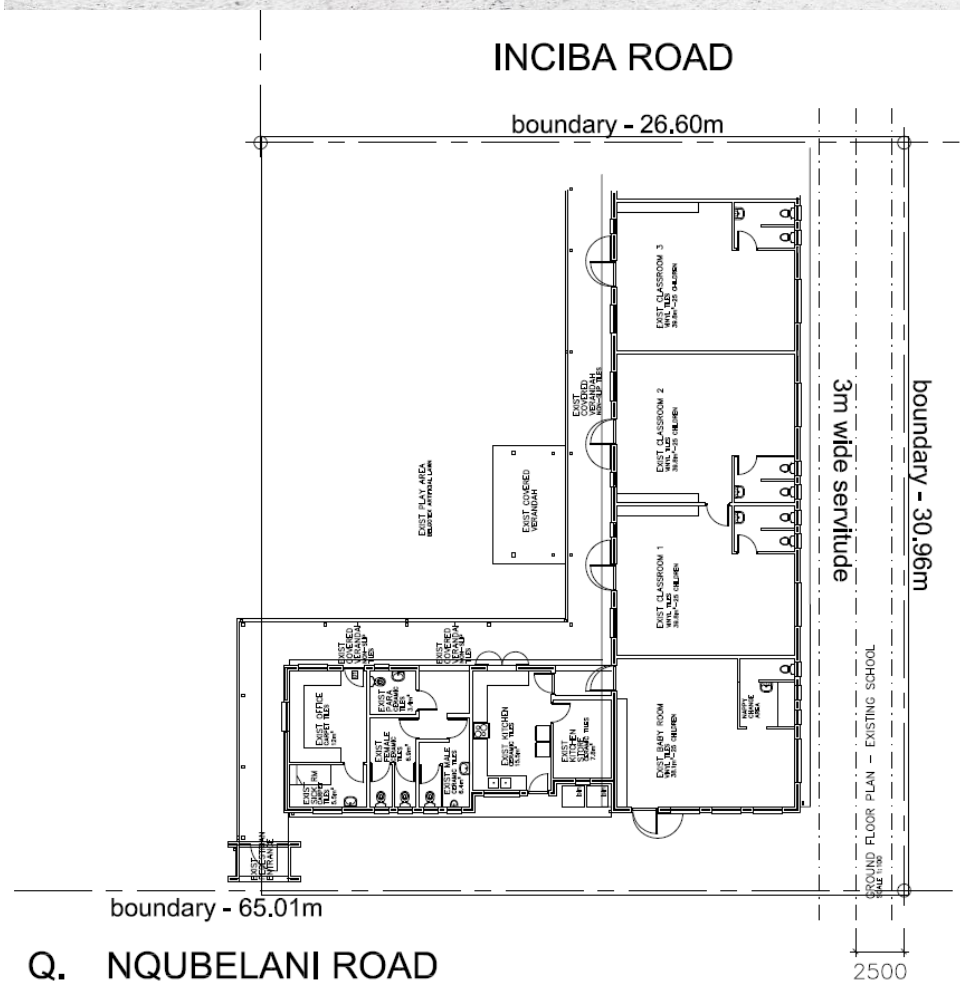
Mzamomhle Educare Update

Starting Chance has established a partnership with Stichting Mzamomhle based in the Netherlands to co-fund a new facility for Mzamomhle Educare. R2M is currently available to deliver the project.

The educare will be designed for 100 to 120 children.

It was expected that the City of Cape Town land disposal process would be concluded in 2018. Sadly this was not the case. Principal Jama is awaiting news following a meeting of the Sub-Council on 12 December, 2018. The project is now some 12 months behind schedule.

As soon as the sale of the land is concluded and the title deeds have been transferred to the Mzamomhle Educare NPO, the site will be surveyed and the architect will work on finalising detailed plans for submission.



Emmanuel Educare Update

In the absence of any opportunities to purchase or lease City of Cape Town land of 400m² to 500m² Starting Chance has had to consider purchasing and rezoning residential property.

