



# 2021

## ANNUAL REPORT

U-turn equips  
people with *skills*  
to overcome  
homelessness



The leaves of the *tree of life* are for the *healing* of the nations.

Revelation 22:2



Hello

## FROM THE CEO

My first ten months as U-turn’s CEO have been deeply inspiring: watching people blossom into confident, productive role models is always inspiring, but I’ve also particularly appreciated the professional and healthy organisational culture, and the warm support from board and management.

Over the last two years U-turn has become a frontrunner in research, advocacy and demonstrating consistently high success in the long-term rehabilitation of homeless people. This generated unprecedented growth and catalysed several practical collaborations with government and other NPOs.

U-turn is driven by the conviction that God made every person intrinsically valuable and no one should have to live on the street. We are committed to creating an effective life change pathway, accessible to every homeless person in South Africa.

This is all only possible thanks to you, our supporters and to God’s Spirit who is always quietly at work behind the scenes, breathing life into dry bones and transforming the most hopeless situations in miraculous ways.

**Jean-Ray Knighton Fitt**

## FROM THE BOARD

“ **Andrew Kingston – Chairman**  
I’m inspired by the tremendous impact U-turn has on homelessness through relational, rehabilitation activity and co-ordinating with key partners to truly transform people’s lives in the long-term. I am grateful for the quality of the staff that Christ has blessed us with.

“ **Chernay Southgate - Treasurer**  
U-turn gives people another chance to live a life of dignity and hope. I am inspired by my love for Jesus and the desire to be his hands and feet through my work with U-turn.

“ **Dave Dominicus**  
What impresses me most is U-turn’s staff resilience and a robust programme. I am inspired that everything we do is Christ-centred. U-turn’s programme is by far the most tested and respected rehabilitation programme.

“ **Anthony Buratovich**  
U-turn is unique for its professional and systematic approach to the very complex problem of homelessness. U-turn has proven that the only way to bring about sustainable change is by walking a long and often a difficult road with a person. Investing in changing someone’s life is an amazing privilege.



# STORY OF CHANGE



## 29 YEARS OF DRUG ABUSE

### *Meet Hilton*

**HILTON GREW UP ON THE CAPE FLATS IN LAVENDER HILL. HE WAS AN ADDICT FOR 29 YEARS AND HOMELESS FOR 9 YEARS. TODAY HE'S RECONCILED WITH HIS FAMILY, MARRIED AND ABLE TO BE A FATHER TO HIS TEENAGE BOYS.**

Hilton had used drugs from the age of 12. After serving 6 years in prison for crimes, he began contemplating his life choices and did a course on restorative justice. He met with one of his victims, "I told her how sorry I am, and she was able to forgive me."

After getting out of prison, Hilton thought about his teenage boys and their need for a father figure, so instead of returning to his old life, he went to stay at a shelter.

Hilton struggled at the shelter. "I was criminally minded. I wasn't used to structure, peace and quiet. It was hard for me. I wanted to leave but something kept me there."

His social worker asked if he'd like to join U-turn. After assessments were done, Hilton joined the Phase 2 Rehabilitation programme and stayed at U-turn's shelter partner, Loaves and Fishes.

On his training days he would work at the Claremont service centre. He says, "I was rough around the edges, coming with that prison mentality of 'don't tell me, I'm *Ndoda* (a man)! Yet U-turn helped me." Hilton's mentor at the time encouraged him to use the principles of leadership and submission that he'd learnt as a high ranking gangster, in an honourable way.

