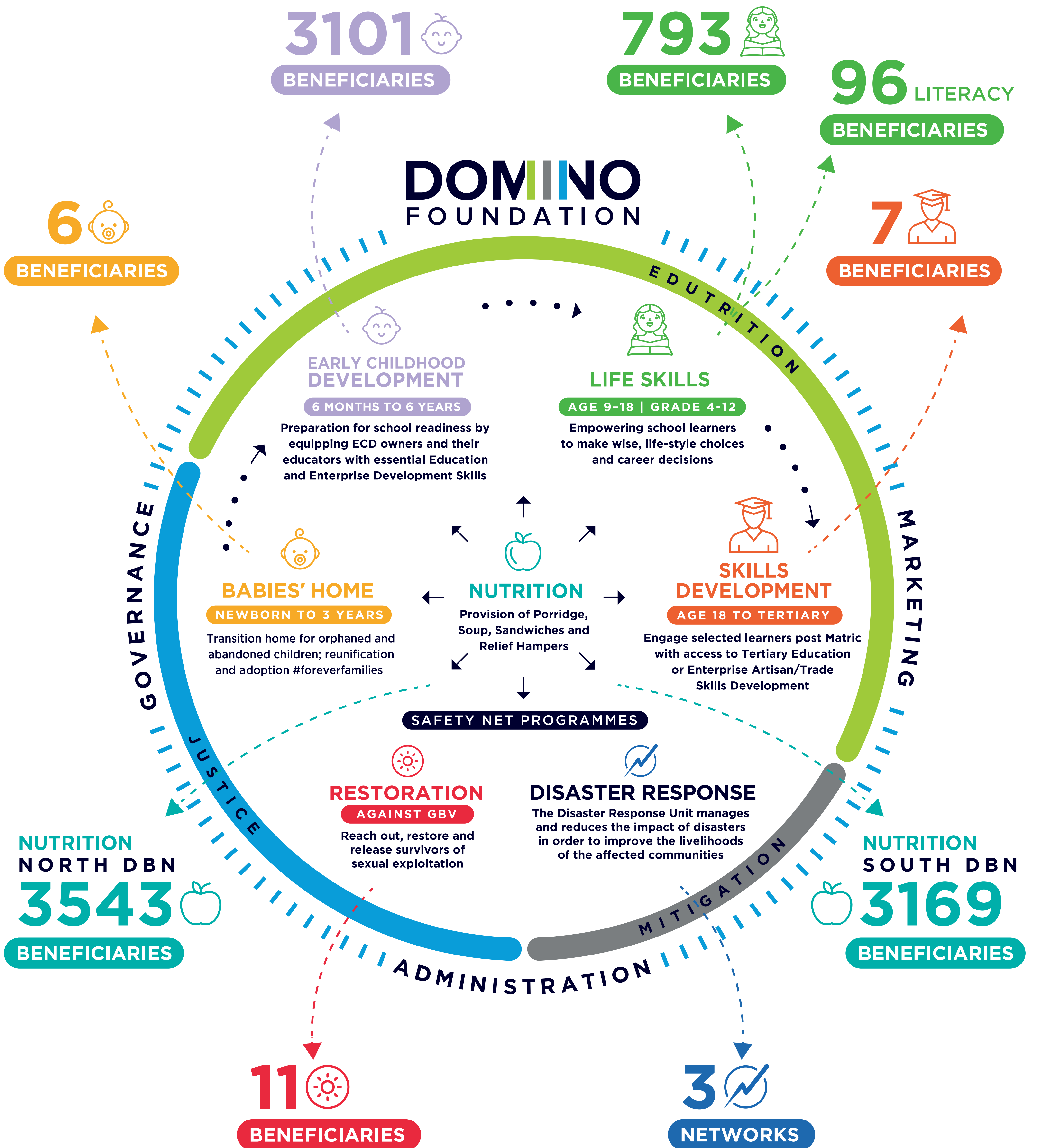




ANNUAL REPORT 2024



CEO's Report

Stephen van der Merwe

As we reflect on the path God has guided us along in 2024, we recognize the rhythm of His hand: 2023 was a year to Reset, 2024 a time to Consolidate, and 2025 will be a season of Growth.