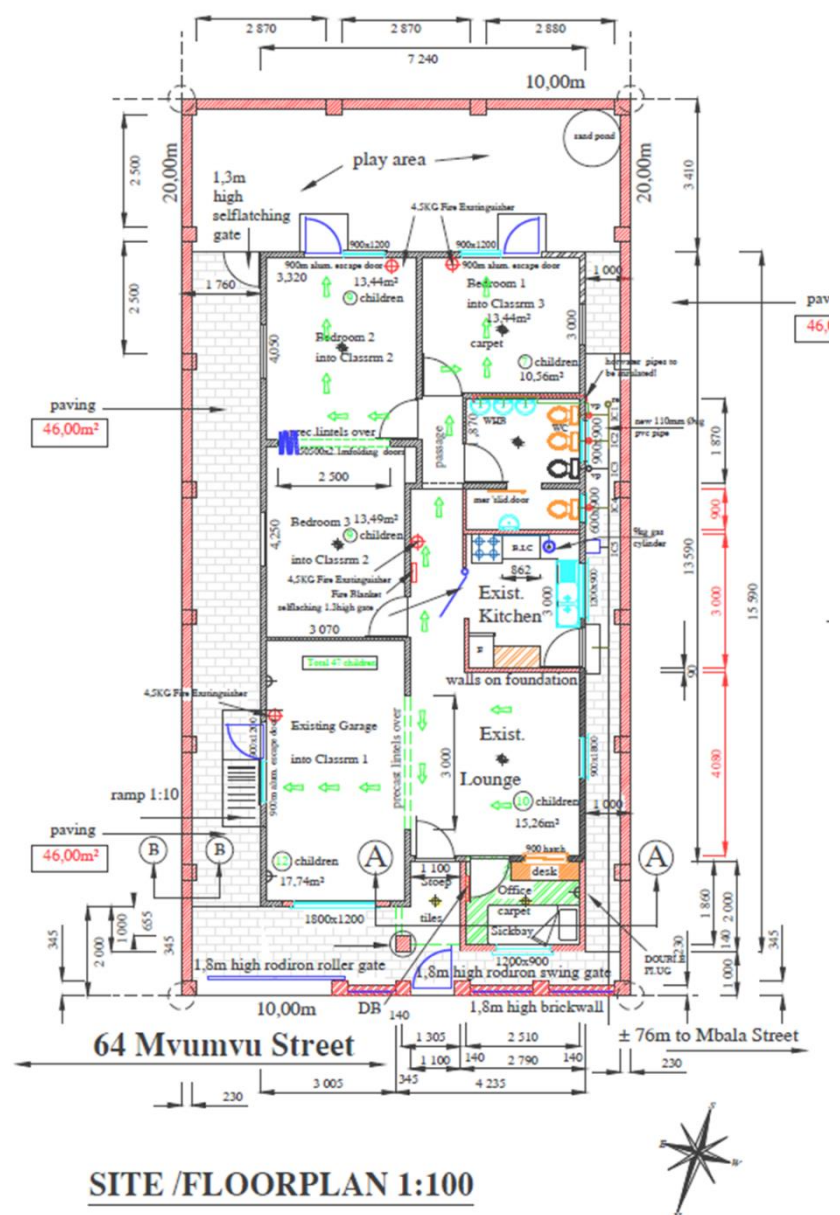
This is a tricky process to achieve in townships due to the extreme pressure on land and the abundance of cash buyers. As a result few people are willing to go through the legal process of sale and transfer.

A brick and mortar house on a 200m² plot was purchased successfully in 2018 by Starting Chance. It is currently being converted by a local builder and his team into an ECD facility. The team worked through the builder's holiday in order to make it possible to complete the project ready for children returning to school in February. The investment in Emmanuel is estimated to be R0.9M. Projects such as this enable Starting Chance to directly invest money into employment from within the Mfuleni community. This is much needed in the current economic climate – some of the people we have been able to bring in to this project had not been able to find work for many months.

Materials are also being procured from local suppliers.

The final design came together nicely with some excellent input from the beneficiary. The facility will significantly uplift the immediate neighbourhood and provide a quality learning environment for the children. We are delighted that we will be able to create a great outdoor play area.