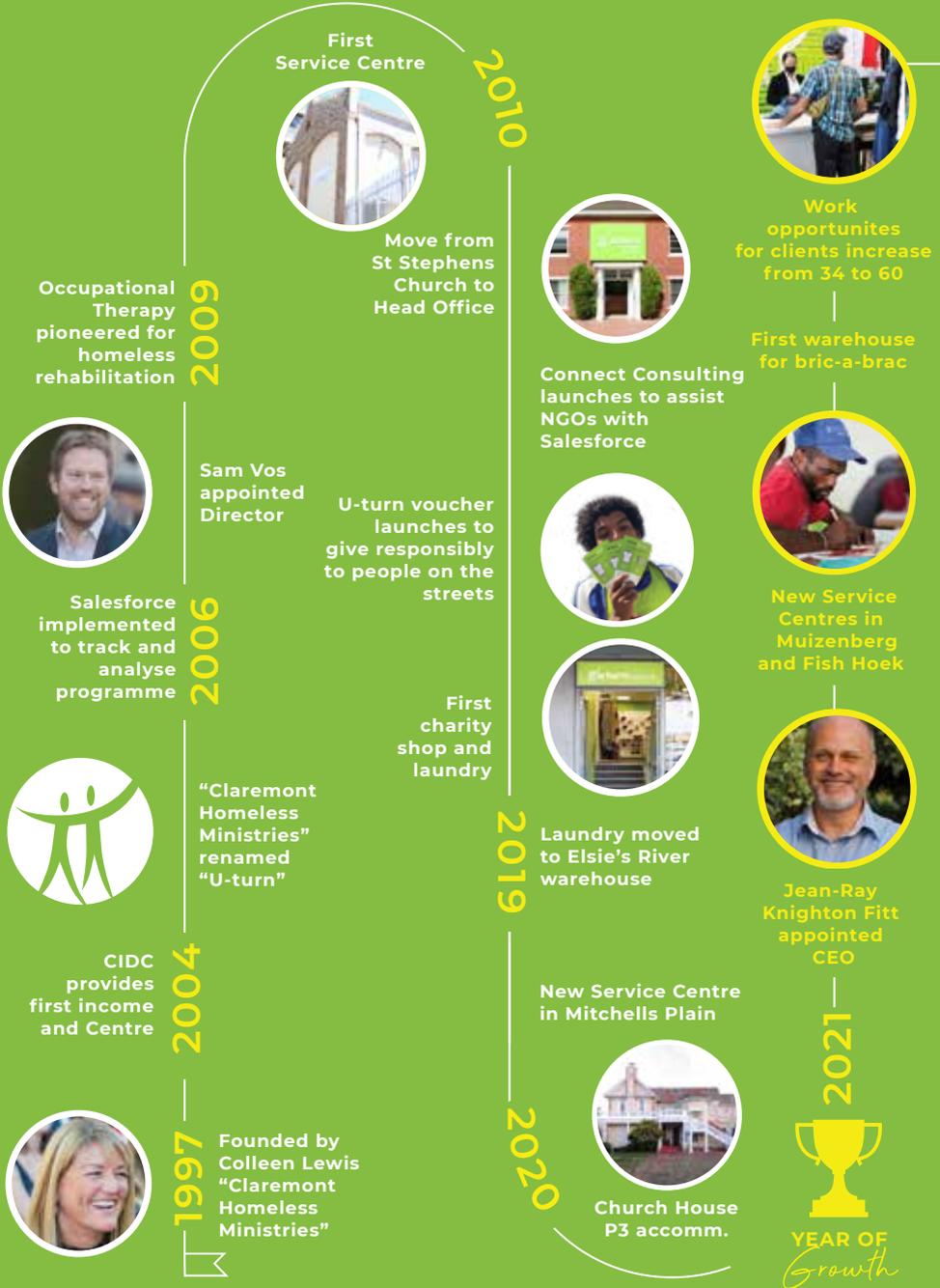
Now Hilton is on the Phase 3 work-readiness programme, at exit stage and has graduated with a level 2 Business Administration diploma. After 29 years, his life has turned around. Hilton is now sober, employed and independent.



#ThisIsWorking

# OUR GROWTH

Past 25 years



# OUR GROWTH

Next 25 years



The new challenges and opportunities have inspired us to set a bigger vision and chart a brave new course into the future:

**CREATING AN EFFECTIVE LIFE CHANGE PATHWAY ACCESSIBLE TO EVERY HOMELESS PERSON IN SOUTH AFRICA.**

## Strategic Anchors

### EFFECTIVENESS

Increase the number of people leaving the streets while reducing relapse rates. This takes ongoing evaluation and innovation - trying new things, tracking data, closing gaps.

### ACCESSIBILITY

Ensure every South African has access to a pathway out of homelessness. This means service centres in all hotspots, collaboration and better use of technology.

### SCALABILITY

Increase the financial self-sustainability; simplifying our approach and metrics; developing leadership capacity internally and in our partners; and sharing control through collaboration and social franchise models.

