



# ANNUAL REPORT

MARCH 2016 - FEBRUARY 2017



Golder Trust  
for Orphans



WELCOME TO OUR ANNUAL REPORT



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TOGETHER WE ARE MAKING A DIFFERENCE





01

# WHO ARE WE?

## What is the Golder Trust for Orphans?

Inspired by the “teach a man to fish” principal, Golder Trust for Orphans incorporates a business model which focuses on improving lives through sustainable solutions to ultimately create empowerment within the community.

The Golder Trust for Orphans is committed to caring and improving the communities in which we live and work. We realized we have the power and ability to make a significant difference in the world. We decided to act rather than stand by and watch. With this in mind, and as part of our commitment to sustainable development, Golder Associates employees formed the Golder Trust for Orphans in 2003 with the vision to improve the quality of life of vulnerable children.

## Key milestones of the Trust

2003	Established in South Africa.
2003	Golder Associates Corporation makes first corporate contribution and encourages employee donations.
2004	Launched website <a href="http://www.goldertrust.org">www.goldertrust.org</a> .
2005	First significant Golder fundraiser - Cairo to Cape Town Bike Tour (Tour d' Afrique).
2006	Two more Trustees appointed; increasing employee support from Canada and USA.
2007	Golder Trust for Orphans information and project descriptions availed to employees via newsletter and Internet.
2009	First Golder Employee Volunteer Trip conducted as a “pilot” was a resounding success; and has been followed by annual Volunteer Trips.
2010	Received more than \$500,000 USD in donations in one calendar year for the first time.
2010	Hosted a workshop for the NGO's we support to share their knowledge - has since been an annual event.
2011	Featured in the Social Responsibility Village at World Petroleum Congress in Doha, Qatar, next to Golder Associates key global oil and gas clients.
2013	In the 10 years since our inception we had partnered with 14 NGOs in 7 countries helping to improve the lives of over 3500 children.
2015	First project support outside southern Africa to help orphans in Ebola-ravaged West Africa.
2013	The objectives of the Trust were expanded to provide vocational and academic educational support.
2016	Relaunched Website.
2016	GTO Canada Trust Registration.
2017	New Chairperson appointed: Sue Longo.





# OUR VISION AND OBJECTIVES

## Vision

To support and partner with organisations that aim to improve the quality of life of vulnerable and orphaned children and young adults in impoverished communities.

## Objectives

### FINANCIAL SUPPORT

Provide financial support to non-governmental organizations (NGOs) caring for orphaned and vulnerable children.

### SUSTAINABLE DEVELOPMENT

Make investments in sustainable development projects that will improve the quality of life of orphaned and vulnerable children.

### ALLEVIATE SUFFERING

Use the individual abilities and skills of Golder Associates staff to support these projects and consequently provide hands-on help to alleviate the suffering of orphaned and vulnerable children.

The approach of the Golder Trust for Orphans is to support and partner with existing non-governmental organisations (NGOs) that are already providing support consistent with our objectives.

We engage Golder employees to leverage their knowledge and abilities to provide technical expertise in addition to financial support to the projects we fund. We organize an international group of Golder employees once annually, at their own expense, to volunteer their time and energy, to assist an NGO which hosts them, for a week of hard work and fun.

Past volunteer trips include:

- Building a shade-cloth garden in Tanzania.
- Cooking breakfast for kids in Zimbabwe.
- Constructing elephant deterrent (bee hives on fencing) in Tanzania.
- Building a vegetable garden in Zimbabwe.



