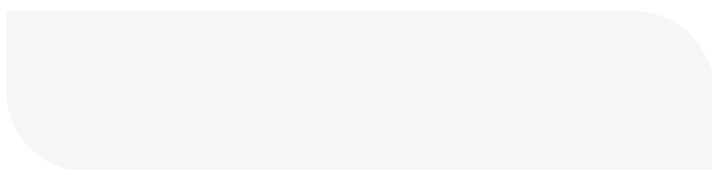
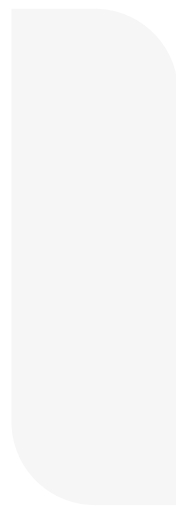


Annual Report 2021



Community



Culture



Childhood



Family



Home



Village



Education



Motherhood



SOS CHILDREN'S VILLAGES





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SOS Children's Villages in South Africa



OUR VISION

Every child belongs to a family and grows up with love, respect and security.

OUR MISSION

We provide care through our family-like villages, our family strengthening programmes and our community service centres. We build families for children in need, we help them shape their own futures, and we share in the development of their communities.

OUR VISION

Courage, Commitment, Trust, Accountability.

WE FOCUS ON CHILDREN WITHOUT ADEQUATE PARENTAL CARE

We focus our efforts on our target group: children without parental care or at risk of losing it, who are living in vulnerable circumstances. Many children are living in situations where they are well cared for and experience little or no vulnerability. Unfortunately, this is not the reality for many others. It is those children who are living in vulnerable care situations who we aim to reach; they are our target group. When identifying which groups of children are within our target group, we look at three key factors of their care situation: the presence of a caregiver, the capacity of the caregiver and the stability of care.