Paul's words in 1 Corinthians 3:11 remind us that "no one can lay any foundation other than the one already laid, which is Jesus Christ." This year, we have built intentionally on that foundation, aligning our vision with action through our seven programmes, ensuring our impact remains effective and compassionate.

Each week begins with a time of prayer, where our team seeks God's direction, strength and grace as we serve our communities and partners. This spiritual rhythm underpins our mission.

Under the leadership of our Justice, Education and Nutrition Coordinators and our Operations Manager, we've seen deeper collaboration across our programmes and stronger partnerships with local and national NPOs and CSI enablers.

As we celebrated 20 years of impact in 2024, we recommitted ourselves, not only to providing Relief, but also pursuing Justice and Empowerment. While we've faithfully met urgent needs, we are now more focused on building community resilience and equipping people to be part of their own solutions.

My prayer for 2025 is from Ephesians 3:20, that He "who is able to do immeasurably more than all we ask or imagine" would bless this work and bring glory to His name.





CFO's Reflection

Gavin Simpkins

The Domino Foundation ended the year in a strong financial position, marked by responsible stewardship and God's continued provision.

Financial Highlights – 2024:

- Equity grew by 3.6% to R15.4 million.
- Total assets increased by 2.5% to R17.2 million.
- Liquid assets, including bank balances, rose by 3.8% to R8.5 million.
- Property, plant, and equipment (including our Babies' Home and refurbished Operations offices) stood at R8.6 million.

Income & Expenses

Total income (including donations, distributions, and investment returns) was R14.8 million, while total expenses were R14.3 million, resulting in a surplus of R530,000.

Operational Stewardship

Monthly management accounts are reviewed by the finance team and leadership, ensuring we remain agile and informed in our decision-making. As usual, November and December brought significant year-end support, which helped secure our financial position.

Collaborative Growth

2024 saw deepening ties between The Domino Foundation and Domino Business Development (Pty) Ltd, with shared meetings and aligned donor and customer insights creating a stronger, integrated ecosystem. Although early in its journey, Domino Business was founded to support our sustainability, and we are already seeing encouraging signs of shared vision and increased partner support.





Chairman's Report

Mickey Wilkins

(with Laurence Stevens and Margie Jeursen, Vice-Chairs)

As we close the chapter on 2024, we give thanks for a year of meaningful progress, strong leadership, and deeper impact, leadership and governance.

We honour David Botha, who led The Domino Foundation through a season of stability in 2023, and we bless him in his retirement. In 2024, Bongani Ngcobo stepped in as Chairman, bringing fresh energy and insight before taking on a new leadership role elsewhere. His contribution was deeply valued, and we look forward to future collaboration. Throughout the year, the Board remained steadfast in our commitment to governance, regularly meeting to provide strategic oversight, review financial and operational activities, and build lasting partnerships. A notable transition was the closure of the Domino Trust, which had faithfully served its purpose over many years. We are grateful to the Trustees for their dedication.

Strengthening Our Mission: A highlight of the year was the aQuellé Tour Durban, which introduced a trail run/walk, further aligning with our family-focused values. We remain honoured to be the race's sole beneficiary.

Our partnership with Domino Business (created to financially support our core operations) continued to grow. With a rise in shareholder numbers, including several full-time staff from The Domino Foundation, this synergy is already unlocking new opportunities and strengthening donor and customer relationships.

Operational Excellence: Under the dedicated leadership of CEO Stephen van der Merwe, the Foundation has flourished. Some of the key strides this year include:

- Launching the Strategy into Action Programme to focus the team and deepen impact.
- Strengthening leadership by aligning people with roles where they thrive.
- Embracing sustainable solutions such as solar power, gas, and water security.
- Elevating donor engagement while maintaining disciplined financial stewardship.
- Driving digital innovation through dashboards and tech-enabled management.
- Building strategic partnerships to amplify our reach and mission.