# OUR TEAM

## Governance (Board of Trustees)

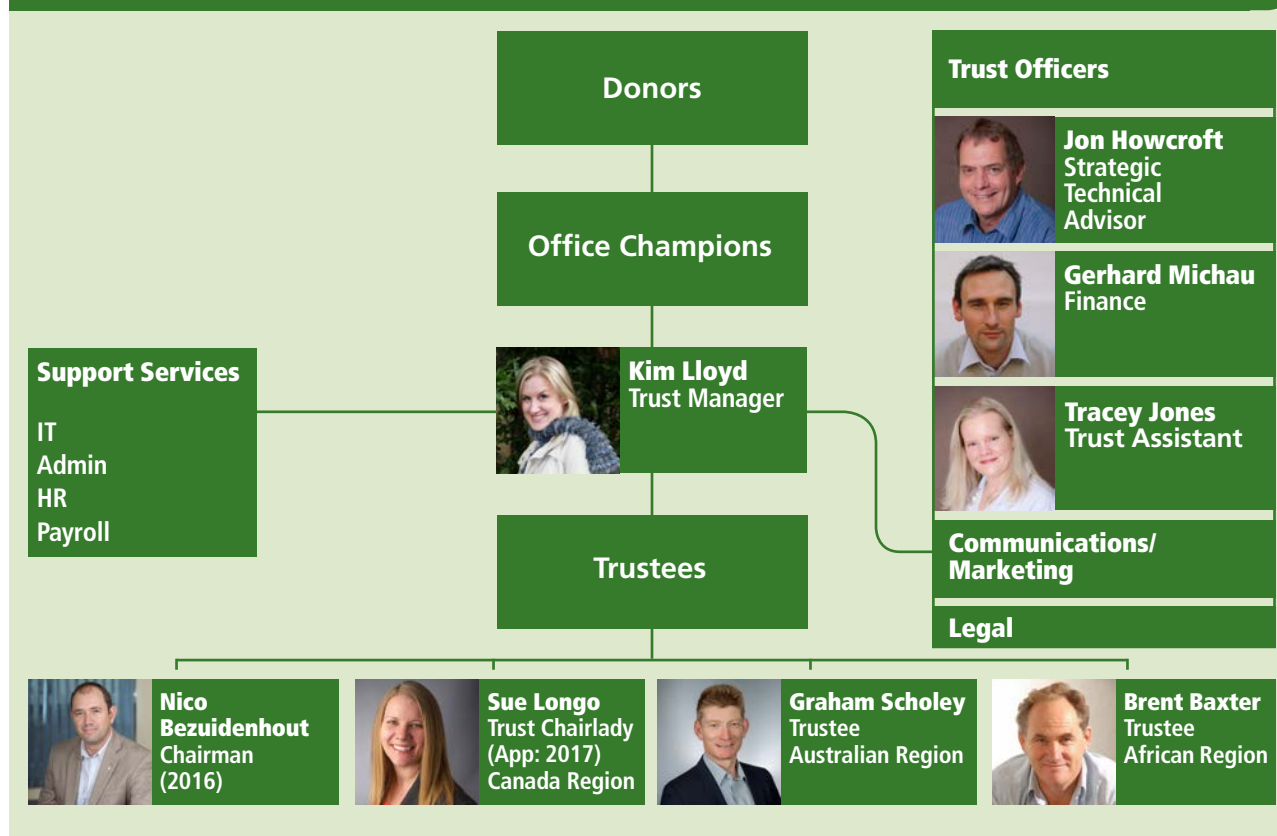
Golder Trust for Orphans is governed by a selected Board of Trustees and is made up of one representative from most operating regions within Golder.

The Trustees oversee operational activities of the Trust Manager; connect on a regular basis to review progress of projects, discuss governance issues, review proposals and make funding decisions. They also meet in person annually to establish the following year's strategic plan and perform NGO/project audits functions. The Golder Trust for Orphans financials are audited annually by an external auditor. Audited financial statements are available upon request by sending an email to [Goldertrustfororphans@golder.com](mailto:Goldertrustfororphans@golder.com).

Trustees are assigned portfolios of responsibility that correspond to their skill set or interests. This structure was established to ensure due diligence with respect to decisions for distribution of funds. They also actively promote the Trust's achievements to Golder colleagues in their regions through regular information sessions or special events. Trustees are volunteers who support the Trust over and above their professional roles in the company.

## Management

Golder Trust for Orphans has a dedicated team of people who manage the daily communications and operational needs of the charity. This ensures donations are invested and managed properly and Golder Trust for Orphans - NGO relationships stay strong.





## Passing the baton

Nico Bezuidenhout, has been involved as a Trustee for Golder Trust for Orphans for a decade and the past six years as Chairman. With Nico's guidance, the Trust has grown from strength to strength, all focused on developing sustainable solutions that empower the community and improve the lives of children orphaned or displaced by the HIV AIDS pandemic in sub-Saharan Africa.

Sue Longo is the successor to Nico Bezuidenhout. Sue is a Principal and Project Manager based in our Calgary office and has been a Trustee for 3 years. Sue is a very active supporter of the Trust and its initiatives in all aspects including volunteering, leading initiatives, and securing donations. Sue is taking on this role at a time when there are new challenges to be met. The Trust needs to rebuild the cohort of regular donors which has diminished over past years as people left our organization.