11

facilities across the country eight villages and three social centres



112

mothers and aunts who raise our children in the programmes



758

children and youth supported by SOS in The Family-Based Programme



4 598

children and youth supported and cared for by The Family Strengthening Programme





SOS Village locations

Cape Town

178

73



Mamelodi

214

73



Gqeberha

329

95



QwaQwa

483

21



Pietermaritzburg

335

108



Nelspruit

319

64



Ennerdale

293

107



Mthatha

256

81



Mathanjana

666



Rustenburg

395

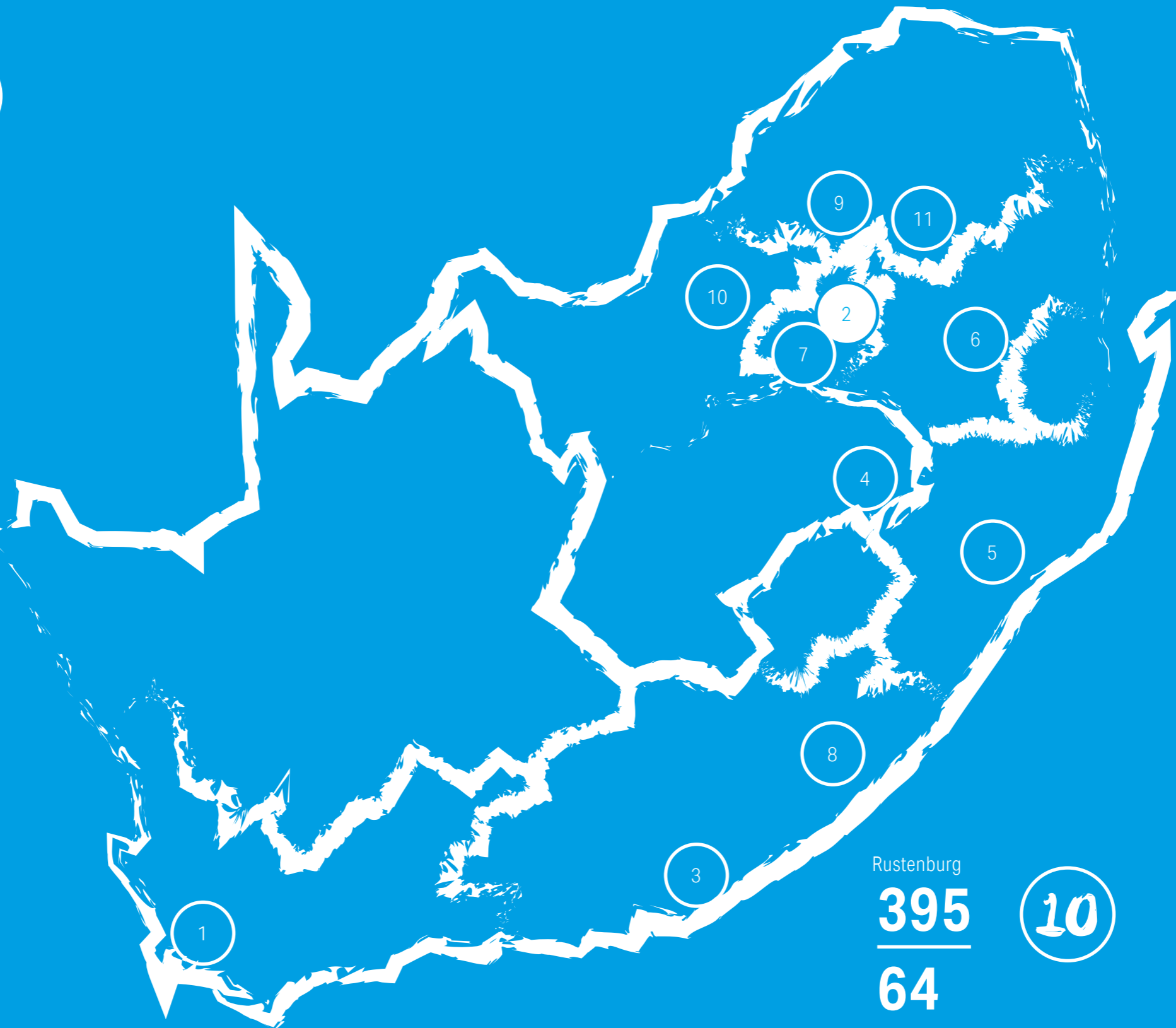
64



Sekhukhune

335

64





National Director's report



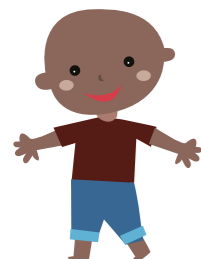
The COVID-19 pandemic that has affected the globe during our last two years of operation has starkly highlighted the deficiencies not only in our country, but also in our organisation, especially from a crisis-preparedness and fundraising perspective. It is with this in mind that we actively tackled these issues during this year, and have made strides towards protecting our organisation, programmes and children from future crises.

Even before the pandemic, South Africa's economy was in long-term crisis. Former President Thabo Mbeki was known for saying that South Africa is a country with two economies, a fact that our organisation contends with daily. Once COVID-19 hit, we were already in a position of rampant unemployment, deep levels of poverty and inequality, and with a childcare crisis that was only growing. Despite policies and procedures in place to protect children, there were, and are, many children living without parental care, homes and care.

Our organisation operates directly in this environment, looking after vulnerable children, children under threat of trafficking and abuse, those without parental care, homes, or education. Even prior to COVID-19, we were operating with strained resources, making the pandemic a serious shock to our system.

However, SOS Children's Villages has never been an organisation that throws its hands in the air and gives up. We quickly realised that, in order to keep providing children with quality care, we would need to expand our resources and reserves, and to better prepare ourselves for the next crisis - we need to enable ourselves to withstand whatever comes our way.

To this end, we adopted the A-F strategy, a six-point plan designed to improve every aspect of our organisation, from fundraising development to staff empowerment and building facilities. We have explored new ways of engaging with donors, meeting them where they are, and providing them with different ways to help, including legacy donations.



Our goal is to move from being an SOS Member Association, to being Africa's first Promoting and Supporting Association

This strategy exists not only to help us weather the next crisis and survive, but also to thrive. Our goal is to move from being an SOS Member Association, to being Africa's first Promoting and Supporting Association. We believe this is an attainable goal, and have already started working towards it. Despite the historical and current challenges, I believe we can navigate our way around the opportunities that exist within this challenging environment. In order for us to reach the goal of strong organisational and financial sustainability, we need support and partnerships. We have to use and optimise the resources we already have. This includes extensive review of our programme quality and impact, especially our Family Strengthening Programme which is designed to scale up our positive impact in broader communities. For us to exploit all these opportunities, we require partnerships. This includes partnerships with our sister MAs, PSAs, regional and international office colleagues. The partnerships can include idea sharing, exposure to best practices, input into our planning and even financial support.

South Africa remains a country with plenty of opportunities for us to grow our financial resources, even in a hostile economic and social context. As a nation, our people have a strong culture of individuals giving and supporting beyond their own immediate families. While we receive donations both big and small from sporadic donors, we also receive considerable support from people who give regular monthly donations, directly from their salaries, and people who leave us legacy donations in their Wills. These long-term supporters are absolutely critical to an organisation like ours, which is why our strategy includes a retention strategy for these donors, and a plan to recruit more.

In South Africa, corporate companies are required by government to allocate a portion of their budget towards social upliftment, giving them points on their business scorecard in return. These kinds of funding partners can make all the difference to our organisation, especially as we pursue PSA status, and we are actively focusing on improving this funding stream.

We are also investigating opportunities around our facilities and property portfolio, as well as digital fundraising. We have drafted a digital fundraising strategy to look at all digital channels at our disposal to reach and expand our audiences, spark engagement, and grow our giving opportunities. It will also help us to raise our profile, especially within the communities where our eight villages are situated. We have even launched website-based campaigns that enable us to convert website visitors into committed givers; however, this is still at a low level, and can do with improvement.

Despite the incredible difficulties we have faced, especially over the last two years, I remain confident in both the message and the strength of our organisation. What we do is vital to South Africa's society, and our donors and partners recognise this. The people within our organisation are keenly aware of the importance of what we do every day, and it is their passion and dedication to our cause that makes SOS Children's Villages what it is today – an organisation that can hold its head high and demonstrate the good that we do.

Patrick Kulati
National Director



Chairman's overview



Towards the end of 2020, we were hopeful that the COVID-19 pandemic and its devastation would be reined in. We thought that in 2021 things would return to normal, but it was not to be. The year 2021 was a very challenging one, as lockdowns continued during the year, however we persevered and led the organisation through the choppy waters. It is my pleasure to report that we survived the worst of the pandemic.

Our major concern was the welfare of our staff and children. We were concerned about the threat of loss of lives and employment of our staff and young people. As the Board, we directed the management team to develop strategies and ensure that preventative measures were in place to mitigate outbreaks in our various villages. Some of our employees and children got infected, and recovered, but sadly, two of our mothers succumbed to the disease, and passed on. Another concern that kept us awake was the potential loss of income, considering the rapid worsening of the economic outlook. It is with great pleasure and gratitude to report that the organisation's financial performance has been above expectations, considering the economic climate we found ourselves in. This was a result of careful financial management by our leadership and staff. We are also grateful to our corporate partners who continued to provide funding and other forms of support, even though they were also affected.

SOS Children's Villages in South Africa is a member of a global SOS Federation. One of the key highlights of the year was that on 23-27 June 2021, I along with Patrick Kulati, our National Director, participated virtually in the SOS General Assembly with thousands of other participants from around world. The General Assembly which is the highest governing body of SOS Children's Villages, elected Dr Dereje Wordofa of Ethiopia as President of SOS Children's Villages, alongside Beáta Juvancz from Hungary as the new Vice President and several new members of the International Senate to which I was honoured to be included. We were very proud of Dr Wordofa because he is the very first African president of the organisation. We are confident that he will lead the organisation well into the future.