## Three Year

### PRIORITIES AND GOALS:

#### PHASE 1 (CHANGE READINESS)

- 1 10 Service Centres in Cape Town and Johannesburg
- 2 2 Mobile Service Centres
- 3 "U-Voucher" programme in collaboration with partner organisations

- 4 Safe Space at Service Centres

#### PHASE 2 (REHAB SUPPORT)

- 1 New drug rehab solutions
- 2 Accommodation for 50 Rehab clients

#### PHASE 3 (WORK READINESS)

- 1 50 Transitional Accommodation spaces
- 2 Work Readiness Centres in Cape Town Northern Suburbs and Johannesburg
- 3 24 U-turn Shops / Work Centres providing 200 Work Spaces for Champs
- 4 Grow retail profit by 30% annually

#### PHASE 4 (AFTERCARE)

- 1 Clear employment and social housing pipeline
- 2 Aftercare and Family Support

#### EXPANSION MANAGEMENT

- Expansion Management Team
- Leadership development pipeline
- Expansion Training Manuals
- Research & Development Strategy
- Resource Centre for our partners
- Structured Volunteer programme



# OUR GROWTH

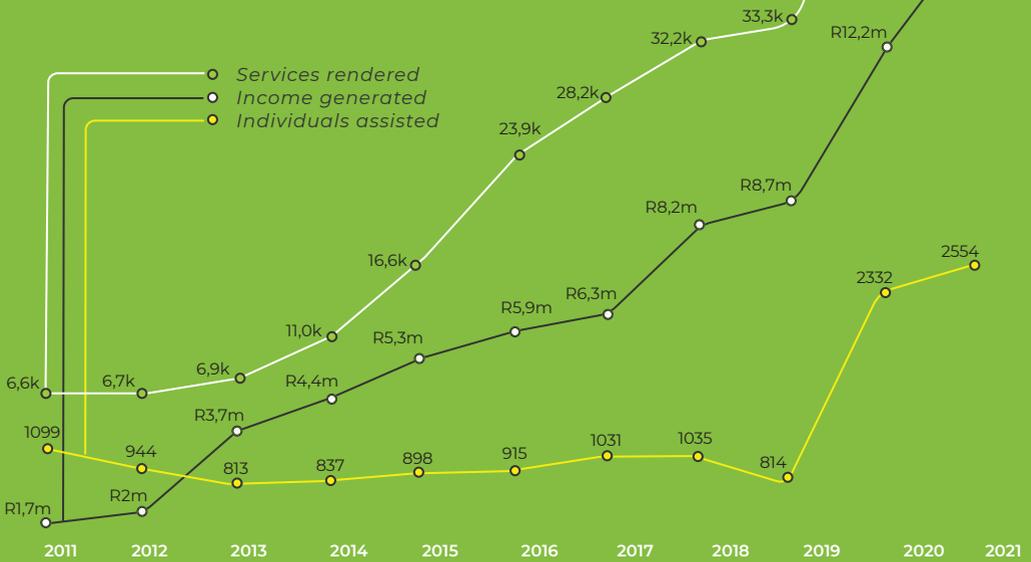
OUR SERVICES

More  
THAN  
DOUBLED



The graphs below show the growth in U-turn's reach, staff and finances over eleven years. While we grieve the tragic circumstances that landed so many people on Cape Town's streets recently, we also celebrate the significant ability to provide real help to thousands who otherwise would have had no hope.

Over the past two years, the number of individuals we assisted annually increased from 814 to 2554 (more than three times) and the number of services we rendered for counselling, training, meals etc. more than doubled.



## Five factors

INFLUENTIAL IN U-TURN'S GROWTH

- 1 The generous response of government, businesses and community to the growing homelessness crisis
- 2 The "Cost of Homelessness" study, which positioned U-turn and its partners as forerunners
- 3 U-turn's relationship with mainstream media
- 4 Increased profit of charity shops which now covers the full cost of Phase 3 work-readiness
- 5 Our data-driven approach that enables us to track and demonstrate high levels of success

# 2021 FINANCES

Despite the impact of COVID-19, our income increased by 26% with 50% of that being self-generated.

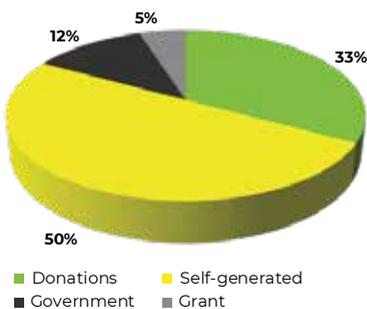
	1	2	3
THREE YEAR VIEW	2021	2020	2019
<b>OPERATING INCOME</b>	15 104 342	12 180 831	8 709 963
<b>OPERATING EXPENSES</b>	14 465 418	11 084 228	8 260 887
<b>OPERATING SURPLUS</b>	638 924	1 096 603	449 076

We continued to support more individuals through our service centres, with service centres opening in Muizenberg, and Fish Hoek/Simon's Town.