The Golder trust would like to thank Nico for his contributions and dedication over the past decade and his unending enthusiasm for the Trust. Nico's leadership has paved the way for our success.

## Message from the Chairlady

2017 marks another successful year for the Golder Trust for Orphans. As we continue our journey to our 15th anniversary it is important to take some time to remind ourselves of how far we have come. It is often difficult when embroiled in the day to day to look up and see what has been accomplished. Several of our NGOs have particular touchstones they use so they don't forget to appreciate the triumphs amongst the angst. One farmer posts the original site pictures from a decade before on his fridge so when he goes home after a tough day he looks at them and realizes that they have a large thriving business that supports many orphaned children. We all need this reminder to make sure we don't forget how far we have come.

This is my first Chairperson message, and as I was reflecting on our 2017 accomplishments it struck me that it is much bigger than just one year. My thoughts drifted further back and I have been really reflecting on the incredible people that have come before to set us on this path. People like Rick Firlotte, Andre van Niekerk, Ken Been, Vic Milligan, Lea Chambers, Ralph Heath, Jon Rutherford, Tim Griffin, Nick Cawthorne, past Chairman Nico Bezuidenhout, Richard Beddoes, Chris Swindells – the list could go on and on. All of these individuals have carried a piece of the Trust torch as Trustees, Officers, or Supporters for a little or a long time – the duration is not important – what is important is that each person has helped move the Trust forward. In 2017 we went further than we did last year and we will move forward again next year. Little by little. Step by step. One child at a time.

As part of this reflection, I have thought about some of my best memories around the Golder Trust. I have made amazing friends by going on volunteer trips and I can say without hesitation that the golden thread weaving its way amongst the bug bites, lack of sleep, heat, manual labour, late deliveries, lack of tools and materials, is family. When families and their communities come together great things happen. This is why we don't simply hand out money and move on – we want to be part of the family, part of the community and ultimately part of the change. There was an excellent quote in Trevor Noah's book "Born a Crime" where he described growing up in poor South Africa and the 'teach a man to fish' concept was being introduced to them. His comment was that it is fine to teach a man to fish but you also need to give him a fishing rod. That really struck home to me that we are doing much more than just handing over money, we are giving families and their communities the tools to help themselves by providing materials and equipment, sustainable business ideas and most importantly education.

As always, nothing would get done without the dedication of the Trust team – Kim Lloyd, Tracey Jones along with Jon Howcroft create the feel of the Trust on the ground for our NGOs and for the Golder family. We couldn't do any of it without you. To our Trust Champions around the world I couldn't be more impressed with the incredible dedication and effort expended by you all. You are doing amazing things and your efforts are appreciated.

Speaking of amazing, we also need to thank the champions that are our NGO partners – these organisations and their legions of staff and volunteers are the boots on the ground that make things happen. They provide the on-site, day-to-day orphan care that is so desperately needed. They tell us unequivocally that we are making a difference – they see it every day on the faces of the kids and for that we have them to thank.

To the Board of Trustees, I look upon our team and think we couldn't have a better bunch of folks to have on a mission like this. I look forward to working with you all and thank you for all you have done to date. To the EHL Board, your support has been unflagging and we look forward to continued success.

All of this would be nothing without all our generous donors, particularly our Golder employees and the Golder Corporation for their contributions and support. Your donations have a direct and meaningful impact on the lives of vulnerable and orphan children. As we look forward to 2018 and our 15th anniversary I believe the future is bright for the Trust and our NGO partners. We will continue to build on our past success and I encourage you to get involved!

### **Sue Longo**

Chairperson of the Board of Trustees  
Golder Trust for Orphans



## Message from the Trust Manager

**This year has come with its ups and downs for the Trust and NGOs alike. We have been committed to supporting our NGOs and faced the challenges head on.**



- We have experienced some strange and severe weather patterns. Some NGOs experienced drought and crop failures, which resulted in children and communities not having any food to eat. Other NGOs experienced strong winds and lightning storms which not only damaged their shade houses and equipment but also community homes. As a result, the Trust stepped in and assisted by providing drought relief grants and extra funding in order to undertake repairs to the damaged structures as well as replacing some of the project equipment.
- The Trust unexpectedly lost John Powys, a dear friend and key leader to one of our projects due to a heart attack.
- Zimbabwe has faced hardships with the economic and currency changes within their country.