One of the key issues that the General Assembly discussed was the matter of child safeguarding. SOS International went through a sad and unfortunate experience where serious allegations of historical cases of child abuse were made. The international senate oversaw an international investigation to determine the facts. I am glad to announce that when the report was finally released no cases of unreported and undealt-with cases were found in South Africa. We continue tightening our safeguarding processes to ensure that our children and young people are safe. If there are any suspicions or cases that are identified, we promptly investigate and conclude them. We also report them to the Department of Social Development.

The General Assembly approved a 24-point Safeguarding Action Plan which aims to create a safe environment in multiple ways, from providing support to those affected by abuse, to strengthening programme quality, to extensive training for child and youth care practitioners. More specifically, SOS has

prioritised eight key actions in the plan:

- Setting up a Special Commission to address cases of failings, including child abuse, corruption, and breaches of regulations
- Establishing an ombudsperson system to represent the rights of children, young people and others affected by abuse
- Funding individual support for those who have experienced abuse
- Providing extra support for our programmes in high-risk countries
- Expanding our protective behaviours empowerment programme for children and young people
- Strengthening the incident management system
- Updating and embedding our Code of Conduct into everything we do
- Fully implementing our existing policy on the prevention of sexual harassment, exploitation and abuse

Our Board is committed to implementing this action plan and ensuring that our children and young people grow up in safety to be productive members of society. On behalf of the Board of Directors, I want to thank our staff for the work they continue to do under difficult circumstances. I also thank all our stakeholders and partners, without whom we cannot do this work. Lastly, I extend gratitude to my fellow Board members who have diligently discharged their duties with excellency, professionalism and passion, and provided sound strategic direction to the leadership. More lies ahead and we would like to establish new partnerships and collaborations for the betterment of the lives of children and young people without adequate parental care.

Mr GS Nzalo
Chairperson





Our A-F strategy

A

ADVOCACY

Working with civil society, non-government organisations and government to influence the policy environment for the benefit of children. A number of areas were identified, including child protection. SOS Children's Village Rustenburg led the way in May by hosting Minister of Social Development Lindiwe Zulu for the launch of National Child Protection Week. SOS Children's Villages in South Africa also advocated for the continuation of social grants during COVID-19, and for the roll-out of the COVID-19 vaccine to frontline workers like mothers, and other child and youth care workers.

DIGITALISATION AND ICT EXPANSION

We aim to turn SOS Children's Villages in South Africa into digital villages by establishing infrastructure for Information and Communication Technologies (ICT). Each and every house in SOS Children's Villages must have a computer, internet, data and cell phones so that the families can plug in and operate. The post-COVID-19 world is digital and we need to connect children to online learning. They will need ICT skills training to improve their education and match their peers. This is essential to give children and young people the best chance to join the job market and become self-sufficient.

D

BUILDING FINANCIAL RESOURCES

Building financial resources and increasing our partnership pool of corporate donors, government, institutional and individual donors is key to future sustainability. During lockdown, we turned to phone calls, e-mails and online meeting platforms to stay in touch with financial supporters. We still rely on their donations to continue our work in extremely difficult circumstances.

B

E

EMPOWERING AND DEVELOPING STAFF

SOS Children's Villages in South Africa staff have to be better capacitated and better paid. We want them to be happy to work for SOS Children's Villages in South Africa. SOS Parents also need ICT training to access the internet and e-mails so they can engage schools, build their knowledge and shop online.

C

CHILD AND YOUTH EMPOWERMENT

If SOS Children's Villages in South Africa were a computer factory, computers would be our products. But we are in the business of safeguarding children. We want children to become self-respecting adults who are enterprising, independent, add value to society, and find employment. Children under our care should respect women and not take part in gender-based violence.

F

FACILITIES AND PROPERTIES MANAGEMENT

SOS Children's Villages in South Africa has properties across the country. Many are dilapidated and in need of maintenance. Some tenants are defaulting on rent. We need to take steps to ensure we can generate an income from our facilities and maintain them to a safe standard for children.





The lasting impact of COVID-19

The lasting effects of COVID-19 have been felt around the world, but nowhere as keenly as in nations afflicted by poverty, inequality and high numbers of children needing care. SOS South Africa was already operating in an environment beset by economic meltdown, rising joblessness and infrastructure challenges like load shedding, before COVID-19 was declared a pandemic and South Africa went into lockdown.



When COVID-19 came, we were already seeing an economic crisis, and the lockdowns exacerbated this. As an organisation, SOS Children's Villages operates in an environment that already requires more resources than we have, looking after vulnerable children under threat of abuse and other dangers. When the pandemic and lockdowns started, businesses, government and NGOs were hard-hit and unprepared.

Fortunately for SOS, the organisation was already engaging in risk management and contingency planning for many situations, in the wake of service delivery issues, the struggling economy and growing inequality. Even before the lockdowns were announced, we instituted a Crisis Response Team to continuously assess the spread of the virus and communicate information to the staff and children. We allocated funds for sanitisers, gloves and masks, and kept children safely isolated within their homes, with increased access control measures. These helped us enter the lockdowns with a plan in mind, a direction to follow.

The greatest challenges we faced were within the homes in the villages themselves. Keeping the children and their caregivers safe was our priority; at the same time, the lack of access to school presented a major challenge. Caregivers and house mothers were under pressure to not only look after all the children around the clock, but to provide a large group of children of diverse ages with schooling and constructive activities.