A Shared Vision: The unity between the Board and the leadership team has been vital in achieving these outcomes. It is our shared commitment to serve with excellence and to walk faithfully in the calling we believe God has placed on The Domino Foundation.

Gratitude and Looking Ahead: We give thanks for God's provision, for the joy that marks our workplace, and for a team that works with passion and purpose. As we step into 2025, we carry forward the momentum of this year's healthy rhythms, with a renewed focus on sustainability, relevance, and long-term impact.

**To our partners, donors, volunteers, staff, and fellow Board members – thank you.
Together, we are building a legacy of hope, justice, and empowerment.**

Story Listening

The Marketing Department has focused on fostering deeper, more meaningful communication with our partners, donors and the broader community.

Through consistent, authentic engagement, we have emphasized our shared commitment to sustainable change, prioritizing maintainable, long-term transformation over short-term charity. Our efforts have included creating simple yet authentic social media content, providing regular updates through online and print media, attending various networking events, and hosting coffee-connection sessions on site to nurture genuine community partnerships.

A straightforward organisational infographic has empowered our operational teams with a better understanding of Domino's collective narrative, including our funding needs. This initiative has also encouraged greater accountability for achieving their goals. As a result, we've seen improvements in both governance and donor communication, offering them a clearer picture of the broad scope of Domino's work.

In an increasingly noisy digital world, community-building has become a top priority. Face-to-face, on-site engagements have proven invaluable, creating fruitful connections for both hosts and guests. We also completed a major overhaul of our website, updating both its design and content, while continuing to enhance our social media storytelling.

As we secure long-term funding sources and expand our asset portfolio, we aim to make more strategic, impactful shifts in our community empowerment initiatives. Looking ahead, we plan to deepen relationships with local and national Corporate Social Investment (CSI) managers, forging connections that lead to mutually beneficial social solutions.

Additionally, Domino Business has explored the Donor-Advised Funding and Sustainability Model, and we are developing legacy-funding pipelines with key partners.

The Domino Data App, developed in collaboration with Keyrus, a data management company, will enable all teams to track and share collective impact. By making data-driven decisions, we aim to create more sustainable change and contribute to a more resilient South Africa for all.



Operations:

Building Strong Foundations for Growth

The position of Operations Manager was established at the start of 2024 with the object of ensuring the correct people were performing the correct roles and of facilitating optimal function and flow.

During the year, there was movement among the staff with skills strengths having been identified. Training in Excel strengthened middle management. A human-resources company assisted in improving efficiency and professionalism and with finalising policies and procedures.

Clear HR boundaries, clarity around roles and responsibilities, systems and functions were all set down and implemented. Measurables were put in place, allowing team members to be kept accountable. Attention was given to very practical issues like safety and security: access gates; pool gates; fencing; keys and signed indemnities.

The position's challenge is always to acknowledge the distinction between corporate and non-profit, and to establish a course where, if Domino is to stay relevant and have an impact, both need to be embraced, while staying ahead of the curve – professional and excellent but driven by heart.



Research & Evaluation:

Empowering Data, Driving Impact

In the first quarter of 2024, the Research and Evaluation role involved capturing of statistics gathered by team leaders, preparing data for the annual report, and preparing the B-BBEE spreadsheet for the SED beneficiaries.

In the second quarter of 2024, a new incumbent took over this role. Her work has involved learning about and understanding the programmes, processes and systems. Her goal is to make improvements to existing systems for increased efficiency and to produce more meaningful data with better alignment between actual and reported figures. This is a work in progress, but already improvements have been seen.

A concerted team effort led to the collection of documentation and its submission to the B-BBEE verification agency to get the B-BBEE certification needed by donors.

Furthermore, internal stakeholders were assisted with the development of surveys for various initiatives within their programmes and were provided with guidance on the interpretation and reporting of those surveys.