### **We have also had some great successes stories**

- I had the privilege of attending the ACET graduation as the guest of honour and was able to see the children graduate from the school that we built (the Golder and community volunteers).
- Jon and I were invited to celebrate the 10 year anniversary with Bulembu which was one of the most rewarding and humbling experiences. What a glorious occasion, a milestone proving what a great relationship the Trust has with Bulembu and how far we have come with one of our long standing NGOs.
- Every 15 – 18 months, The Golder Trust for Orphans facilitates a workshop for all partnered NGOs where key people from the different organisations get together to discuss changes, challenges, share experiences and successes over the past 18 months. This year we held the NGO conference at Bulembu in Swaziland from the 9th to 13th May 2016. On the way to Swaziland we were able to visit Schulzendal Malelane. All the NGOs were able to view the enterprises run at Malelane. On arrival to Bulembu, other tours took place to showcase the various enterprises run by Bulembu (which contribute to covering the monthly running costs at Bulembu). This is always such a great process as the NGOs are exposed to different enterprises (and compare notes on similar operations run back at their project!).
- We have taken on a new NGO in the Molweni Valley called Philangethemba. Since partnering with Philangethemba, the Trust has built an ECD (Early Childhood Development) Training Center. The ECD Centre is being used to its full potential for teacher training classes, parent and grandparent classes (support group/ classes to teach adults how to educate their children or community children through play), it hosts homework clubs (to provide support to children to fully understand and complete homework tasks). It even has a Toy Library in the building. This allows parents and children to borrow toys for use at their homes.
- We celebrated the life and support of Rick Firlotte by building a multipurpose sport fields with drinking fountains at Nokuphila School in his honor.

**We have learnt a lot this year and we strive to help and support our NGOs in any way possible even if it is just a Skype chat. We will stay focused on creating sustainability for our NGOs and making a success of the projects.**



# PROJECT FUNDING

## The Trust uses three types of funding for projects:

- One-time grant funding.
- Enterprise development / investment funding i.e. social and patient capital.
- Skills development and education funding.

### One-time grant funding:

The intent of this type of funding is to provide immediate assistance for short-term / emergency situations that our NGOs sometimes face. The NGO is required to demonstrate a genuine need and report how the funds will be used.

This type of grant does not require a commitment from the Trust for further funding. In 2016 we provided grant funding for a project in Zimbabwe hamstrung by the impacts of drought. In many cases, we see grant funding as necessary to protect our long-term equity investments.

**20%** of funds



### Enterprise development / investment funding:

This category involves equity funding to support capital expenditure for the establishment or expansion of income generating projects.

The funding can be provided in a variety of ways:

- Social capital: the expectation of income generation or in support of income generating ventures.
- Patient capital (loan): expansion of existing income generation ventures - this is the preferred funding mechanism for small-scale enterprise development typically undertaken by the organizations we support.

**40%** of funds



### Skills development and education funding:

Funding for bursaries, schools and early learning centres, technical training and life experiences.

We have a history of funding the building of educational facilities, such as schools. In 2015 we recognised the need to change the distribution of our funding to provide a higher proportion to support young adults' transition through vocational or academic training into employment.

**40%** of funds



## How donations are received

### Golder Trust for Orphans receives donations from three sources:

- Golder staff worldwide, through monthly donation contributions and local fundraising activities.
- Golder Associates operating companies, many of whom match donations on a one-to-one basis.
- External organizations or private donors.

### How Donations are distributed

The Trust is extremely proud that 100% of donations go directly towards projects aimed at bringing benefits to improve the quality of life of vulnerable and orphaned children and young adults in impoverished communities. Golder Associates Corporation pays all administrative costs, so every dollar donated goes directly to the projects and children we support. We aim to partner with other charitable organizations to help increase donations.



## NGO SELECTION CRITERIA

In keeping with the vision and objectives of the Trust, the NGOs with which we partner are selected on the following criteria:

- Community based – integration of orphans into community.
- Focus on area or services related to orphan care and support.
- Mission and values alignment – able to have commercial entities / enterprises to generate income for the children.
- Running for 5 years or more.
- Registered / legal childcare / NGO.
- Produce annual audited accounts.
- Provide access to health care, education and counselling where NGO is the child carer.