SOS managed to handle preparations efficiently and well, which resulted in a very low rate of infections, especially compared to national rates. Our Gqeberha and Ennerdale villages experienced some infections, with Gqeberha seeing the highest numbers; despite this, these villages were able to manage isolation of infected individuals extremely well, and minimise the risk to the remaining village inhabitants.

To date, we have weathered this storm, with a great deal of cooperation and willingness from our staff and house mothers, and from the children. While we lost many donors, especially individuals, due to widespread job losses, we also worked on a diversified funding strategy that will help us be better prepared in the future for unforeseen crises. There is no denying that the pandemic took a toll on the mental health and wellness of especially our ground staff and the children in our care. We will be dealing with the lags in education and the other psycho-

social fallout, both in the organisation and society, for a long time yet to come, but we believe that SOS has proven well prepared to deal with future crises.

It is now a priority for SOS Children's Villages to ensure we have the resources to strengthen our programmes, and make them more resilient. We will continue to pay close attention to disaster and resource management planning, and remain cognisant of the issues that could potentially affect us in future.





A house mother's journey



I strove to create a real family atmosphere, and to make sure the children in my care would become competent, functional and contributing adults.

When Dudu Radebe first completed the job application for SOS Children's Villages, she freely admits that she had little idea of what it was all about, and how it would change her life forever. At the time, she was still feeling disappointed that she would be unable to study education as initially planned, as her dream and passion was to work with children. When the SOS Children's Villages opportunity came along, it seemed like the perfect way to still realise her dream. More than 20 years ago, she and her own young child soon moved into one of the houses in Pietermaritzburg, while the SOS village was still being newly constructed, and began a lifetime of caring for the children she would come to see as her own.

Dudu speaks fondly and even passionately about the incredible bonds that develop between house mothers and their children. As so many children come to SOS Children's Villages at a very early age, for most their house mother is the only parent they ever know, and this creates strong family ties within the SOS homes. She remembers every child she ever raised, and has many fond memories of her grown-up children who still keep in touch to this day.

According to Dudu, life in an SOS village is about more than just your own house. She remembers children from other homes coming to her to discuss problems and find solutions, as well as joining in fun activities. And there was plenty of fun! From

surprise birthday parties to applying for schools and university, every activity in the home was treated as a positive step for the children. Dudu says she strove to create a real family atmosphere, and to make sure the children in her care would become competent, functional and contributing adults. She counts as one of her biggest successes the fact that the children learned everything they would need to know to be happy and equipped for life as adults. This included teaching them about shopping and budgeting, helping with housework and gardening, and devoting enough time to school work and learning.

She is proud of the fact that most of the children she has raised over the decades have achieved success and are contributing members of society. She is delighted to share that many of them trained as social workers and teachers, choosing to give back and help others in distress.

In 2008, Dudu was the winner of the Woman of Courage award for her years of service at SOS Children's Villages. However, she was just as proud of the fact that she completed her own matric education through correspondence that same year.

Dudu Radebe has retired from SOS Children's Villages, but she still maintains strong ties with the community and continues to open her own home to those who have left the village as young adults, to help them find their feet in the world.





Our corporate donors

TOGETHER FOR THE LONG HAUL

SOS Children's Villages in SA acknowledges and appreciates the Kargo Group

The Kargo Group of Companies was established in 1982 and specialises in express road freight distribution. Their footprint extends across the length and breadth of South Africa with the head office in Johannesburg, and branches based in Cape Town, George, Bloemfontein, Durban, Gqeberha, East London, Limpopo and Nelspruit. Kargo National and SOS Children's Villages in South Africa are proud of their partnership that spans over 30 years.

"Kargo National specialises in road freight distribution country wide. Our footprint and infrastructure within South Africa, and placement of 10 branches country wide, allows Kargo the opportunity to provide delivery services for SOS Children's Villages. We understand SOS Children's Villages' need for logistical services and the impact this has on ensuring efficiency. The remarkable contribution provided by SOS Children's Villages in SA to the local communities, uplifts and supports our future generations. We are touched to be a part of this great work and we look forward to continuing our relationship with SOS Children's Villages and contributing to building communities and investing in people."

Leigh Oliveira – Kargo Group

SOS Children's Villages in South Africa thanks the Kargo Group for their generous support during the COVID-19 pandemic and the preceding years. They are an integral part of our SOS family in South Africa. We truly are a team, together, ensuring we protect and care for SA's most vulnerable children and young people. Even during very challenging times, Kargo has been our lifeline, connecting our 11 programmes across SA, helping thousands of children and young people. With their support, we were able to send humanitarian aid in the form of food parcels, blankets and bottled water to our programmes. Over the years, they have transported many donations in kind – clothing, books, cookware, linen, sports gear, bicycles and much more! Their free service has helped us save on our operating costs and put smiles on the faces of our children, especially when there were sweets and toys in those boxes so diligently delivered.

We can always rely on Kargo Group; their friendly and professional staff are a joy to work with. We are truly blessed to have them as our partner since 1992.



Learning to walk

Sue* came to SOS Children's Villages as a two-year-old, unable to walk or converse in anything but basic isiZulu. Since her mother's passing, she had been taken in by an elderly grandmother, who couldn't take care of her.

The challenges facing her house mother were great: she couldn't walk, crawl or move around, all she could do, was sit. As a result, she couldn't participate in house activities and began to withdraw. Her house mother and the organisation responded by taking her for medical assessments and treatment, including several physiotherapy sessions, following which she started to show improvement. She was provided with callipers and a walker, and she quickly started to explore her new mobility.

Today, Sue rarely needs her callipers or walker to get around, and she is mostly able to walk, run and play without support. She is enrolled in a school for children with disabilities and is flourishing. Her development has improved by leaps and bounds and she is quickly learning to read. Sue has gained incredible confidence and thoroughly enjoys posing for pictures and making new friends among the children, and even teachers.





YouthCan!