#justice



BABIES HOME

Transition home for orphaned and abandoned children.



Restoring Hope, One Child at a Time

At the heart of the Babies' Home is our unwavering commitment to provide vulnerable infants with nurturing, holistic care.

In 2024, our team underwent further training in First Aid, Early Childhood Development, Baby Massage, and Caregiving, enabling them to better support each child's unique journey. Daily routines include educational stimulation, play-based learning and access to a local pre-school to ensure key developmental milestones are reached.

Holistic well-being remains central to our approach. Regular medical check-ups, psychosocial support and spiritual care are embedded in our daily rhythms. We continue to collaborate closely with legal partners, social workers, and the Children's Court to ensure every decision is made in the best interest of the child.

This year, staff also received training on the Children's Act to strengthen understanding of adoption and reunification processes.

Recognising the importance of caregiver well-being, wellness initiatives were introduced to build emotional resilience. However, urgent infrastructure needs remain, with the Babies' Home roof requiring critical repairs estimated at R1.2 million. A transition plan is being developed to accommodate children and staff during the projected three-month renovation.

#TheDominoEffect

**Founded to serve and protect
society's most vulnerable**

2004

Founding Year

180

Placements to date



#justice



RED LIGHT

Preventing human-trafficking and aiding survivors



Creating Pathways to Freedom

The Red Light programme continues to be a place of refuge and restoration for women exiting sexual exploitation.

In 2024, our “Reach Out” network facilitated emergency interventions, connecting survivors to immediate safety and long-term recovery. Othandweni, our safehouse, remained central to this journey, offering housing, trauma counselling, addiction support and spiritual care.

Beneficiaries engaged in personal development through group therapy, vocational training, life skills sessions, and income-generating activities via the “Create Freedom” initiative. These experiences build confidence and self-sufficiency, while practical support such as documentation, certification, and grant applications help bridge the gap to reintegration.

Strong local and international partnerships remain the backbone of Red Light’s impact. A current priority is funding a 5 to 7-seater vehicle to improve transport logistics and enhance programme responsiveness.

Through both the Babies’ Home and Red Light, we continue our pursuit of justice, restoring dignity, nurturing healing, and empowering the most vulnerable.

#TheDominoEffect

All women deserve safety

11

Beneficiaries

1

Safe House



#relief



NUTRITION

Providing porridge, soup, sandwiches and relief hampers.



Empowering Through Nourishment

In 2024, our Nutrition programme remained focused on addressing food insecurity, particularly among young children in Early Childhood Development (ECD) centres.

By distributing protein-fortified porridge and peanut butter sandwiches, we directly tackled the effects of low-protein diets that impair physical and cognitive development.

Many children in under-resourced schools (especially those not eligible for government nutrition support) were going without meals. Our targeted feeding efforts helped fill this gap. Regular screenings for stunting, wasting, and obesity allowed us to identify children in need and refer them to clinics for additional care.

Through our partnership with the GROW ECD App and collaboration with our Education programme, we helped ECD owners make informed decisions to improve educational and nutritional outcomes. This included training staff in southern KwaZulu-Natal to roll out the initiative along the coast, bolstered by real-time data analytics.

Beyond daily nutrition, the programme supported Domino's broader mission by supplying relief hampers to schools and partner programmes, ensuring that no child is left behind in their journey to learn and thrive.