## PROJECT PROPOSAL EVALUATION

A comprehensive process is undertaken in order to evaluate potential projects from our selected NGOs. This includes:

- Firstly an NGO is required to compile a 5 year strategic plan which gives a framework for all projects that are submitted to the Golder Trust for consideration.
- The NGO then submits a detailed proposal for a specific project that is part of their strategic plan.
- This proposal first gets screened by the Trust Manager and if necessary changes and additions are requested from the NGO before it is submitted to the Project Evaluations Committee for consideration.
- The Project Evaluations Committee evaluates the proposal from a technical and financial aspect plus the potential impact that the project will have on vulnerable children. Technical specialists may be co-opted onto the committee when required.
- The Project Evaluation Committee then presents their finding to the full Board of Trustees for final approval and funding.





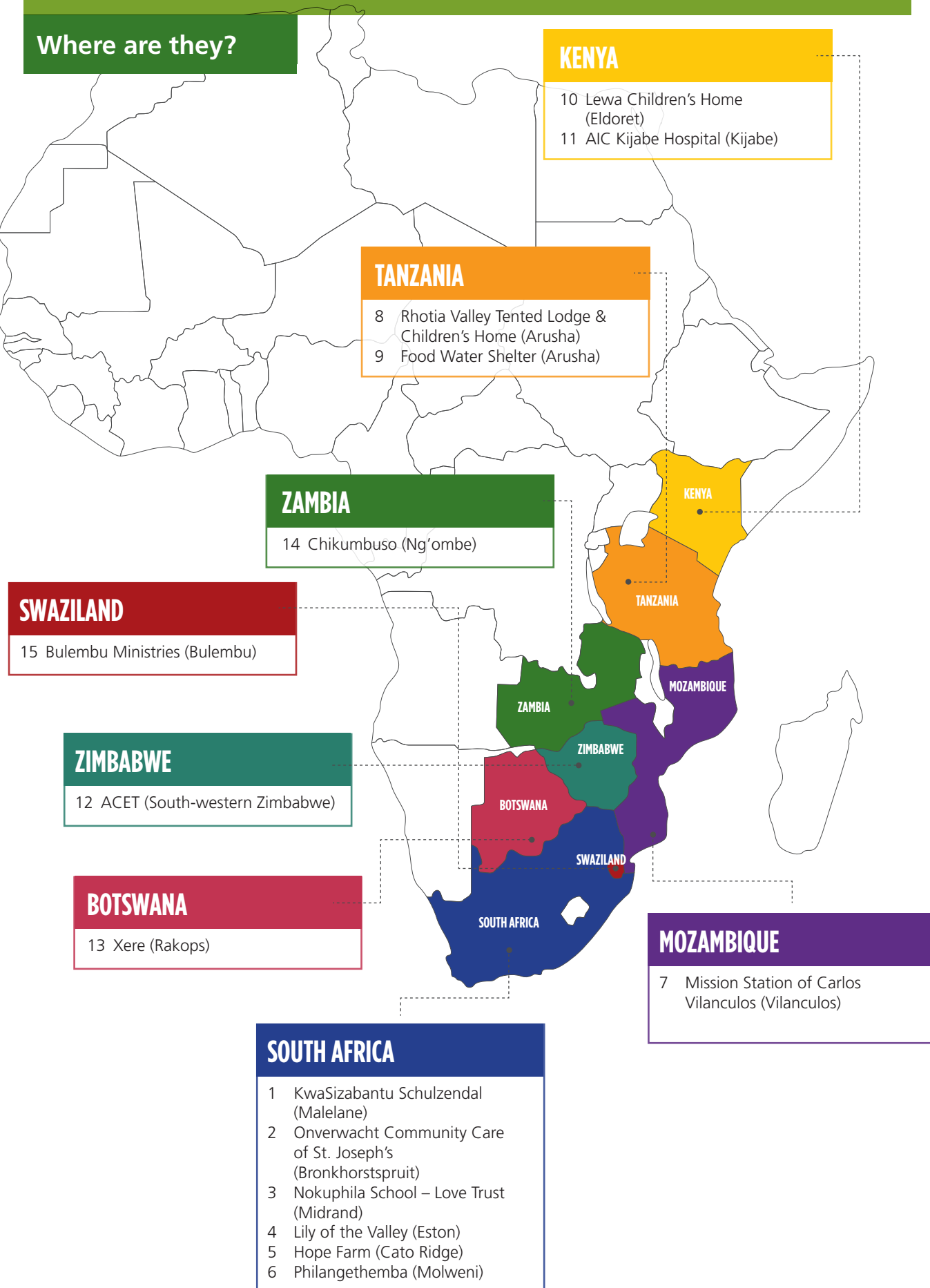
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## OUR PROJECTS



# OUR PROJECTS

## Where are they?





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## PROJECTS WE SUPPORTED THIS YEAR



## Philangethemba South Africa | Molweni



ECD Training Centre, Toy Library, Literacy Programs

### HOW WE HELP THIS PROJECT

- Donation to build ECD (Early Childhood Development) training centre.