YouthCan! is a global initiative that supports young people who have lost parental care or are at risk of losing it, on their journey to decent work and independent life. By mobilising employees, activating their networks and providing expertise, corporates are making a measurable impact in the lives of young people around the globe while efficiently working to reduce youth unemployment.

Through YouthCan! corporates are able to reinforce their Corporate Social Responsibility and become direct actors, contributing to the achievement of the Sustainable Development Goals. The risk of labour market and social exclusion is especially high for young people at risk of losing parental care or who have already lost it. They lack support networks and positive role models, employability skills training and work experience. Young people, who grow up without the care of their families, often leave the care system ill-equipped to compete effectively in the labour market. Many of them are unemployed, pursue precarious employment conditions and are exposed to a high risk of poverty.



THE OBJECTIVE

Youthcan! follows the successful GoTeach global partnership model of SOS Children's Villages – Deutsche Post DHL Group and aims to:

- Create direct opportunities for young people, empowering them through training, mentorship and work experience, to better transition into stable employment;
- Build an action-centred practitioners network of existing and new corporate partners, to visibly increase the measurable impact of corporate partnerships on youth unemployment and the Sustainable Development Goals (SDGs);
- Create evidence-based research that can be shared to improve youth employability practices on a national and global level;
- Inspire and invite other global and local actors to replicate the model.

This year alone 78 young people attended the GoTeach programme. They benefited by visiting the DHL office where they learned from employees who explained to them what it takes for one to be a packer, financial administrator, CEO and Section Manager.

Young people learned about cyber security, the advantages and disadvantages of social media, and health and safety. DHL also organise quarterly motivational webinars called World of Tomorrow, where young people motivate their peers about the working world, and even the entrepreneurship world. One hundred and fifty young people attended previous webinars, and all reported that they were motivated to focus on what they are doing so that they will be contributing members of their societies.

DIGITAL PLATFORM

SOS Children's Villages also offers YouthLinks, a digital platform through which young people and mentors can connect, share materials, create networks and support each other. Based on Facebook Workplace, this tool helps us reach young

people from remote communities, while breaking geographical and time barriers. The corporate partners will be able to digitally connect with the young people, supporting them online via chat, videoconferencing, online calls, and sharing materials to better prepare them for the job market.

In Cape Town, we partnered with SAYes mentoring young people. This year, 11 young people participated. M&G financial institution bought devices for four programmes and also mentored 92 young people on job preparedness. These young people are now prepared to write their own CVs, write motivational letters and express themselves during job interviews.

HIGHLIGHTS

- 1 389 young people benefited from the mentorship programmes, life skills and job readiness programmes, educational support, learnership and internships. Some participated in entrepreneurship, digital literacy and mental health programmes.
- Partnership with the Department of Higher Education and Training to provide career expos and career assessments in all programmes.
- Corporate donations of devices to help young people complete school assignments, apply for employment and engage in personal development.
- 150 young people participated in training from the National Youth Development Agency and LED and are now prepared to start their own businesses.
- 180 young people working towards learnership and internships with partners.

PARTNERING WITH AKZONOBEL TO UPLIFT LIVES

AkzoNobel is a valued partner of YouthCan! and the programmes we are able to provide as a result have made real differences in young people's lives. One such youth is Katlego, who joined the programme when, as a grade 11 learner, he was the primary

caregiver in a sibling-headed household. Due to his age, lack of food and lack of school materials, he was struggling to take care of his younger sister. SOS Children's Villages intervened and provided them with school uniforms, clothing and other material support, and Katlego joined Youth Forum, where he was able to meet with peers, and work through the challenges he was facing.

When his sister was taken in by a relative, Katlego was able to complete his schooling and tertiary studies, qualifying in art and design. Within two years of graduating, he participated in YouthCan! and was selected to participate in a painting course with the South African Paint Manufacturing Association and Training Institute. He obtained a certificate in coating manufacturing, and raw material preparation. Since then he has volunteered at a local school, painting the school and doing art that he sells to the public.





A journey ends – Jackie Scheuble retires



"I was committed to both the social and academic growth of children. I was there because I love children and I wanted to see them get the best possible care."



When Jackie Scheuble first joined SOS Children's Villages in 1991 the Gqeberha Village was still in its early days of construction, with only two homes built and occupied. Into this environment, she brought an incredible passion for the holistic development and education of children, and for learning through play. Initially, she joined as a Grade R teacher, a job she devoted herself to for 18 years before becoming the kindergarten principal. As principal, she helped open a preschool in the Family Strengthening community, and provided training for the teachers there. When SOS Children's Villages restructured their programmes, she moved to a position as Programme Coordinator in the Family Care and Strengthening Programme, and within two years, she was appointed as the Programme Director for SOS Children's Village Gqeberha.

When speaking about her 32 years of service Jackie says: "It was, and is, exciting, uplifting, and daunting. The weight of the responsibilities, the children who you care for and are guardian to – I embraced it all, because this was what I had trained for as an educator. I was committed to both the social and academic growth of children. I was there because I love children and I wanted to see them get the best possible care. This means having an open door to everyone, involving not only the staff and the house mothers, but the children themselves."

Over the decades, Jackie had the privilege of dealing with some of the organisation's most passionate supporters. She fondly remembers Mr Bernstein, a donor who bequeathed a significant portion of his estate to SOS Children's Villages and, whose 80th birthday party was held at the kindergarten, with

the children he supported and loved so dearly. The relationship continued until he passed away, with the staff regularly visiting him and, in the end, attending his funeral.

A career spanning over three decades has certainly seen its ups and downs, and some of the worst challenges faced by SOS and the villages was the COVID-19 lockdown. Our SOS families faced quarantines and we converted one of our family homes into an isolation home, where those who had tested positive for COVID could isolate and recover fully. Staff were unable to visit the Family Strengthening Programme as often, and had to focus on the emotional wellbeing and health of the families in their care. SOS Gqeberha survived COVID with no one losing a life, child or adult – an achievement Jackie is incredibly proud of, on behalf of her staff.