#TheDominoEffect

**Good nutrition should be the rule,
rather than the exception!**

3543

North Durban
Beneficiaries

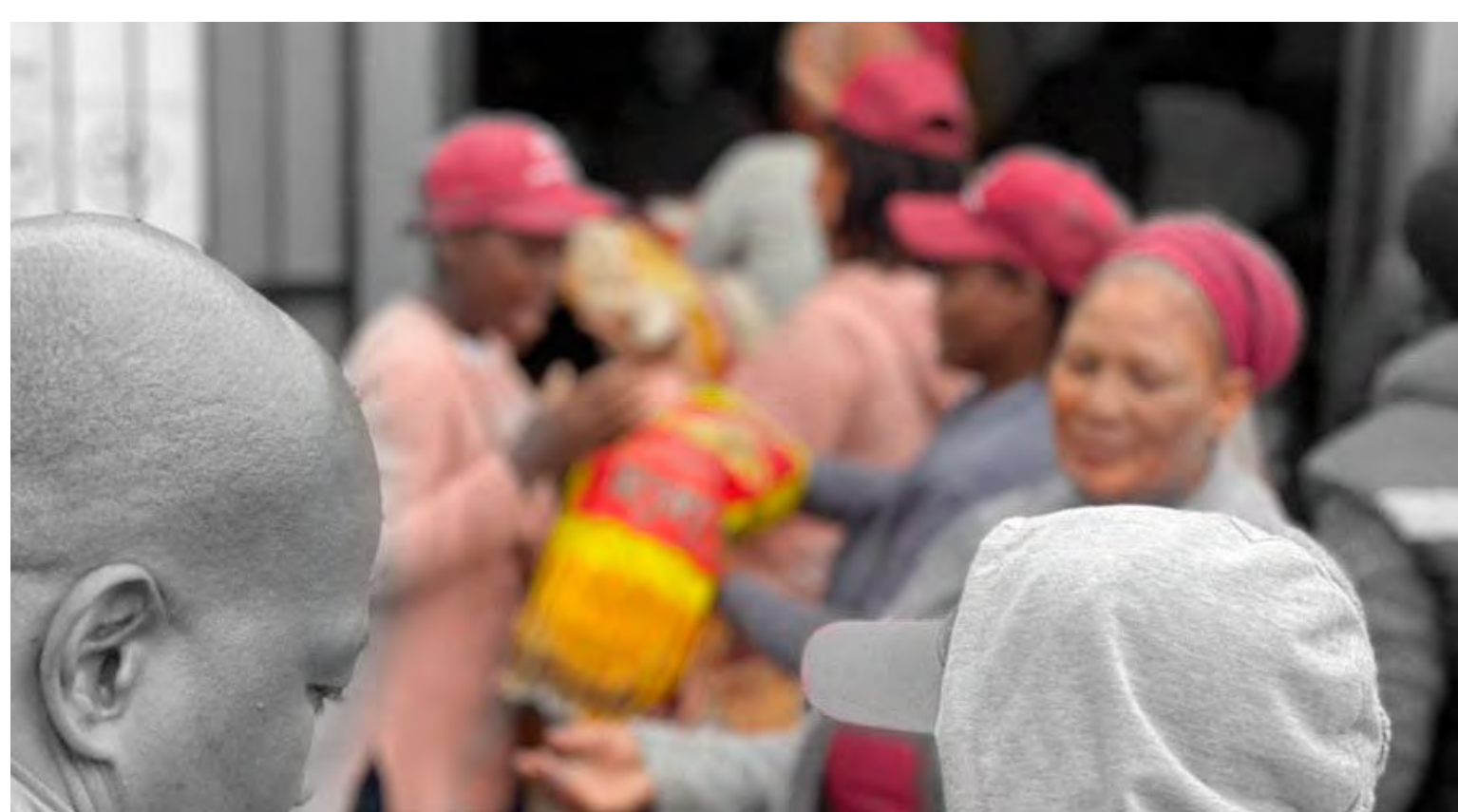
3169

South Durban
Beneficiaries



DISASTER RESPONSE UNIT

Managing and reducing the impact of disasters in order to improve livelihoods of the greater affected communities.



Responding in Times of Crisis

2024 marked a strategic shift in our Relief programme – from immediate on-site disaster response to a more proactive coordination and aid-sourcing role.

This shift enabled us to strengthen our national network of partners and improve readiness for future emergencies.

Locally, we continued to respond quickly to community-level crises across the EtheKwini metropole. Following the Tongaat tornado, our team served in an advisory capacity, coordinating food and hygiene aid through donor networks and supporting affected families.

