

# ANNUAL REPORT 2016

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**working together  
to bring wholeness  
to the homeless**





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we believe in life after homelessness



## from the CHAIRMAN

Humans are storytelling beings. We use stories to learn from our knowledge and experience, to learn from our past and to imagine our future. I sometimes wonder what stories will be told about this phase of U-turn's young existence.

We live in unprecedented times where it feels like the forces that seek to pull humanity apart are greater than the forces that seek unity, equality and justice.

How can some in our city buy homes for R60m and then fail to live in them, while 7,500 people find themselves homeless? How can we rest while people are dying on the streets from hypothermia, while we sit with spare clothes in our wardrobes?

Despite this broken world, it is encouraging to note that the Lord is raising up individuals and organisations such as U-turn, who seek new models of intervention.

These models bravely tackle the hard work of drawing alongside broken human beings and taking the time to restore people's dignity.

**It takes courage to continue in the face of great disappointment and heartache. It takes great perseverance to try again when projects have failed or interventions did not go according to plan.**

But we are so pleased to say, that is exactly what is happening at U-turn. The staff and volunteers who are involved each day do not shy away from the enormity of the task at hand.

**They do the hard, time-consuming work of teaching people to fish for themselves, rather than taking the quick fix yet never completed solution of giving people fish.**

If this is not courageous enough, they even harbour dreams of expanding this model to other parts of the country and world to see if the solutions are universally acceptable.

As I survey this tremendous effort and commitment, I applaud the resilience that is shown in the face of such odds. I took particular interest in reading the sections of this report that shed a light on what it is like to engage with the homeless on a day-to-day basis.

**The U-turn staff and volunteers alike take on tremendous challenges and persevere where many others would have given up.**

This is proof that God does not write anyone off and has compassion for the marginalised members of society. He calls and equips His followers to do the same.

I am proud to be a part of an organisation such as U-turn. I call on you to support the groundbreaking and painstaking work that is being conducted at this nonprofit. I truly believe the models being developed here might one day become the de facto way to produce lasting change for homeless people across the world.

### BOARD MEMBERS AS AT THE END OF 2016

Dave Dominicus (Chairman)	Andrew Kingston
Sam Vos (Director)	Philip Marchant
Jean Swan (Secretary)	Tee Makhabane
Sarah Simpson (Treasurer)	Sandile Mthethwa
Anthony Buratovich	

# from the DIRECTOR

Thanks to the Lord's goodness and mercy towards us, U-turn has flourished over the last 12 months. With only 8% growth in income, the team managed to grow service delivery by an amazing 37%!

With this growth, the organisation is currently at capacity, and in some parts, beyond capacity. To grow further, we need to secure new infrastructure, staff and better ways of working. These are exciting times and we look to the future with great anticipation!



**37%**  
INCREASE IN  
SERVICE DELIVERY



**940**  
INDIVIDUALS  
SERVED



**23,714**  
NUMBER OF  
TIMES SERVED



## INCOME

Self-generated income grew from 38% of turnover to 48% of turnover.



## FUNDING

Gained first-time funding from Mergon Foundation, Rawson Properties, the Sower's trust, MyVillage Card and DEDAT.



## CHARITY STORE

Fifth Charity store opened this year.



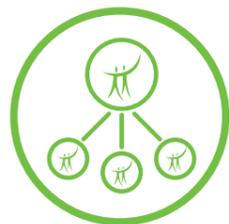
## SABBATICAL

First ever sabbatical granted to Head of Rehab to do research.



## COUNSELING

Completed the Biblical Counseling course with four rehab staff and created the Change Project course for participants to experience first hand the new skills acquired.



## REPLICATION

Plans resurrected to replicate U-turn, after 18 months of lack of funding.

## YEAR ON YEAR GROWTH

	2014	2015	2016
UNIQUE INDIVIDUALS SERVED	836	892	940
TOUCH POINTS WITH THESE INDIVIDUALS	11,040	16,748	23,714

## THE U-TURN JOURNEY



## CLIENT STORY

Abdul grew up on the streets of Cape Town. As a child, he spent time in various youth shelters, at times living on the street.

Like most of the street children in Cape Town he started experimenting with substances at a very young age, sniffing glue and then progressing to dagga, mandrax and eventually tik. He absconded from school in grade 1, getting involved in delinquent behaviour to support his lifestyle.