As for herself, Jackie considers her greatest achievement to be seeing the children who leave SOS as educated, confident, supported and loved adults, ready to take on the world. She knows she has succeeded when a now-grown former SOS child comes back to visit their house mothers and families, and share their stories. And for those who are considering a career with SOS, she has some strong words of advice: "You must be passionate about working with children. You will be involved in their lives and development from an early age and you will be helping to shape them into young adults. It will take dedication, passion and above all, kindness and compassion."





Child Protection



The Independent Child Safeguarding Review (ICSR) was commissioned by the International Senate of SOS Children's Villages to find ways to address the complex topic of historical abuse. As part of the ICSR, historical cases of abuse that took place at and around SOS Children's Villages in four countries in different regions of the world were reviewed over a period of four years. The ICSR sets out consolidated findings and recommendations from the four country reviews with the aim of contributing to improvements in safeguarding practice.

OUR 24-POINT SAFEGUARDING ACTION PLAN

SOS Children's Villages commits to implementing the ICSR Global Report recommendations. We have developed a safeguarding action plan that will address these recommendations holistically, including transforming the organisational culture and placing safeguarding at the centre of everything we do – creating a safe environment for children, young people, and families we work with, as well as our staff and partners.

These actions address the ICSR recommendations and reflect SOS Children's Villages' own learnings. Many of them had already been identified and initiated as part of our ongoing safeguarding work.

A notable strength of SOS Children's Villages is its willingness to learn from past mistakes and to adapt policies, procedures and practices accordingly, with many such new initiatives developed based on learning from the cases considered by the ICSR. This report makes recommendations on how SOS Children's Villages can build on this progress to continue to strengthen the safeguarding of children and young people across the organisation, and further mitigate the risk of safeguarding failures reoccurring.

Key areas for improvement identified:

1. Child Safeguarding measures within SOS Children's Villages International
2. Leadership and organisational culture
3. Oversight, governance and accountability
4. Care quality and the role of primary caregivers
5. Justice and support for victims, survivors, and whistle-blowers





Buhle July receives Presidential Scholarship



Buhle July grew up in an SOS village from the age of two years and 15 days. Growing up in SOS Children's Village would later present to him the opportunity to apply for – and receive – the coveted Presidential Scholarship, and pursue a career in Physiotherapy and Medicine.

Buhle attributes his successes of getting into university to the education and care he received at SOS Children's Villages. "SOS is a community, it was an opportunity for me to grow up in a home with a house mother, brothers, sisters, aunts and uncles, and friends who loved me. These experiences made my childhood one of the best I could have ever had. I've experienced being the youngest in a family, and the oldest. The proverb 'it takes a village to raise a child' is true, and for me that village was SOS."

Under the encouragement of Uncle Morgan, Child and Youth Coordinator, he applied for and received the scholarship, which covers his tuition, residence and allowance costs. Initially he applied to study Physiotherapy, but has since realised he wants to study Medicine. He has applied for this, and is awaiting confirmation of his acceptance to the Nelson Mandela Metropolitan University's medical programme.



Fundraising and the future

SOS Children's Villages in South Africa has traditionally relied on international aid, corporate funding and individual donors. Despite the setbacks of the last two years, SOS Children's Villages is nevertheless striving not only to improve and update its funding, but to become an SOS International Promoting and Supporting Association (PSA) in the ESAF region.

LEARNINGS FROM COVID-19

The COVID-19 pandemic was, and continues to be, devastating to South Africa's poor communities – something our country could hardly afford, with around 31% of the population relying on social grants. This number skyrocketed to 47% during the pandemic, with about 10 million people receiving the special COVID-19 relief grant.

One of the key actions that SOS Children's Villages needed to implement was the need to build stronger financial resources and reserves before the next crisis. This includes developing other funding and material resources, to enable us to withstand whatever comes. We learned to build, to prepare. Another learning is the need to increase visibility as an organisation that provides family-based care, unlike other institutional facilities which don't provide family-based care. Our model is unique, with each

village having homes, children, and mothers. Our aim is to recreate a real family home, and we need to increase visibility of this fact.

In addition, we are considering how to improve the quality of programming and delivery – focusing on helping more families and communities to be financially resilient by removing dependence on the state, while using grants and resources as investments and inputs into growing financially independent. We are continuously looking at ways to help children in the villages as well as families and children outside.

One of our chief learnings was the need to prepare staff, youth and children to be more resilient, and better equipped to deal with unforeseen crises. We have therefore put in place plans to help prepare staff members to withstand crisis personally and at an organisational level.



Valerie Naicker
Head of Fund Development



Fundraising and the future

continued



Sydwell Vushemakota
Head of Finance

LOOKING FORWARD

2021 was a year like no other for SOS Children's Villages.

There were extensive job losses in a country already battling with high unemployment rates which meant more families were made vulnerable and in need of our support, and more children required alternative care placement as parents were no longer able to protect and provide for their children's basic needs. These growing challenges have meant that the organisations Sustainable Strategy ensures that there is a clear, systematic, predictable and well-coordinated approach to soliciting, acquiring, and retaining donors. The overarching goal of the three-year strategy is to develop a stable and growing base of sustainable revenue and funding that will cover programme and operational costs for the next five years. The strategy focuses on increasing sustainable income and cost-saving expenditure. Into year one of this strategy, we are now more confident in the implementation of the strategic objectives and it is tied to all our fundraising activities.

The long-term fundraising strategy seeks to act as a guide for building stable fundraising income, increasing income yearly, and creating a strong fundraising team to support these efforts. We aim to steadily grow fundraising income from R52 456 041 in 2022 to R62 476 875 in 2024 – we will focus the budget on acquiring supporters on the varied income streams, allowing rapid expansion, while maximising

retention and development opportunities with existing and newly acquired donors. By the end of year three (2024), high-performing income streams are projected to have stabilised.