Our Retail department made significant growth by taking on external Store Managers. We also increased our retail locations by one more shop and a space for Bric-a-Brac to expand our E-commerce functionality.

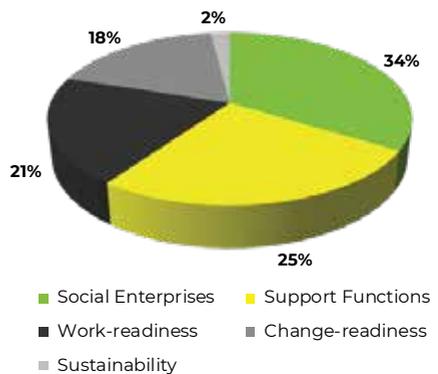
All surplus funds are planned to be used in 2022 activities, to extend our spaces in the work-readiness department and to grow our reach into the Northern Suburbs of Cape Town.

## INCOME



Total Income : R15 104 342

## EXPENSE



Total Expense : R14 465 418



# 1 CHANGE-READINESS

## PHASE 1

First Phase clients who are currently homeless can access basic needs at U-turn Service Centres through a voucher system. Vouchers help build accountability, reduce cash on the streets and reduce street solicitation.

Most importantly, alongside basic needs, First Phase clients access support and therapy to prepare them for a journey out of homelessness.

## NEW SERVICE CENTRE

We celebrate reaching more people by opening two new Service Centres in Muizenberg and Fish Hoek/Simon's Town.



## PLANS FOR 2022

To open safe space accommodation alongside U-turn service centres.

To pioneer mobile service centres in customised double-decker buses.



## Highlights

### FROM 2021

- 1 Since 2018, Muizenberg key stakeholders had been calling for a Service Centre. This dream was realised in March 2021, after a location was secured in partnership with the Muizenberg Improvement District.
- 2 Mitchells Plain Service Centre moved to the busy Town Centre, providing services to a greater homeless community.
- 3 Claremont Service Centre partnered with HVCID and HVA, local residents' associations, for street cleaning providing First Phase clients an opportunity to earn vouchers and work alongside local residents.
- 4 U-turn received City of Cape Town funding to expand our outreach services on the streets of Claremont, Mitchells Plain and Simon's Town, permitting us to build relationships, listen and engage with more people facing homelessness.

VOUCHERS HELP PEOPLE ACCESS OUR SERVICES

# CHANGE-READINESS

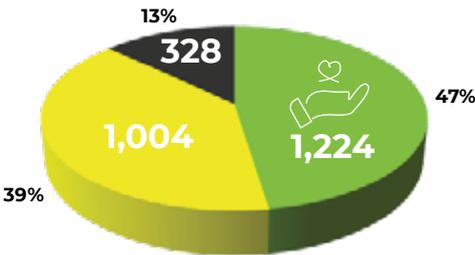
## Numbers

### CLIENT ENGAGEMENTS

We reached over 2500 people sleeping rough on the streets of Cape Town and served over 23,000 meals across the city.

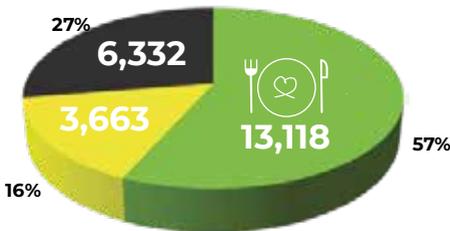
**2500** PEOPLE REACHED  
SLEEPING ROUGH ON THE STREETS

### INDIVIDUALS



■ Claremont ■ Mitchells Plain ■ Muizenberg

### MEALS



■ Claremont ■ Mitchells Plain ■ Muizenberg

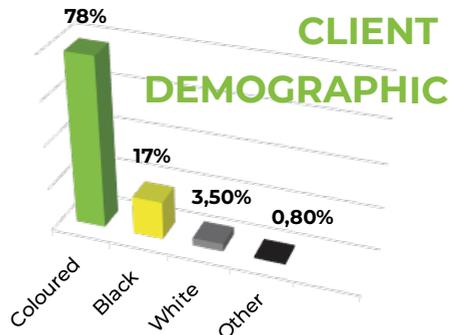
### VOUCHERS EARNED

10 years ago, U-turn pioneered vouchers as a responsible way for members of the public to assist people on the streets of Cape Town.