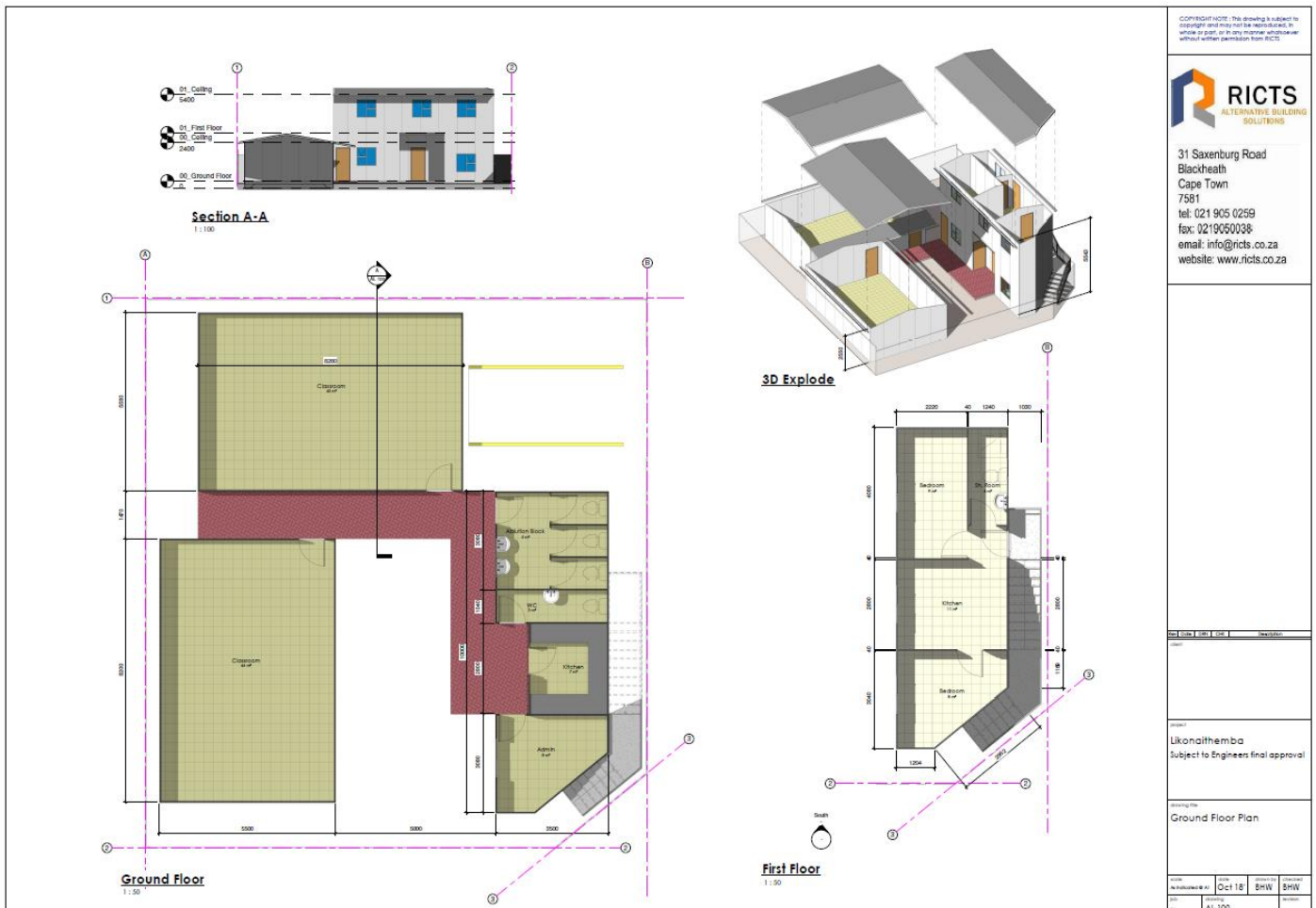
So far all is on track to welcome the first children at the beginning of February 2019.



Likonaithemba

The quality of the learning environment improved dramatically during 2018 with input from Joyce Mantyi, the earliest years fieldworker. Having maintained the improvement through the year Likonaithemba has now qualified for a Shack to Chic upgrade. Principal Nondemiso has two adjacent even which provide a good opportunity to create a new facility with space for outdoor play.

In order to optimise the use of the space this will be the first double storey structure provided by Starting Chance. The double storey will provide a new accommodation block for the principal.



Due to the more complex engineering design the estimated cost for construction will only be available when RICTS return in mid-January after the builder's holiday. Our provisional estimate is R1.5M to R2M.

Blooming Stars Outdoor Play Area Renovation



The AstroTurf at Blooming Stars needs a face-lift. Racing across it on scooters is a playtime favourite.