In prison, Abdul came to know Christ. He has never been able to read and write, but he started memorising scriptures from the Bible. By this time he had spent 15 years in the gangs,

carrying the insignia of the 28's, but God had a different plan.

Because of his illiteracy, criminal record and the general reticence to employ someone with his background, he found it very difficult to find work. After completing a rehabilitation programme in October this year, he started on a volunteer basis at a business we have a relationship with, working in the factory.

Because of his strong work ethic, he was offered a contract position that allowed him to not only cover his accommodation, transport and basic needs, but also to start saving.



# WHAT IS 1ST PHASE WORK?

All services that are delivered to individuals that are still living on the street are considered "1st phase work".

It starts by providing services that address basic needs for survival such as food and clothing. From there, we gradually introduce structure and accountability through activities such as voucher earning workshops (ragging) and activity groups. Finally, it moves to professional and lay counseling, regular activity groups and ultimately drug and alcohol rehab services.

Through this gradual approach, individuals are prepared for referral off the street and into a highly structured environment which requires a high level of accountability.

For the last 19 years of operation, U-turn has been servicing the needs of individuals living on the street. Over the years, we have endeavoured to stay relevant to our clients by offering services they appreciate and need. The success of this approach is seen in the significant growth in service delivery.

U-turn's services to individuals living on the street have shown not only a significant increase in numbers, but also in quality, providing a continuum of care always aimed at drawing individuals into a journey away from homelessness.

# GROWTH

## WE NEED MORE SPACE!

With all of the significant growth taking place at U-turn, it is not surprising that we are facing serious space constraints at our service centre in Claremont.

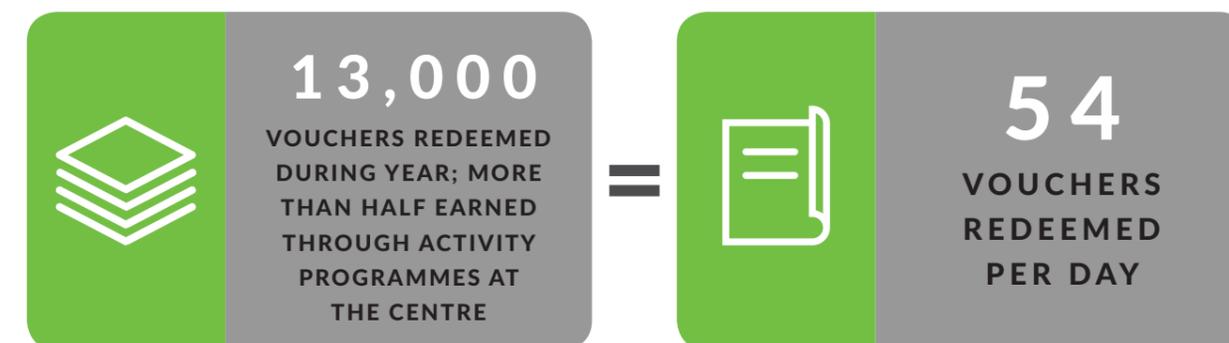
We have to place a cap on the number of people that can rag on any given day. A maximum of 15 clients are allowed to rag every weekday afternoon from 14:00-15:30 and there are days when clients queue from 13:00 in order to ensure a spot at this service. Some have to be turned away or shifts are made shorter in order to accommodate others.

Likewise, our activity groups in the morning have to be restricted to a maximum of 20 candidates because we physically cannot fit more people into the room, and often turn individuals away. Even the dining room (the largest room in the building) is too small to handle the number of



people that come through the centre on some days. With the new awning in the front of the building, kindly donated by Foldo Awnings, and the benches that the City Council sponsored, we hope to be able to better accommodate any potential overflow at the evening meal. We are also in need of a counseling room at the U-turn Service Center.

We have initiated more conversations with the City of Cape Town (our landlord) to see if we can amend our lease to remove the current restrictive termination clause that prevents us from developing the building. We pray that permission to expand the building might come to fruition in 2017.



## RAGS ANYONE?

When individuals arrive at the U-turn service centre without a U-turn voucher, they can do activities to earn a voucher. One of these activities is cutting damaged clothes into rags for the DIY sector (ragging).

Ragging has proven very popular in 2016 and it soon became apparent that our DIY reseller could not keep up with the steady supply of rags from the U-turn programme.