## KwaSizabantu Schulzendal South Africa | Malelane



School, Agricultural Production, Samp Mill, Bakery, School Buildings

### HOW WE HELP THIS PROJECT

- Expansion of school.
- Donation to purchase a tractor for agricultural activities.
- Relocation of samp (corn) mill.



# Nokuphila School (The Love Trust)

South Africa | Midrand



Early Childhood Development and Primary School education

## HOW WE HELP THIS PROJECT

- Donation to build multipurpose sports courts (netball, basketball, tennis, volleyball, etc).
- Three drinking fountains and a small garden.



# Bulembu

Swaziland | Bulembu



Orphan Care, Baby Care, Leadership School, Clinic, Bakery, Honey Enterprise, Dairy, Water Bottling Plant, Lodge

## HOW WE HELP THIS PROJECT

- Monthly donations to baby houses (caring for infants from 0 – 4 years).
- Installation of solar geysers for 10 houses.





## Mission Station of Carlos Vilanculos Mozambique | Vilanculos



Chicken Enterprise, Shade House and Vegetable Garden, Feeding Centre

### HOW WE HELP THIS PROJECT

- Drought relief funding for food parcels and feeding scheme.
- Replacement of some irrigation equipment.
- Expansion of the vegetables.
- Repair on shade houses after hail storm.



## Lewa Children's Home, Kip Keino School and Baraka Farm Kenya | Lewa



Children's Home, School, Lodge, Cheese Factory, Dairy

### HOW WE HELP THIS PROJECT

- Funding to insulate the cheese factory.



# ACET

## Zimbabwe | South-western Zimbabwe



Community Care Programme, School Breakfast Programme, Youth Skills Centre, ECD School, Chicken Layer Enterprise

### HOW WE HELP THIS PROJECT

- Expansion of chicken layer operation.
- Peanut butter machine repairs after lightning storm.
- Drought relief funding.
- Painted classrooms.
- Jungle gym.
- Volunteer trip.
- Feeding scheme.



# XERE

## Botswana | Rakops

# XERE

School and Sand Bag Enterprise

### HOW WE HELP THIS PROJECT

- Hired a project manager.





## STILL ACTIVELY SUPPORTING THE FOLLOWING PROJECTS



**Hope Farm**  
South Africa | Cato Ridge



**Rhotia Valley Tented Lodge & Children's Home**  
Tanzania | Arusha



**Food Water Shelter – Kesho Leo**  
Kenya | Arusha



Lily of the Valley

**Lily of the Valley**  
South Africa | Eston



**AIC Kijabe Hospital**  
Kenya | Kijabe



**Onverwacht Community Care of St. Joseph's**  
South Africa | Bronkhorstspuit



**Chikumbuso Women and Orphans Project**  
Zambia | Ng'ombe







# FINANCIAL ANALYSIS - 2016



# FINANCIAL ANALYSIS - 2016

## ANNUAL FINANCIAL REPORT 2017 GOLDER TRUST FOR ORPHANS 1 March 2016 to 28 February 2017

DONATIONS RECEIVED	DISBURSEMENTS TO NGO'S	INTEREST RECEIVED	RETAINED INCOME	BANK BALANCE
USD 526 477.00	USD 495 899.00	USD 24 380.00	USD 221 703.00	USD 723 088.00

### Donations to NGO'S

(USD)

Love Trust - Nokuphila - Tembisa	USD 97 308.88
Lily of the Valley	USD 1 094.41
St Joseph's Care and Support Trust	USD 1 171.87
Bulembu Ministries	USD 78 739.48
Schultzendal - Malelane Project (Jireh)	USD 192 323.91
Carlos Vilanculos - Mission Station	USD 24 918.40
Rhotia Valley Children's Home	USD 2 211.94
ACET - Zimbabwe	USD 60 046.76
Xere - Botswana	USD 5 104.65
Philangethemba Trust	USD 30 983.73
Lewa Children's Home	USD 1 172.00
AIC Kijabe Hospital	USD 1 254.00







## VOLUNTEER TRIP -2016



# VOLUNTEER TRIP - 2016

**ACET Zimbabwe | 24<sup>th</sup> June 2016 – 2<sup>nd</sup> July 2016**

A total of 11 volunteers from New Zealand, Chile, United States, Canada and the United Kingdom attended the trip.