In 2018 Blooming Stars experienced the first burglary at a school supported by Starting Chance. The community helped to recover a number of the tablets that were taken. Principal Philiswa has used her own funds to build a new wall around the 900m² property. We will be exploring ways to install alarms at sites to improve security.

Replacement of the AstroTurf is estimated to cost R75 000.

Additional Land Acquisition Opportunities

Access to land remains a key barrier to progressing the implementation of the 2020 strategy. Starting Chance remains very interested in any opportunities to access plots of land in Mfuleni, and we are continuing to monitor public tenders as they are advertised.

Erven 8350 and 8352 remain a good prospect. The erven are both 1285m² and their position adjacent to a public open space being used as a park makes this an excellent large-scale ECD prospect if and when it comes up for disposal.



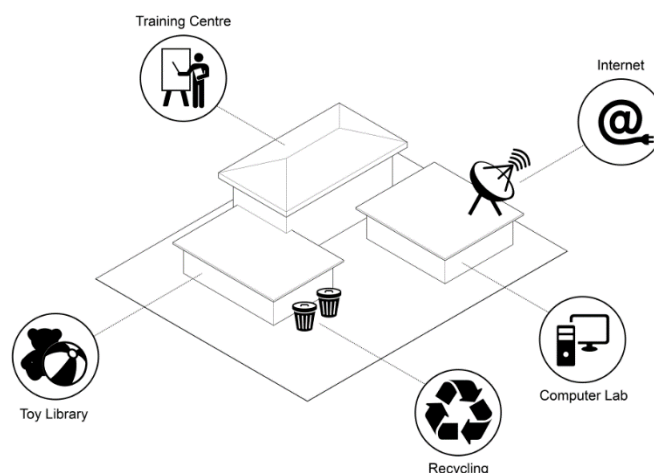
Current Shack to Chic Funding Status to End 2019

Shack to Chic		Budget Estimate	Funds Still To Find
Sakhuluntu Educare		R 5 500	R 0
Emmanuel Educare		R 914 892	R 0
Erf 11410		R 350 000	R 350 000
Lonwabo Special Care Centre		R 2 000 000	R 500 000
Hub 2		R 3 500 000	R 3 500 000
Children's Healthcare Space		R 280 000	R 280 000
Blooming Stars Outdoor Play		R 75 000	R 75 000
Mzamomhle Educare (land R62 500 in 2017)		R 2 000 000	R 0
Likonathemba Educare		R 1 500 000	R 1 500 000
	Subtotal	R 10 625 392	R 6 205 000

Training and Development Project

The Starting Chance model is based upon the establishment of a hub Early Childhood Facility from which we operate a Resource Centre and Computer Lab. This centre provides support to the educators participating in the programme.

When Starting Chance selects an educare to participate in the full programme it is a three year commitment that begins with an independent baseline assessment. The results help us to plan training and development with the principal and her team and scopes the physical infrastructure improvements that are required for the principal to meet the registration requirements.



Starting Chance - Hub

There are 5 key elements to the Starting Chance programme.

S	Shack to chic creates excellent learning environments for growth	<ul style="list-style-type: none"> • Excellent learning environments are set in place • Buildings are fire-safe and registration-ready 	<ul style="list-style-type: none"> • They are light and well ventilated – cool in summer, warm in winter • Kitchen and sick bay in place • Grounds are gated, fenced and secure 	<ul style="list-style-type: none"> • Playgrounds are designed to stimulate childhood development • Gardens of plenty 	
T	Training and development to match passion with skill	<ul style="list-style-type: none"> • Practical skills transfer through: <ul style="list-style-type: none"> - Training Teachers in Townships workshops open to all - Fieldworker-supported onsite training 	<ul style="list-style-type: none"> • Educational resource training • Exposure to best practice through school visits • Outings to enhance nature & science 	<ul style="list-style-type: none"> • Making educational resources available • Building a supportive community of teachers 	
A	Assessments establish a baseline, focus improvement & monitor progress	<ul style="list-style-type: none"> • Independent assessor • Upfront baseline evaluation • Annual ECERS progress evaluation 	<ul style="list-style-type: none"> • Individual feedback and development plans • Monthly fieldworker site assessments • Monthly performance incentives 	<ul style="list-style-type: none"> • Monthly education coordinator site visits • Sharing success by sharing learning 	
R	Ready for a great start at school	<ul style="list-style-type: none"> • Child assessments • Professional records • Integrated day – enhanced learning programme 	<ul style="list-style-type: none"> • Developing children to be: <ul style="list-style-type: none"> - Emotionally secure and confidently equipped - An able communicator and active listener 	<ul style="list-style-type: none"> - Responsive to instructions - Pattern smart, word smart, nature smart and body smart - Lover of learning 	
T	Tech savvy teachers and tablet savvy kids	<p>KIDS</p> <ul style="list-style-type: none"> • Tablet smart and confident • Game smart and having fun • Excellent perceptual skills 	<p>TEACHERS</p> <ul style="list-style-type: none"> • Computer literate, effective users • Connected and creative-making resources 	<ul style="list-style-type: none"> • Professional communicators and report writers 	