The vouchers help reduce street solicitation and the flow of cash on the streets.

Over R200 million in cash is given by the public to people who are homeless. Imagine if this amount was used instead to give responsibly, directing people to comprehensive support services and a pathway out of homelessness.

**19,891** VOUCHERS EARNED



## 2 REHABILITATION

### PHASE 2

When they are ready, First Phase clients enrol in a rehabilitation support programme. In partnership with established rehabilitation programmes, U-turn provides case management, shelter, and transport.

On days when clients are not in rehab, they give back by serving First Phase clients at the Service Centres. This grows accountability.

### NEW PARTNERSHIP

We celebrate a new partnership with Hesketh King, an in-patient rehab centre that assists with clients facing Heroin addiction.



### PLANS FOR 2022

To establish more partnerships with Phase 2 shelters, particularly for clients overcoming Heroin addiction who require special facilities to detox.

### Highlights

#### FROM 2021

- 1 Our partnership with the City of Cape Town's Matrix Drug Rehabilitation Programme continued to provide good rehabilitation outcomes.
- 2 We began exploring new rehabilitation solutions for the increased number of clients facing opioid addiction. There is still a lack of shelters where clients can detox.
- 3 We expanded Phase 2 Rehabilitation from 14 spaces to 30 spaces.

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## 51

**WE ENGAGED A TOTAL OF 51 CLIENTS IN REGISTERED REHABILITATION PROGRAMMES**

## 30

**NEW SPACES AVAILABLE ON DRUG REHABILITATION PROGRAMME**



**I'M OVERCOMING ADDICTION**

# REHABILITATION

## Numbers

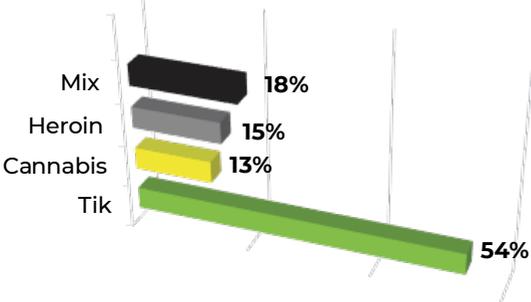
### DRUG-USE PER REGION

Tracking the data around primary drug usage by region enables our case workers to understand drug related behavioural patterns and how best to assist our clients on their recovery journey.

With the opening of new Service Centres in new areas, we have had to explore new solutions for rehab.



### CLAREMONT



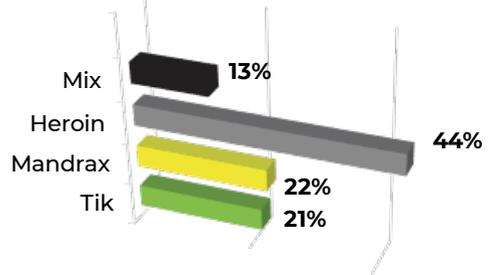
### SPONSORED SHELTER

We sponsored a total of 38 clients in partner shelters while they attended rehabilitation. This allowed them to detox safely.

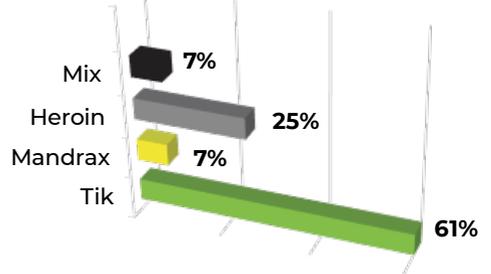
## 38 SPONSORED SHELTER SPACES



### MITCHELLS PLAIN



### MUIZENBERG



# 3 WORK-READINESS

## PHASE 3

Once sober, clients can join the Phase 3 work-readiness programme, which provides a work opportunity at a U-turn social enterprise, on-the-job training, as well as vocational and life skill training.

U-turn's multidisciplinary team of Occupational Therapists, Social Workers, Counsellors, Trainers, and Life Coaches provide comprehensive support.

## THE CHAMPIONS

Clients in Phase 3 are called "Champions". We celebrate the increase from 34 to 60 spaces for champions on the work-readiness programme.



## PLANS FOR 2022



To grow work-readiness spaces to support 150 champions.

To open a Northern Suburbs Training and Therapy Centre to support our Northern work sites.