**The GTO Team: Jon Howcroft (Golder Trust for Orphans Strategic Technical Advisor), Kim Lloyd (Golder Trust for Orphans Trust Manager) and Willard Ndlovu (who manages ACET in Zimbabwe).**

**The volunteers worked on the following projects over six days:**

- Building a 2000-bird chicken layer house,
- Painting wall murals in the ECD (Early Childhood Development) school classroom,
- Erecting fences around the ECD school; and
- Building a jungle gym.

The volunteers had lots of interaction with the children and community during their stay.

A typical day for the volunteers included an early start after enjoying a hearty breakfast prepared by Modester (Willard's Wife). On the first Saturday, the volunteers had lunch with about 250 children from child headed households (of which approximately 123 are HIV positive). As part of the program and outreach to these children, ACET pays for school fees and uniforms for the children who cannot afford to pay them. They also receive food packs consisting of 10kg's mielie meal, sugar beans and peanut butter.

Upon return on the Saturday, volunteers began work on the projects, working until after sunset before heading back to camp.

The volunteers continued to give it their all, working sunrise to sunset on the work projects to complete them before the end of the trip.





OUR GOALS FOR 2017



# OUR GOALS FOR 2017

## Vision for 2017

The activities of the Trust in 2016 revolved around responding to changes in the composition of the Trust Management and Board of Trustees. The Trust had a reduction in donations compared to previous years largely reflecting structural changes within Golder Associates Corporation.

In response to these changes in 2016 the Trust:

1. Built a stronger relationship with the Golder Marketing Department on Trust Initiatives.
2. Appointed new Chairperson for Golder Trust for Orphans Board of Trustees.
3. Continued to balance our commitment to our NGO partners with our income from our donors.
4. Develop Golder Trust for Orphans Corporate Story.

## Our Goals for 2017

In 2016 our goals aligned around maintaining capacity within the Trust to continue to improve the quality of life of vulnerable and orphaned children and young adults in impoverished communities.

- Increase internal monthly donor base by 20% using the following mechanisms:
  - Introductory video about Golder Trust to new employees.
  - Distribute monthly Golder Trust Newsletter to all Golder staff.
  - Develop Golder Trust Infographic.
- Strengthen Governance Structure by aligning legal requirements.
- Increase documentation management/transparency for Trust documentation by implementing GTO SharePoint site for centralising data.
- Complete the transition of the Board of Trustees Chairperson and document the process surrounding this change in leadership.
- Continue to provide financial transparency to our donors and Golder Associates Corporation:
  - Regular newsletters and website articles.
- Continue to promote the Golder Trust for Orphans through a reinvigorated Office Champions network that includes former volunteers, with regular awareness events and communications and at least one successful international volunteer trip, with the objective of maintaining the dollar value of current internal donations.
- Creation of structured documentation for criteria ranking of technical and non-technical proposals received by NGOs for the Project Evaluations Committee.







HOW CAN YOU HELP?



# HOW CAN YOU HELP?

## We need YOUR help

Golder Trust for Orphans is predominantly funded by the generous support of Golder Associates employees. We would not have been able to get so far without them.

Donations received by employees that personally raise funds and who participate in fundraising initiatives are immensely valuable and greatly appreciated.

It is primarily through monthly donations to the Trust that the Trust can provide reliable ongoing funding to our projects.

**Please remember there is no minimum amount – every bit helps.**

**Please consider joining our programme – we really need your help.**

**Please promote the Trust and encourage colleagues in your sphere of influence to contribute.**

Unique to the Golder Trust for Orphans is that 100% of your donations go directly to the projects. So you can be assured that every penny goes to making a huge difference to the orphans we support.

Golder Trust for Orphans Website

Website

Monthly Donation

Contact your administration office

GivenGain

Online payments



## CONTACT US

We would Love to Hear from You!



For more information visit our Website [www.goldertrust.org](http://www.goldertrust.org) or  
eMail: [goldertrustfororphans@golder.com](mailto:goldertrustfororphans@golder.com)