Our primary goal is to assist principals to transform their educare from providing custodial care to offering high-quality learning programmes aligned to the child development curriculum.

Starting Chance encourages and supports principals and teachers to access Learnerships and acquire formal qualifications. Our in-service training and development is designed to translate theory acquired at Further Education Training Colleges into effective classroom practice.

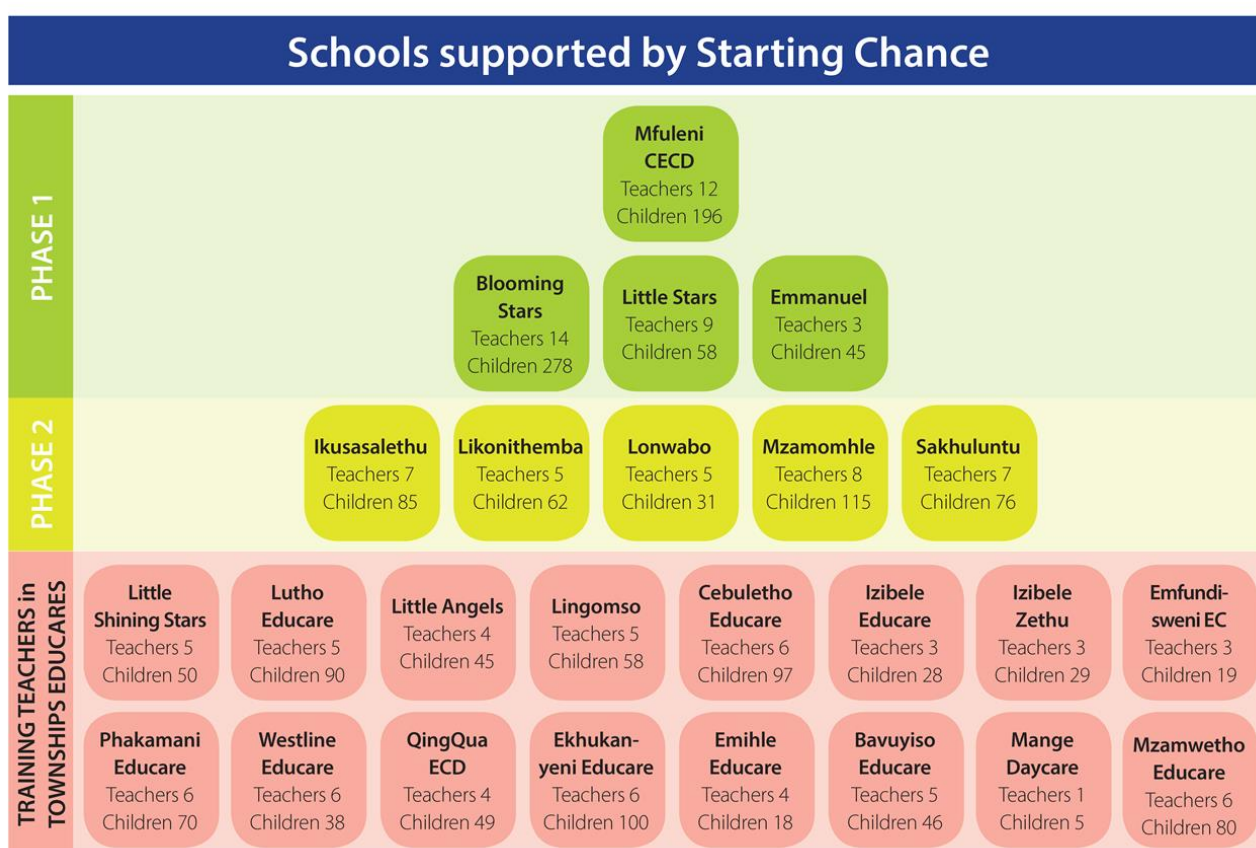
We support principals and their teachers in the three year programme to develop their knowledge and expertise through:

- Training and Development across three levels:

- Level 1 – Introducing the Integrated Day
- Level 2 – Implementing the Integrated Day
- Level 3 – Internalising the Integrated Day
-
- Computer training to acquire administrative skills and enable teams to prepare their own teaching aids

Educares participating in Phase 1 from 2012 to 2015 requested to continue training and development into 2019. This request is linked to the challenge posed by continuing high rates of teacher turn-over, which results in replacement staff requiring training. This problem reflects the challenges associated with becoming registered and accessing government subsidies.

The more advanced Professional Development Programme that was introduced fully in 2018 proved to be very popular with the principals and their senior teachers. The content will continue to be co-developed for 2019, but is likely to tackle issues such as labour relations in more depth. Administration, and application for registration and subsidies in particular, is likely to be another important component based on feedback during the 2018 After Action Review with attendees.

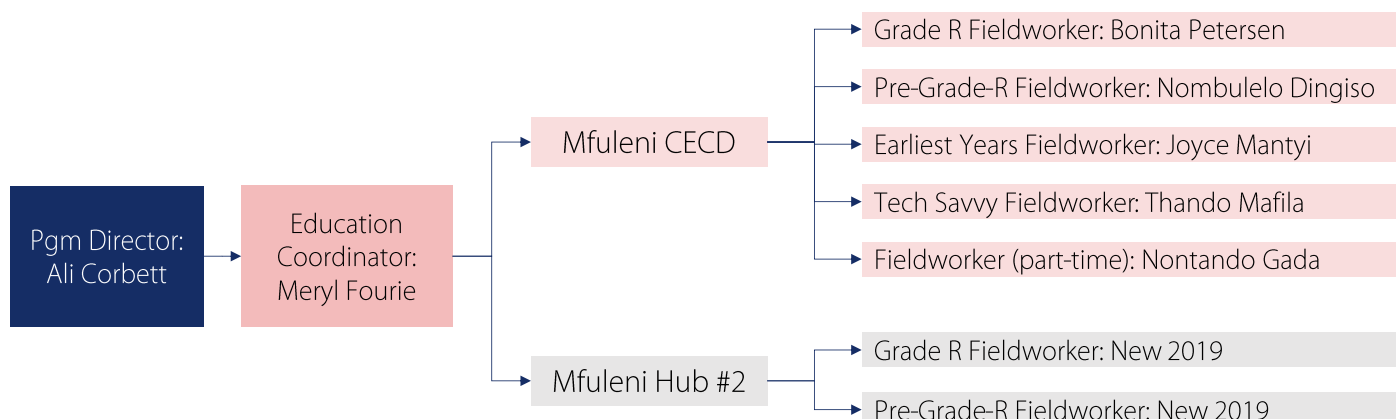


Scaling-Up: Building the In-Service Mentoring & Coaching Team

Starting Chance is currently providing training and development to 25 principals and about 150 teachers. Demand for in-service support through coaching and mentoring is increasing all the time, as the benefit and impact is recognised by parents, who see significant changes in their children.

Our training and development team underpin this aspect of the programme through the guidance and management of Meryl Fourie. Expansion of the team is enabling us to reach deeper than ever in to the community by working increasingly intensively with all 25 schools registered for Starting Chance programmes.

As we move forward with the delivery of the 2020 Vision we will require the team to operate from two hub centres, which means that we will need to add more capacity to achieve this and increase the level of support that we can offer to the 16 TTinT schools:



It will also be necessary to increase the role of the Education Coordinator from 2020 to a 3-day a week position.

Broadening the Benefit: Training Teachers in Township Workshops

The Training Teachers in Townships offering continues to be very popular with teachers and their principals. Attendance levels increased in 2018 to a consistent 60 to 65 teachers and we are finding that attendees are staying longer as the sense of camaraderie and teamwork evolves.