In addition to sourcing more DIY centres that might be interested in buying the rags, we are also trying to sell boxing bags stuffed with rags and we're exploring the possibility of a formal textile recycling plant.

## WHAT HAPPENS WHEN SOMEONE ARRIVES WITHOUT A VOUCHER?



## WE'VE ADDED BREAKFAST AND LUNCH

## FOOD SERVICES UPDATE

Due to the growth of the Ignite Group sessions running at Powerhouse in the mornings, two extra food services, breakfast and lunch, were created at the Powerhouse. This allows individuals to spend the whole day off the street without having to spend time finding food or money to buy food. These, breakfast and lunch, are smaller and only available to clients who spend the whole morning engaged in the groups.

## WHAT IS IT LIKE WORKING WITH 1ST PHASE CLIENTS?

Behind these impressive numbers is the reality of what it feels like to work daily with those who live on the streets. Our 1st Phase staff tell us that most clients (about 70%) take good care of themselves and try to be helpful and responsive. Yet, there also remain a proportion of clients who give up all respect for themselves and for others.

The latter are frequently under the influence, abuse staff and other patrons and threaten anyone who seeks to enforce rules. There are also a large number of individuals who struggle with mental health issues. In group sessions, they would struggle to grasp even basic concepts, randomly stand up and walk around, mutter to themselves and take serious offence at any

comment that they perceive to be directed at them. One staff member says,

**“When clients like these are present, I am more alert and cautious for any hiccups. At times when they are aggressive, I approach them calmly and assure them that they are safe and if they need to talk, they can always speak to me.”**

Our staff perform daily miracles managing this large diversity of needs. From confiscating weapons, to diffusing fights, to counseling relationship breakups, our 1st Phase staff face it all and need to be commended for their care and dedication to these challenging situations.



### 1st PHASE CLIENT TESTIMONY

35 YEAR OLD MALE

“I’ve never gotten along with my sister’s boyfriend. My sister is also a user, and my mother is an alcoholic. I had a difficult time growing up. For as long as I can remember, I’ve suffered from anxiety. Growing up, I attended 12 different schools. I left school in Gr 10, opting to work and become independent.

I started using drugs a long time ago. I tried rehab in another city once, but I did not connect with the programme and left. The truth is that every job I had failed, due to whatever reason, but somehow my substance

use played a big role. Currently, I do not want to earn money, since it is a big trigger. Last week I went home, but my sister’s boyfriend and I got into a scuffle. He made a case and I spent some time in the holding cells, but he dropped the case. I was also locked up for a day recently because I was stealing rides on trains.

**“I really want to get into a healthy space. I don’t care how long it takes.”**

# DRUG & ALCOHOL REHAB SERVICES

## CELEBRATING 41 INDIVIDUALS ASSISTED THIS YEAR!

Drug and alcohol rehab continues to be a critically important step of our journey of change.

We utilise two specialist rehab service providers: Living Grace in Muizenberg, which runs an 8-week, full-time programme, and the Matrix programme in Parkwood, which runs a 16-week, 3 day per week programme. Although the programmes are vastly different from each other, we have had great success at both.

Our support involves transport and accommodation assistance for continued participation in the rehab programmes and services at the U-turn Service Centre, costing us approximately R1300 per month per person.

As part of their "give back" to U-turn for the financial support, clients on the Living Grace programme sign up to serve at our Soup Kitchen one evening a week after their classes. We also connect with them when they come to collect their train tickets for the next week.

Clients on the Matrix programme are expected to join the Powerhouse services during the times

that they are not at the Matrix programme. They are required to do an extra shift of ragging while the Soup Kitchen is in service.

The total of 41 individuals engaged this year is down slightly from the 43 individuals helped in 2015. This is attributed to corporate sponsorships for drug and alcohol rehab running out in June 2016 and then being paid from general U-turn funds. Towards the end of the year, we had to turn down individuals because we did not have enough money to see them through the rehab programme.

Twenty-four individuals graduated successfully this year, four were asked to leave, eleven went AWOL and two are currently still on the programme. This is consistent with the 50% graduation rate we have seen over the last three years. It's our desire to be able to keep up to ten individuals on drug and alcohol rehab at any point in time. However, it is costs, not the candidates' willingness, that currently prevent us from delivering on this ambition.