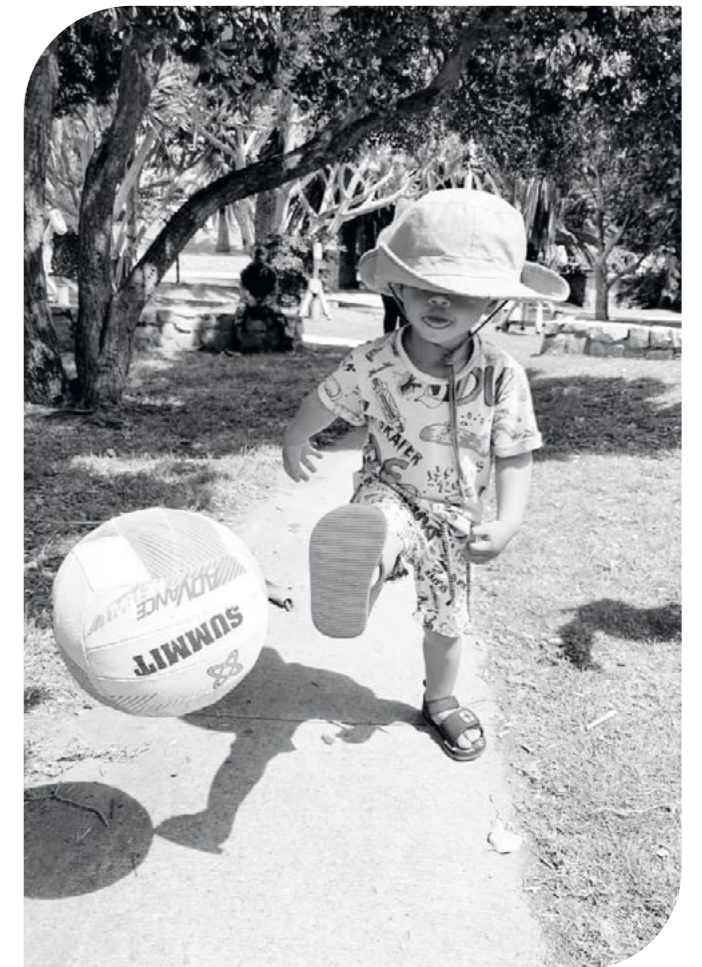
This strategy will be re-evaluated and updated each year based on the previous year's results and will require a balanced approach. The strategy also seeks to align and contribute to the ESAF Regional growth strategy of 20% over this three-year period. However, without investment, we cannot grow. To plan for future global effectiveness, investment into our fundraising activities is imperative.

In recognition of this potential, the fundraising strategy is built on the following growth drivers:

- Ensure SOS SA becomes financially sustainable by redressing the current structural imbalance of restricted and unrestricted funding streams;
- Maximise opportunities from existing income streams across all donor audiences through re-engagement, retention, and development;
- Significantly grow individual giving, thereby strengthening the donor base from which to grow individual giving income and legacies over time; and
- Diversify income across all target audiences:
 - Individual donors
 - Corporate and institutional partners
 - Government Funding
 - Grant-making trusts and foundations.

OUTLOOK

We are cautiously optimistic about the future. Our strategy is ambitious and speaks to growth. We want SOS South Africa to be in a position to fully operate from local funding sources, and we look forward to a time when, as a Promoting and Supporting Association, we will be able to help other African countries with fewer resources. By striving to be able to meet our own needs, we will be able to help others.





Denim Recycling Project

The Denim Recycling Project at SOS Children's Villages was initiated to empower the Family Strengthening Programme around SOS through training people on sewing and creating products made from recycled denim. Participants in this programme come directly from the community and are made up of a variety of people looking for a way to financially support their family while learning a new skill.

The project teaches participants not only how to sew, but covers everything from product design, pattern production and the manufacturing of products, to marketing and selling these products. The product range itself is continuously being updated with the incredible creative ideas that come from these participants, and includes homeware, clothing, furniture and even jewellery.

Because this project's primary purpose is to help bring financial security to the community, 80% of the proceeds of sales goes to the participants, while the remaining 20% goes to SOS. Many of the participants have taken the skills learned and started their own businesses – from dressmaking to clothing repair, alterations, curtain-making and more. This not only helps these individuals, but gives people in the community a place where they can get

these services at affordable prices. The project also stresses the importance of quality in the work – as a result, the participants have developed a reputation for excellence and reliability.

The project receives support from the Eastern Cape Professional Arts and Crafts Council, corporate support, and community support in the form of donations of old denim and haberdashery. Our long-term plan is to roll out a similar project to each SOS Village in South Africa, thereby supporting both the organisation and the communities in which it operates.

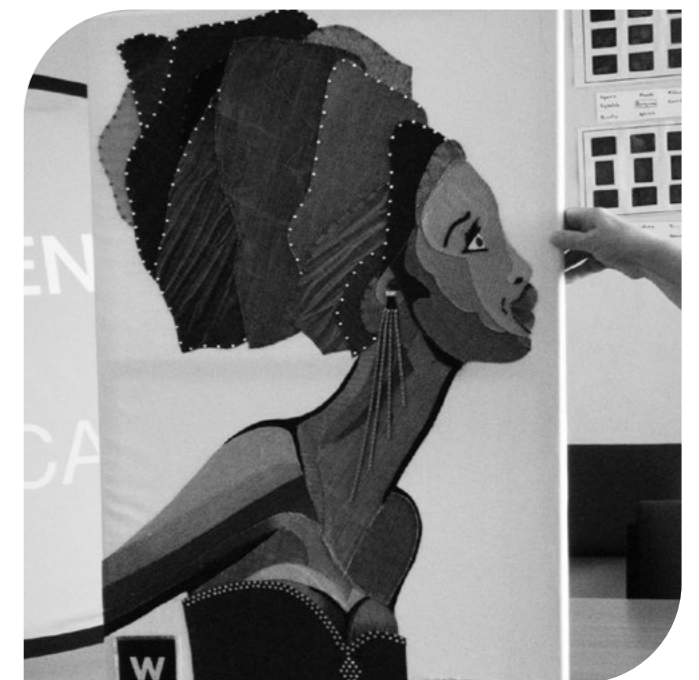
At the end of 2020 the project was invited by the Department of Arts and Culture to participate in a competition showcasing the Uitenhage Massacre of 1985. Twenty-five years after the Sharpeville massacre, during a rally to commemorate the Sharpeville massacre where 20 people lost their lives, a memorial was erected.