The 2018 Training Teachers in Townships After Action Review confirmed the added benefit of the introductory level (pre-Grade R) and advanced level (Grade R) open workshops once a month. Starting Chance has been asked to consider adding a third, more advanced level workshop for 2019.

Classroom activity packs remain extremely popular as they enable immediate implementation on Monday morning.

A project was initiated in 4Q 2018 to assess the status of the 16 schools registered for TTinT. The objective will be to scope a fast-track approach to upgrading as many of the centres as possible to a level at which they meet the basic criteria for registration with the Department of Social Development.

A project was initiated in 4Q 2018 to assess the status of the 16 schools registered for TTinT. The objective will be to scope a fast-track solution to upgrading as many of the centres as possible to a level at which they meet the basic criteria for registration with the Department of Social Development. If we can achieve this cost-effectively it will increase the number of children benefitting from an improvement in learning environment quality to 3000.

The funding forecast for Training and Development to end 2019 is shown on the following page.

Current Training & Development Funding Status for 2019

Training & Development	2019 Month Cost	2019 Budget	Funds Still To Find
Education Team			
Education Coordinator	R 18 600	R 233 006	
Senior Fieldworker Gr R	R 13 200	R 163 350	
Senior Fieldworker Pre-School	R 12 000	R 139 260	
Fieldworker Earliest Years	R 8 200	R 110 460	
TechSavvy Fieldworker	R8500	R 102 000	
Fieldworker (part-time)	R4000	R 48 000	
	Subtotal	R 646 076	R 323 040
Hub 2 Team (Recruit 4Q 2019)			
Fieldworker Gr R	R 10 000	R 37 260	R 37 260
Fieldworker G Pre-School	R 10 000	R 37 260	R 37 260
	Subtotal	R 74 520	R 74 520
Principal & Teacher Training			
Prof. Dev. Workshops		R 30 000	R 30 000
TTinT Workshop Materials		R 44 800	R 44 800
TTinT Take-away Packs (25)		R 104 000	R 29 000
In-Centre Resource Training		R 20 000	R 20 000
TTinT School Starter Packs (provision for 5)	R 10 000	R 50 000	R 50 000
	Subtotal	R 248 800	R 173 800
Hub Resource Centre Operation			
Hub Resource Centre Ops Cost		R 72 000	R 36 000
Hub 2 Ops Cost (opens start 2020)		R 0	R 0
Incentive Shop		R 27 300	R 13 650
Education Team Personal Development Courses		R 16 000	R 16 000
	Subtotal	R 115 300	R 65 650
	In-Service Training Total	R 1 084 696	R 637 010

NB. New fieldworker employment positions are coloured grey.

Deepening Reach: Parent Engagement

Starting Chance ran another fundraising event with the 9 participating schools during 2018. The "Have a Ball" event aimed to bring sporting opportunities to the children and their parents. An estimated 2500 children and parents attended. Nine hundred and fifty-three (953) children received a mini-soccer ball from HomeChoice Development Trust. The proceeds from the event were distributed to the principals of the 9 participating schools to provide additional income to cover the salary shortfall that prevails at the end of each year as parents opt to not pay fees. Feedback received from teachers has been extremely positive. We are currently planning an event for 2019.



Parent engagement workshops were co-run with teachers from the participating schools. The workshops proved popular and feedback was very positive. Starting Chance has been asked to increase the number of parents able to attend in 2019, and we have set ourselves the stretch target of reaching 1000 parents. Achieving this will only be possible if we expand the team running the workshops and modify the approach to running them. Our Education Coordinator and her team of fieldworkers has made good progress with planning and the concept will be presented to the principals shortly.

A campaign on Global Giving raised R75 000 towards this target.

Current Status of Parent Engagement Workshop Funding

Parent Workshops	Unit Cost	2019 Budget	Funds Still to Find
Workshop Cost	R 2 500	R 50 000	R 50 000
Parent Take-Home Packs	R 250	R 200 000	R 125 000
	Subtotal	R 250 000	R 175 000

Assessment: Monitoring and Evaluation

Starting Chance continues to comprehensively assess the performance of the programme every year. Monthly assessments are conducted throughout the academic year by the training and development team and the principals with whom they work.

The evolving performance focus is crucial to underpin sustainable change going forward once educare are no longer in the full programme. At the request of the Phase 1 principals assessment formed a core element of the Professional

Development Programme in 2018. Training in the ECERS assessment methodology was one of the most popular modules. Consequently we are focussing on going deeper in to this important aspect of management with the principals and their senior teachers during 2019 as we seek to underpin sustainability of learning programme quality.