## DRUG & ALCOHOL REHAB TESTIMONY

30 YEAR OLD MALE

"I had 15 years in the gangs. Six of them I spent inside. My body bears the marks of the 28's. I was also a tik addict for many years and started attending the U-turn Services at Powerhouse in June of 2013. The staff often spoke to me about changing, but I was not interested.

**I DID NOT BELIEVE THERE WAS MORE FOR ME, SINCE I HAVE MADE SUCH A MISERABLE FAILURE OF MY LIFE FOR SO MANY YEARS.**

One of the staff members spoke to me more than once, but I just ducked and dived. Earlier this year, I had a near death experience

from swallowing a tik crystal. God intervened not only to save my life, but also my soul. I learnt about God while in prison, but that day I knew I had to change. Although I struggle to read and write, I can read the Bible. I love the Word of God, and I know that it can teach me about all areas of my life.

**THE WORLD MUST KNOW THAT JESUS SAVES."**

*(Completed Rehab in October 2016)*

## DRUG & ALCOHOL REHAB TESTIMONY

40 YEAR OLD MALE

“My dad was a Muslim man. He was a bit of an inventor, building ambulances. He was also a learned man. My mother was a Roman Catholic. Their marriage fell apart when he started dealing drugs, went to prison and joined one of the prison gangs.

When my father wanted to send me to a prestigious Islamic school in Durban, my mother refused. She sent me to a local school. We were poor and the schools I could access were not very good. I was born with a virus that affected my eyes and I grew up almost blind. Yet I excelled in school. My memory was very good, which helped me in my school work. Once, in Gr 7, the deputy headmaster wanted to adopt me, to give me a better chance in life, but my mother refused.

Even though I did well academically, I've always enjoyed working with my hands. I love building things, and I especially like woodwork. The first time I moved off the street, I helped build a wooden bungalow that is now being used as a safe-house for men wanting to move

off the street. My wife and I lived there for 7 years, but since we have left, it has become an all-male home.

I've been able to stop using drugs for extended periods of time before, but I've never really stopped drinking. I've also never joined a registered rehabilitation programme, until now.

Recently, I celebrated being clean of all substances (including alcohol) for 65 days. I love the programme I am on, even though it is hard. I love learning and I love growing as a person.

Since starting on this journey, my wife and I have joined a church, we've moved off the street into a shelter, she has started part-time work and I've been able to not only stay off substances, but grow as a person.”

*(Completed Rehab in November 2016.)*



## CLIENT TESTIMONY

LIFE AFTER DRUGS & ALCOHOL

“This was an excellent year for my recovery. I've been blessed being on the U-turn Life Change programme surrounded by positive people, who have impacted my life.

This time last year, I was lonely, angry and frustrated. I had just graduated from the outpatient rehabilitation programme and was five months off drugs. I was not ready to work in the open labour market and had no contact with my relatives as they wanted nothing to do with me. I was a stranger to my own two daughters, as I was not allowed to see them due to a court order. I was a wanted man and couldn't go anywhere as there were gang members hunting for me.

This year, I made great strides in terms of family. I established contact with my two

daughters and their mother. I have made peace with my enemies, people who previously wanted nothing to do with me. Relationships in my family have been restored. God has done so much for me this year in terms of my attitude and behaviour towards people I once hated. The rehab days at U-turn head office were always an added bonus. I received Godly counsel and Occupational Therapy and advice. I could also help my two daughters by paying for their school fees and extra tuition. At the moment, I am their hero.

“I am so grateful for the U-turn Life Change programme and looking back at the year I can truly say, Thank You God for U-turn. I am so blessed.”

# LIFE CHANGE PROGRAMME

## TWO YEARS OF WORK BASED LEARNING SUPERVISED BY OCCUPATIONAL THERAPISTS

Engaging graduates from our drug and alcohol rehab programme in our social enterprises gives us the opportunity to enlist them in a structured training and counseling programme. This is called the Life Change Programme, and has an average duration of about two years before individuals are ready for open labour market employment. This programme consists of various components such as IT training, English lessons, driving lessons and on-going OT interventions.

Although some drop out due to relapse, those who commit to the daily journey of change see a significant and lasting effect in their lives. Not only are their own lives impacted, but immediate family members and participants' communities are impacted as well.