## Highlights

### FROM 2021

- 1 We grew our interdisciplinary therapy team to be more personal and specialised to better fit the diverse and complex needs of champions. This improves their recovery and resilience.
- 2 We launched a warehouse on Voortrekker Road in Elsie's River with a shop attached. This allowed U-turn to accept donations of bric-a-brac and household goods.
- 3 Truworths began partnering with U-turn, providing assistance with donations of end-of-line clothing stock and samples.
- 4 The profit from U-turn Retail social enterprises grew to sustainably cover the full costs of Phase 3 work-readiness, which has allowed us to scale this phase.

# 38%

**MORE PEOPLE NOW RECEIVE  
TRAINING AND SUPPORT**

**I'M LEARNING NEW SKILLS**

# WORK-READINESS

## Numbers

### NUMBER OF CHAMPIONS

47 champions participated in the Work-Readiness Programme.

## THE Champions



### CHAMPION THERAPY SESSIONS

We provided 1,888 individual sessions with Occupational Therapist, Counsellors and Social Workers.

**1,888** THERAPY SESSIONS



### CHAMPION GROUP SESSIONS

Our champions had 573 personal development group sessions.

**573** GROUP SESSIONS



### TRANSITIONAL ACCOMMODATION

Thanks to Christ Church Kenilworth for the use of Church House. The space provides safe accommodation for 12 men on U-turn's Phase 3.

We're always looking to partner for more transitional housing - there are a total of 2500 shelter beds available in the city and over 14 000 homeless people. By providing transitional accommodation, we can free up beds in the shelter system for those who need it most.



# 4 EMPLOYMENT

## PHASE 4

When champions are ready, U-turn supports them to search and apply for an independent job in the open labour market. Once secured, U-turn provides aftercare with transitional case-management.

This phase was introduced in 2021, and ensures that graduates continue to access support and mentorship after graduation into independence.

## THE GRADUATES

We celebrate the graduation of 5 champions from Phase 3 into independent employment.



## PLANS FOR 2022

To launch a mentorship programme to provide ongoing support beyond U-turn.



**I'M SOBER  
EMPLOYED &  
INDEPENDENT**

## Highlights

### FROM 2021

- 1 We launched a graduate support group to provide aftercare, to help graduates maintain their family and employment relationships, as well as sobriety and independent accommodation.
- 2 U-turn graduate, Malixole Sikhungo, completed his Law Degree.
- 3 We established a system for securing friendly employer partners in the private sector.

## Six months

### AFTER GRADUATION:

**82.5%**

**GRADUATES REMAINED  
EMPLOYED**

**82.5%**

**GRADUATES REMAINED  
SOBER**

**72.5%**

**GRADUATES REMAINED  
HOUSED**

# SOCIAL ENTERPRISES

Numbers

## SOCIAL ENTERPRISES

U-turn runs two social enterprises to boost its self-generated income.

**50%** SELF-GENERATED INCOME

## U-TURN CHARITY SHOPS

U-turn charity shops sell pre-loved clothing and household goods through 10 shops across Cape Town. These shops provide sheltered work spaces to Champions on U-turn's work-readiness programme.



## CHAMPION WORKSITES

We increased from 8 worksites in 2020 to 17 worksites in 2021. We plan to increase by another 6 shops, expand to Johannesburg and open multiple skills training facilities.

**17** CHAMPION WORKSITES

## DONATED PRELOVED CLOTHING

32,8 tons of clothing were donated to U-turn in 2021. The donated goods allows us to provide clothing to our First Phase clients, as well as stock-up our retail stores to generate income.

**32,8** TONS OF CLOTHING



**connect**  
consulting

## CONNECT CONSULTING

Connect Consulting helps clients leverage the power of Salesforce technology to improve their customer relationship management, as well as monitoring and evaluation. All profit from this enterprise is invested back into U-turn, supporting further development of this enterprise and contributing to the cost of running U-turn programmes.

# U-Can *turn* lives around

CREATING AN EFFECTIVE LIFE CHANGE PATHWAY  
ACCESSIBLE TO EVERY HOMELESS PERSON  
IN SOUTH AFRICA

GET INVOLVED:

[Homeless.org.za/get-involved](https://homeless.org.za/get-involved)

DONATE FUNDS

1

DONATE GOODS

2

BUY VOUCHERS

3

VOLUNTEER

4

## Thank you

Our volunteers, donors, partners and friends. We are deeply grateful for the part you've played in the year 2021. You have helped turned lives around from addiction and despair into a space of flourishing.

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[www.homeless.org.za](https://www.homeless.org.za)