Nationally, we laid the foundation for the KZN Community Disaster Training Catalyst (Respond KZN), part of a broader faith-based network, Respond SA. This initiative aims to foster collaboration and capacity-building among like-minded organisations across the country.

We've also seen encouraging growth in local ownership of disaster responses. Community-based groups and NGOs are increasingly taking the lead, with our team playing a support role: offering expertise, sourcing aid and facilitating connections.

Looking ahead, we plan to appoint a full-time trainer to equip communities with essential disaster response skills and secure business support for our National Disaster Mitigation Proposal.

#TheDominoEffect

**Founded to serve and protect
society's most vulnerable**

3
Networks

24
Hour Turnaround



#empowerment



EARLY CHILDHOOD DEVELOPMENT

Preparation for school readiness by equipping ECD owners and their educators with essential education and development skills.



Building Brighter Beginnings

The ECD programme is focused on equipping early learning centres to become both educationally effective and financially sustainable.

In 2024, we launched the role of Liaison Manager and welcomed a new programme leader to deepen impact and streamline operations.

Fifty one partner centres were visited twice monthly, with quarterly workshops enhancing the use of the GROW ECD App and reinforcing key teaching practices. By collecting data on stunting, wasting, and obesity, we strengthened collaboration with the Nutrition programme to improve child outcomes.

Initiatives like the Grow Business Accelerator and Business in a Box helped transform ECD centres into viable SMMEs. Meanwhile, field monitors received practical training to better support ECD educators with developmentally appropriate practices.

#TheDominoEffect

Development of ECD owners to provide excellent learning experiences

86
ECD Partners

3101
Beneficiaries

#education



LIFE SKILLS

Managing and reducing the impact of disasters in order to improve livelihoods of the greater affected communities.



Guiding Youth to Grow

In 2024, the Life Skills programme introduced leadership training for Grades 4–6, helping learners grow in confidence, responsibility, and peer support.

Inanda Primary School became our new partner school, where our youth workers provided a safe space for confidential counselling and mentorship.

Food hampers, clothing, and vision screenings (in partnership with the African Eye Institute) further supported learners' well-being. We also laid the groundwork for a Grade 1 literacy initiative, set to expand upward year by year using Neema's Gateway into Reading.