### CHALLENGES TO OVERCOME

Given the origin of our 2nd Phase participants, over the last three years we have seen a steady increase in the number of individuals who are dismissed from our Life Change Programme. These individuals are asked to leave because it becomes clear they

are not interested in doing the work that is required for successful completion of the programme. With space on the programme at a premium, we cannot afford to waste the training opportunity on someone who refuses to do the homework, participate in class or sometimes actively works to hamper other participants' learning and development. When faced with continued set-backs and drop-outs, the rehab team sometimes grows tired and weary, but we take courage that "in due time we will reap a harvest if we do not give up" Gal. 6:9.

### CHANGES IN THE PROGRAMME

Half way through the year, we implemented a "quarterly school term" in the Life Change Programme. The quarterly system allows for a 2-week break at the end of each term. It provides opportunity to pause, reflect and "tweak" services throughout the year, rather than annually, when there is not enough time to work on proposed changes. It also helps prevent staff burnout and establishes a healthy cadence of mini breaks rather than saving all annual leave for a longer break (and resultant rehab disruption) in December.

90%

OF LIFE CHANGE PARTICIPANTS ARE REFERRALS FROM 1ST PHASE PROGRAMME

10%

OF LIFE CHANGE PARTICIPANTS ARE FROM DRUG & ALCOHOL REHAB PARTNERS

## CLIENT STORY

### THE COMPLEXITY OF RELATIONSHIPS & ADDICTION

Joy is married to a client we supported on a rehabilitation programme in 2016, and was subject to living on and off the streets for years because of her husband's addiction. Although he never attended a formal rehabilitation programme before, he managed to stop using drugs for quite a number of years. During this time however, he never stopped drinking and it continued to be a point of tension between them.

Some years back, Joy found permanent employment and did well at work. Her husband was also employed. When he relapsed to drugs earlier in 2016, they lost everything: he lost his job, they lost their accommodation and Joy decided to abscond from work rather than have cash available to sustain his habit. They moved to the street again.

In 2016, they came into contact with U-turn's services through a fellow street dweller and started attending regularly. Their situation was not an easy one to find solutions to. Once Joy and her husband were referred to a shelter where couples could live together, her husband started attending the rehabilitation programme. Joy then needed to become economically independent, but because of her illiteracy and desertion from her previous employment, she struggled to find work.

In July, Joy started at a business we have a relationship with on a volunteer basis and it soon became evident that she had a very good work ethic. She was offered a contract and within 3 months of working there, already had her first promotion. Joy is very happy and doing very well at the business.





**BEFORE**

**AFTER**

# RETAIL OPERATIONS

## WE HAVE OPENED OUR FIFTH U-TURN CHARITY STORE!

The U-turn charity shops are the main vehicle through which we engage street people on our Life Change programme. These social enterprises provide opportunities for street people to acquire vocational skills and real work experience.

Clothing is collected via collection bins placed in the community and we are grateful that the number of bins placed with hosts grew steadily throughout the year. Melikhaya (our laundry manager) passed his driver's license, helping him to service the ever-increasing number of bins and shops. We were also very grateful for a volunteer

who stepped up to help us project manage the shop-fitting of a new store in the City Bowl.

The stores did a lot better than in 2015. This was only possible thanks to a tremendous effort on the part of the retail and rehab teams and we applaud them for the results achieved in difficult trading conditions. Despite a growth in turnover, our shops are still not carrying the full cost of the rehabilitation programme and we dream of a day when we will be able to sustain the full cost of our Life Change programme from our retail income.





## WHAT IS IT LIKE TEACHING INDIVIDUALS ON THE LIFE CHANGE PROGRAMME?

**T**eaching participants on our Life Change programme comes with clear challenges, but our staff persevere and get to see great results, making it all worthwhile.

The effects of years of substance abuse take their toll on cognitive abilities. The majority of participants find it very difficult to focus for long periods of time. Their ability to recall and repeat a lesson from 3-5 minutes prior is very low—they forget within seconds. It's a huge effort simply to remember what they have learnt from week to week. We start each lesson asking about the previous week's lesson, and notice it takes a good 8-10 months before participants begin to be able to recall a lesson from the previous week. There is growth and change, but it is very slow.