Four crafters were selected to compete and produce art and crafts highlighting this event. After careful consideration, the Denim Recycling Sewing Project chose to create a scatter cushion, emblazoned with an emblem representing the event. The emblem they chose was a replica of the tombstone erected in Langa one year after the massacre.

The cushion, made entirely out of recycled denim clothing, included various techniques and incorporated plenty of symbolism. For example, the back was made of denim waistbands, woven to create a solid piece, symbolising how Unity is Strength. Names and inscriptions from the tombstone were replicated using zips.

Thanks to the hard work and creativity of everyone involved, the Denim Recycling Sewing Project received a prize of R2 000 – especially momentous as the project celebrated its 10th year.

Ronell Barendse: "To be selected from all the crafters in the Nelson Mandela Metro, and to be part of this journey and competition, was and is a huge honour. This prize is the crown of hard work and is an encouragement to go bigger and better."





Statement of financial position

as at 31 December 2021

| Figures in Rand | Note(s) | 2021 | 2020 |
|-------------------------------------|---------|-------------------|------------|
| ASSETS | | | |
| Non-current assets | 2 | 21 761 451 | 20 468 082 |
| Property, plant and equipment | 3 | 14 611 | 23 244 |
| Intangible assets | | 21 776 062 | 20 491 326 |
| Current assets | | | |
| Trade and other receivables | 4 | 13 974 311 | 10 126 256 |
| Cash and cash equivalents | 5 | 22 570 492 | 20 666 400 |
| | | 36 544 803 | 30 792 656 |
| Total assets | | 58 320 865 | 51 283 982 |
| EQUITY AND LIABILITIES | | | |
| Equity | | | |
| Reserves | 6 | 10 721 088 | 9 774 655 |
| Accumulated funds | | 29 762 556 | 27 463 028 |
| | | 40 483 644 | 37 237 683 |
| Liabilities | | | |
| Non-current liabilities | | | |
| Retirement benefit obligation | 7 | 575 272 | 575 333 |
| Deferred income | 8 | 434 167 | - |
| | | 1 009 439 | 575 333 |
| Current liabilities | | | |
| Retirement benefit obligation | 7 | 83 696 | 79 308 |
| Deferred income | 8 | 3 479 100 | 1 095 834 |
| Provisions | 9 | 420 000 | 415 650 |
| Funds held on behalf of children | 10 | 7 140 051 | 7 632 628 |
| Trade and other payables | 11 | 5 704 935 | 4 247 546 |
| | | 16 827 782 | 13 470 966 |
| Total liabilities | | 17 837 221 | 14 046 299 |
| Total equity and liabilities | | 58 320 865 | 51 283 982 |

Statement of profit or loss and other comprehensive income

| Figures in Rand | Note(s) | 2021 | 2020 |
|--|---------|----------------------|--------------|
| Revenue other than from contracts with customers | 12 | 74 085 033 | 61 613 053 |
| Other operating income | 13 | 33 434 456 | 32 053 333 |
| Other operating gains | 14 | 900 | 158 992 |
| Movement in credit loss allowances | 15 | (4 720) | (19 685) |
| Other operating expenses | 15 | (104 458 696) | (86 796 258) |
| Operating (deficit)/surplus | 15 | 3 056 973 | 7 009 435 |
| Investment income | 16 | 273 093 | 305 540 |
| Finance costs | 17 | (50 712) | (54 236) |
| (Deficit)/surplus for the year | | 3 279 354 | 7 260 739 |
| Other comprehensive income: | | | |
| Items that will not be reclassified to profit or loss: | | | |
| Actuarial (loss)/gain on defined benefit liability | | (33 393) | (20 082) |
| Other comprehensive income for the year net of taxation | | (33 393) | (20 082) |
| Total comprehensive income/(loss) for the year | | 3 245 961 | 7 240 657 |





"To our loving mother: We would like to wish you a happy mother's day and like to thank you for loving us unconditionally and been there through tough times. You always bring a smile to our faces." – Thabo



"Thank you mom, for your warm smiles, your encouragement and your words of wisdom, I am who I am because of you." – Amanda



"Thank you mom for all that you have taught me that I will never forget. You've taught me how to be respectful and responsible." – Lesedi

"Thank you for the spiritual, emotional and mental support you always provide me with, you always know when I need your love and support the most." – Thembi



"You hold a special place in our hearts. We know that sometimes we give you a hard time, but we love mom." – Vusi

"We are lucky to have you as our mom and our best friend." – Lerato

"Mom, I love you so much, I will never forget the love that you give me." – Thabang

"I am thankful to you for having created a safe home for me and taking away all the fears I had in life before SOS. You took away my nightmares and turned them into live dreams, which I have up to this moment. I managed to fulfil some of them and I continue to dream. I know that SOS was sent by God to make my dreams a reality and in the process restore hope to destitute children." – Sandra

"I am so grateful to have a mother as loving as you, thank you." – Noxolo

"I found love and warmth, not once did I go to bed on an empty stomach or worry about where my next meal would come from, thank you mom." – Lesego

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