#TheDominoEffect

**Learners are affirmed as special,
unique and irreplaceable**

793

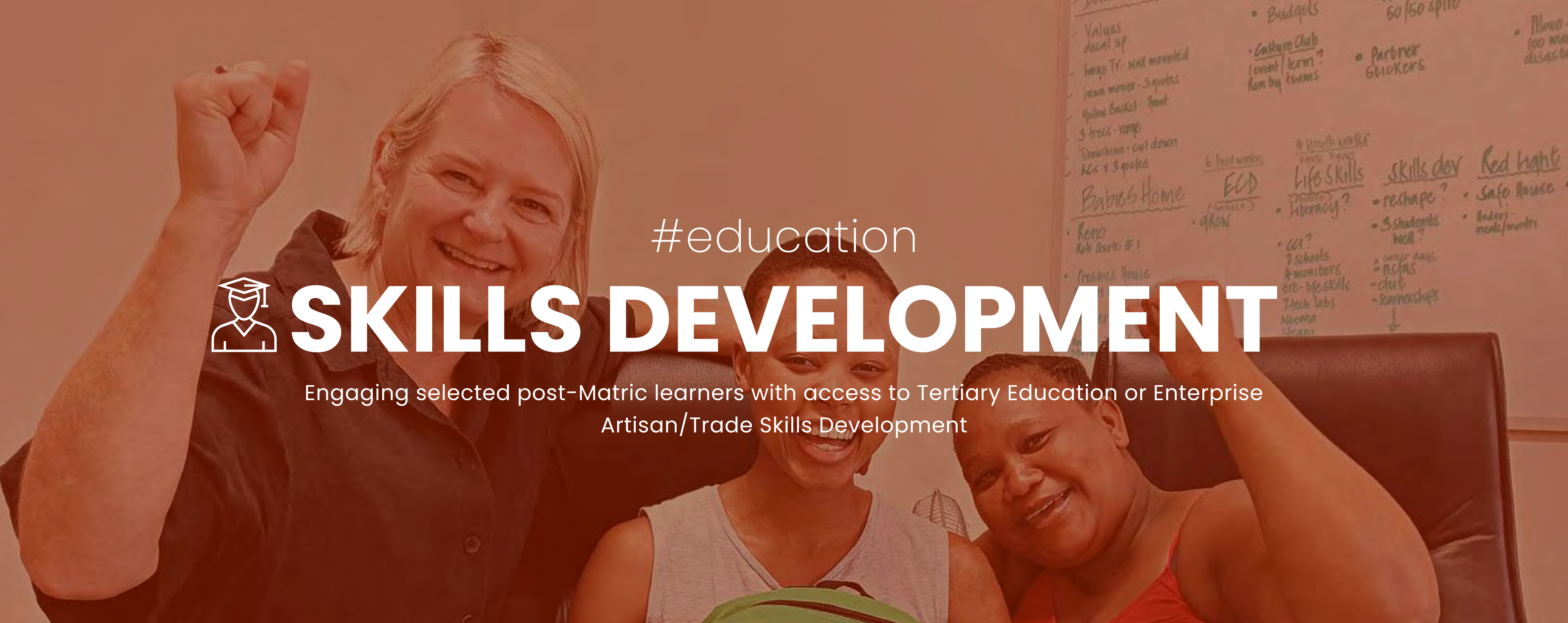
Lifeskills
Beneficiaries

96

Literacy
Beneficiaries

3

School Partners



#education



SKILLS DEVELOPMENT

Engaging selected post-Matric learners with access to Tertiary Education or Enterprise
Artisan/Trade Skills Development



Preparing Youth for Life and Work

The Skills Development programme underwent leadership changes in 2024, with Nicky Walton stepping in as acting coordinator.

Key developments included appointing a Literacy Champion at Amaoti 3 High School and recruiting an administrative assistant to support post-matriculant youth.

Targeted literacy interventions led to measurable improvements: Grade 8 literacy scores rose from 43% to 60%, and Grade 9 scores from 65% to 80% in just six months. Entrepreneurship and vocational training remained a key focus, linking learners to learnerships and real-world job opportunities.

Through holistic education, life skills, and employment pathways, we are empowering the next generation with the tools to thrive.

#TheDominoEffect

Supporting skills development and learner placement

7

Beneficiaries

Building an ecosystem for entrepreneurship/employment

DOMINO FINANCIALS 2024

Financial Summary 2024		Income Statement Summary		
2024	Opening reserves	Income	Expenses	Closing reserves
General	8,807,753	2,895,050	2,512,231	9,190,572
Babies Home	425,732	1,393,262	1,385,918	433,076
ECD	967,396	1,004,393	980,956	990,833
Life Skills	890,056	962,120	954,730	897,446
Skills Dev	760,878	357,814	356,955	761,737
Nutrition	1,458,981	4,238,635	4,190,312	1,507,304
Redlight	498,398	1,914,838	1,904,677	508,559
Disaster	226,125	181,194	151,199	256,120
Literacy	53,801	60,925	47,490	67,236
Ent Dev	638,242	51,000	45,900	643,342
Com Dev	143,041	1,772,783	1,771,637	144,187
Total	14,870,403	14,832,014	14,302,005	15,400,412

2024 Financial Summary AGM	
Property, Plant & Equipment	8,618,337
Trade and Other Receivables	67,724
Sanlam RSA Bonds	514,020
Cash and Cash Equivalents	7,959,115
	17,159,196
Funds	15,400,412
Enterprise Development Loans	763,000
Trade and Other Payables	995,784
	17,159,196



**We'd love to hear
from you**

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