**International research shows that a large part of a person's cognitive abilities are formed in early childhood. When this is disrupted, as is the case for many of our clients, development suffers a serious setback.**

If you add the challenges of illiteracy, English as a second language, personality disorders, or medication to stabilise psychological issues such as depression, it makes for a very complex teaching task.

Another challenge is that many participants come onto the programme with bad eyesight. Many have never had an eye test and glasses are even further out of their reach. Due to the expense of the test and getting glasses (R600), it takes up to 6 months before participants can get glasses to see in class. Inevitably, many lose or break their glasses within weeks. Although this is an ongoing problem, we changed our intake procedure to include an eye test so that participants don't sit in classes for weeks or months before we realise that they can't read simply because they can't see.

Although we had a significant number of illiterate participants this year, we were able to send them

for lessons with a wonderful volunteer, Jane Wood. Jane is an experienced remedial teacher and has the patience and gentleness of a saint. She worked wonders and the participants we sent to her improved well.

**After teaching on communication in conflict management, many participants mentioned how they were able to successfully use it either at work or at home.**

Female participants learned the language to say "No" means "No", and act on "No" with their abusive partners, but doing all of this with dignity, respect and no shouting or swearing. They have never been given the language tools to say "No" in a way that keeps their respect and still communicates strong intent.

Another challenge we face is teaching the complexity of computers. Many of our participants have never touched a PC and it leaves them apprehensive about whether they will be able to master the new skill. We start with basic typing lessons (touch typing) and soon the scariness of the machine dissipates. We track typing speed throughout the year and soon individuals start showing a keen desire to improve. As the fear of PCs subsides, they are more open to learn about things like Excel, the Internet and much more.

Computers open up the world to participants. We capitalise on this to explore the actual world in which they live by using Google Maps, Wikipedia, Youtube and news articles. Many IT classes have a habit of turning into a natural science class, or geography or history lessons.

We are seeking to address years and years of educational backlog. Despite all of this, we count it a huge privilege to work with our participants.

**It denotes the opportunity to bring hope, skills and new abilities to individuals who simply never had the opportunity to acquire it, until now.**

# TRANSFORMED BY THE GOSPEL

In every aspect of U-turn's work with the homeless, we seek to explain the hope that we find in the Bible. Having experienced the love, forgiveness and restoration that Jesus offered us, we long to share that same hope with our clients. Therefore, we unashamedly proclaim the message of the Bible, in the hope that it can provide eternal comfort for our clients. However, we also firmly believe that no-one should be held back because of a lack of faith. Our services are open to people of all persuasions.

# THE CHANGE PROJECT

## CHANGE FROM A BIBLICAL PERSPECTIVE

This year, we sent four rehabilitation staff members on a Biblical Counseling course at the Bible Institute in Kalk Bay. The unanimous feedback from those who attended the course was that it was a real, life-changing event. "We wanted to learn to better help participants, but were totally unprepared for how much it was going to change us!"

As a result of the course, two staff members, Bronwyn and Dylan, decided to use the text book "You Can Change" by Tim Chester with participants as part of the Life Change Programme. They needed to adjust it down to participants' levels, including using a font that helps those suffering from dyslexia. They decided to rewrite the book and make it more accessible to participants. They covered one chapter per week, gave homework and continued for ten weeks. It was no small task reading, prepping, changing and teaching the course.

**In the Change Project, you take one small area of your life that needs work and analyse it from a Biblical perspective. The Bible uncovers hidden assumptions and desires and then also gives very practical tips and tools for change.**

This course has been a huge success—participants absolutely loved it! They kept telling the staff how they've been waiting for something like this for so long. We have never seen so much change happen so quickly on the programme before.

**Participants chose interesting things to change: some wanted a better relationship with their mothers, others wanted to end lust, some wanted to fix their relationship with their children, some just wanted to stop getting angry so quickly.**

Participants themselves could see how quickly they changed. When they measured themselves at the end compared to the start, they all saw huge improvements in their chosen Change Projects.

One unexpected highlight was that participants started using the same tools we taught them back in their local communities. Their friends and neighbours started going to them for help as they could see the change participants were going through and wanted to know what was different. This opened up all kinds of gospel-orientated conversations and has impacted communities all over Cape Town.

### CLIENT TESTIMONY

#### THE CHANGE PROJECT

"I used to avoid taking responsibilities in all areas of life. I am now starting to take responsibility. I'm not running away from things anymore: being a mother, a daughter, a colleague. The Change Project challenged my motivation for change. I realise it was always to please others. I'm more true to myself now. I like myself now. I never used to like myself."