ECERS annual assessments conducted by an independent assessor will be continued during 2019, but our aim will be to increase and improve the use of self-assessment by principal's and their teams with the aim of instilling an ethos of continuous improvement.

Current Status of Assessment Funding

ECERS Assessment		2019 Budget	Funds Still To Find
Annual Assessment		R 22 500	R 22 500
ECERS Training		R 12 500	R 12 500
	Subtotal	R 35 000	R 35 000

Educational Outings

Nature and science continue to be focal areas.

The inclusion of environmental outings has made a major contribution to the improvement of ECERS ratings for nature and science. The outings are made affordable through the link with Cape for Kids, run by Ali Corbett. This has enabled the transport costs, and on occasion the entrance fees, to be drastically reduced. However, this is not always possible.

In order to expand the range of outings on offer it is necessary to raise funds to cover bus transport costs and entry fees. The aim is to have one subsidised outing and one paid outing per year per school, giving children an opportunity to see parts of Cape Town many would otherwise not see.

Current Status of Educational Outing Funding

Educational Outings	Per Outing Cost	2019 Budget	Funds Still To Find
2 per Educare (18 Outings)	R 4 000	R 72000	R 72000
	Subtotal	R 72000	R 72000

Tech Savvy Project

During 2018 Starting Chance took the decision to employ a Tech Savvy Fieldworker. Thando Mafila has been appointed in the post, and he is making great strides in improving the benefit of the available technology.

The aim of the appointment is to enhance the training and development on technology by eliminating the language barrier whilst improving the value to attendees. The appointment of a fulltime person in this role will enable Starting Chance to radically increase access to technology for a far larger number of people. Thando is currently researching opportunities to expand the technology offering, and we anticipate piloting new options during 2019.

Expansion of the training offered will require stabilisation and expansion of the WiFi network across all 9 centres participating in the full programme. We are currently researching options and the funding required to achieve the desired internet connectivity will be communicated as soon as the proposal is available.



Current Tech Savvy Funding Status

Tech Savvy	Month/Unit Cost	2019 Budget	Funds Still To Find
	R16 000/site	R80 000	R80 000
Internet Upgrade / Network Expansion	R350/month	R17 500	R17 500
Printing	R 350	R 4 200	R 4 200
	Subtotal	R 101 700	R 101 700

Social Development Objectives 2020 Vision

Enterprise Development:

- To enable the registration of the eight educarees participating in the full Starting Chance programme;
- Secure access to government subsidies for pre-Grade R and Grade R children attending the participating educarees;
- To upgrade the Lonwabo Special Needs Day Centre so that the facility meets all registration requirements enabling full access to applicable subsidies;
- To enable principals of participating educarees to appropriately recognise and reward their education and support staff in order to build a motivated team with minimal staff turnover;
- To integrate a primary child healthcare clinic into the Lonwabo development to serve the needs of young children in Mfuleni.

Skills Transfer

- To continue improvement of the Starting Chance Professional Development Programme for principals and senior teachers to transfer leadership and managerial knowledge and skills to community-based women leaders;
- To increase the reach and impact of the fieldworker team to improve early learning environments in educarees attending all forms of Starting Chance training and development;
- To increase parent engagement and improve child support in the home environment;
- To expand in-service coaching and mentoring to improve the learning environments for children in their "earliest years" (aged 0 to 3);
- To increase the impact and reach of computer training provided to principals and teachers in Starting Chance computer centres in supported Mfuleni educarees;
- To offer parents the opportunity to receive computer training in Starting Chance computer centres located in supported Mfuleni educarees.

Child Health & Nutrition

- To improve primary healthcare of children across all educarees linked to the Starting Chance Programme in Mfuleni;
- To continue to improve nutrition at participating educarees

Child School Readiness (Evaluation and Monitoring Process Development)

- To implement a programme to monitor children's progress as they enter mainstream schooling to determine the medium- to long-term impact and benefit delivered by Starting Chance, and identify programme improvement opportunities.

BEE Status/Developments

- 100% black beneficiaries, including women entrepreneurs who own and operate early childhood facilities and/or special needs day care facilities in Mfuleni.