### STAFF TESTIMONY

#### BIBLICAL CONVERSATIONS

"It is fascinating to me, the depth of some of the questions and conversations we have in Bible class. Our participants struggle with the same questions that other church-goers do—sovereignty of God vs. predestination vs. man's free will, grace vs. works, struggling to pray, struggling to forgive, understanding a given text, etc. Our participants have deep thoughts and deep struggles. I love how the Word of God addresses so many issues."



# OUTINGS

CREATING HEALTHY  
WAYS OF HAVING FUN

A highlight of the year was the outings that were organised for individuals on our Life Change Programme. A significant portion of Life Change participants join the Life Change Programme straight after attending a substance abuse programme. For many of them, the past 10 or 20 years of their lives were filled with drug or alcohol use and the memories surrounding this lifestyle.

**Outings and events have a significant therapeutic value in the Life Change Programme as participants not only have a good time and discover healthy ways of having fun, but create new memories that flood their minds on a quiet day in the store or a Sunday at the shelter.**

We kicked off 2016 with a visit to the Passion Conference at the Cape Town Stadium. It was a huge success! Many participants could recite the lesson many months later. They could even remember the Greek word that Louie Giglio used to talk about Jesus' work on the cross—"tetelestai"—It is finished.

Quality evangelistic outreaches like this have lasting impact on participants, with many returning to church and who continue to attend church today. We also took participants to a number of Focus on the Family events where good, solid Biblical help was given, specifically for marriage relationships and parenting help.



## U-TURN BOOTCAMPS



## U-TURN ADVENTURE CLUB

## LEARNING TO GIVE BACK

Bootcamps show participants how much fun they can have without the need for drugs or alcohol. The staff used the theme of Mandela Day to give participants an opportunity to give back to the community. They also took photos and videos and turned them into a PowerPoint or mini-documentary about their day. The Mandela Day bootcamp was a huge success.

## EXPERIENCING NATURE

Feeding into the theme of healthy outings was the launch of an informal "U-turn Adventure Club". Activities took on the form of a hike once a month on a Saturday as a mixed group, with Rehab support clients, Life Change participants, U-turn staff and volunteers, and friends. The six hikes were a fun way to help individuals who were interested in healthy leisure time activities experience God's glory in nature.



U-turn participants helping out at Victoria Hospital



Oscar helping at an ECD centre



U-turn participants helping at the Haven Night Shelter



U-turn Adventure Club at Silvermine



U-turn Adventure Club at Table Mountain

# CONNECT CONSULTING

EARNINGS TO INVEST  
BACK INTO U-TURN



Our software consultancy service to other organisations in South Africa who wish to implement Salesforce.com in their organisations continued to grow in 2016.

**Our income from Connect Consulting grew by 45% compared to 2015.**

This was also the first year that we operated completely without a grant from Salesforce. A big setback for the Connect Consulting team was when one of the consultants unexpectedly left in September to work in another country. Efforts to train up new consultants are under way.

All profit generated in the year was ploughed back into U-turn's work amongst homeless people. Two staff members also attended Dreamforce in San Francisco. Many valuable new connections were established during the trip and we have also managed to secure some Pro Bono development work to create a mapping interface between our website and Salesforce. This should be very useful functionality for us as well as for some of our clients.



# FINANCES

The Lord has blessed us by allowing our income to grow 9.9% compared to the 2015 income. Despite this growth, we still ran at a small deficit (the second year in a row) because our expenditure grew by 9.8%. The two areas where we raised far less than what we had hoped for were: Events (eg Mr. Wendal Sleep-Out challenge which never took place) and the business coach workshops which failed to produce any income for U-turn. Our formal fundraising brought in new income but unfortunately, not as much as our aggressive budget required.

Self-generated income (SGI) comes largely from our charity shops and our software consulting (Salesforce.com). Very encouragingly, our self-generated income now sits at 48% of our turnover! It has taken years of painstaking work to get it to such a large percentage of our turnover. It is our stated ambition to grow our self-generated income to approximately 60-70% of our turnover. Despite the healthy income that comes from our charity shops, it still does not cover the full cost of our Life Change Programme and in fact, it does

not even cover the cost of the retail operation. The income generated at the stores only cover 87% of the cost of the retail operation. In short, the stores still rely on donations from the public to keep them going.

**We are extremely grateful to everyone who values our work and underwrites the work through direct financial support. We could not do it without you!**

Another development over which we rejoice is that, after 19 years of operation, we finally managed to secure funding from Government. We succeeded in securing funding from the Department of Economic Development and Tourism (DEDAT). They committed to pay the stipend for eight of our 30 participants for four out of the 24 months that they are on the U-turn Life Change Programme. Even though these are "baby steps" of the true cost of rehabilitation, we are delighted that Government finally recognised the value of what we do at U-turn.

	2016 R'000	2015 R'000	MOVEMENT FROM 2015 (R'000)	YEAR ON YEAR VARIANCE (%)
<b>INCOME</b>	<b>5,916</b>	<b>5,384</b>	<b>532</b>	<b>9.9%</b>
<b>EXPENDITURE</b>	<b>5,944</b>	<b>5,414</b>	<b>(530)</b>	<b>-9.8%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(28)</b>	<b>(30)</b>	<b>(156)</b>	
<b>NET SURPLUS/ (DEFICIT) %</b>	<b>-0.5%</b>	<b>-0.6%</b>		

**48%**  
OF TURNOVER  
IS FROM SELF  
GENERATED  
INCOME

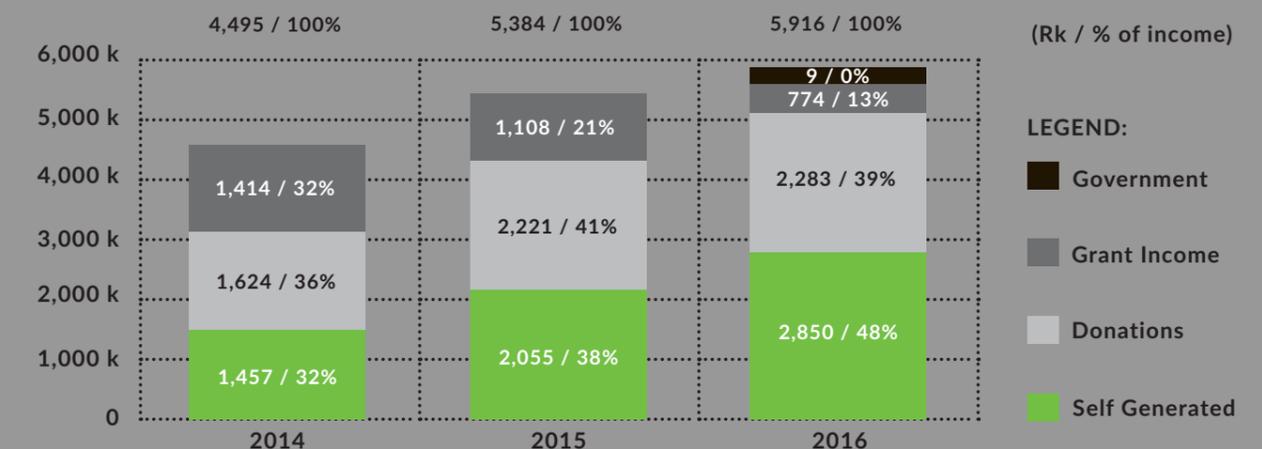


## REPLICATING THE WORK OF U-TURN

## SHARING THE MODEL

Our plans to package U-turn's rehabilitation model as a social franchise so that other organisations could replicate the operation in other towns across South Africa continues. These plans received a major boost when we managed to secure a new donor who pledged to help us work on replication. An individual with suitable skills approached us from England and after some negotiations, we were able to secure his input as a long-term volunteer. Jon Hopkins relocated to Cape Town at the end of the year and started working on the next phase of our replication dreams.

## BREAKDOWN OF INCOME





# THANK YOU

We are grateful to God for sustaining the work amongst the homeless for another year and allowing our services to grow. As encouraging as that is, we still agonize over each and every person whom we have to turn away due to lack of space or resources. We dream of the day when we will have more capacity than demand for our services.

Deep gratitude fills our hearts when we think of all the individuals who partner with us in this ministry to the most vulnerable members of society.

May it bring eternal joy and rewards.





[homeless.org.za](http://homeless.org.za)

**u|turn**

we believe in life after homelessness

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