



2021 INTEGRATED REPORT



Save the Children



CONTENTS

01. ABOUT THIS REPORT

Scope and boundary3
Materiality3
Board responsibility statement3



04. OUR PROGRAMMES AND PERFORMANCE

Child protection36
Education39
Health and nutrition42
Migration and displacement44
Child rights governance48



05. ANNUAL FINANCIAL STATEMENTS

Directors' responsibilities54
Director's report55
Independent auditor's report56
Statement of financial position59
Statement of comprehensive income60
Statement of changes in reserves61
Statement of cash flows62
Accounting policies63
Notes to the annual financial statements68
Glossary	IBC



02. ORGANISATIONAL OVERVIEW

Message from the CEO5
Message from the Board Chair7
Governance structure9
Who we are10
How we create value12



03. OPERATIONAL OVERVIEW

External environment21
Our people23
The Board27
The senior management team30
Business model32





ABOUT THIS REPORT

01.

SCOPE AND BOUNDARY

The scope of this report covers the operations and impact of Save the Children South Africa NPO (Registration number 2012/019616/08) for the year ended 31 December 2021. Save the Children South Africa is registered as a non-profit organisation with the South African Department of Social Development.

This report takes into account the following capitals, which are most pertinent and relevant to our operations:

-  financial
-  human
-  intellectual
-  social and relationship

It covers the risks, opportunities and outcomes attributable to Save the Children South Africa and its stakeholders that have affected Save the Children South Africa's ability to perform its functions.

MATERIALITY

We apply materiality in assessing what information should be included in our integrated report. As a result, in this report, we have focused on the matters that impacted our ability to perform during the period under review, programme outcomes, and improvements to compliance.



BOARD RESPONSIBILITY STATEMENT

The Save the Children South Africa Board acknowledges responsibility for ensuring the integrity of the integrated report, and has contributed to the preparation and presentation of this report. We have endeavoured to present this report in accordance with the International <IR> Framework.





ORGANISATIONAL OVERVIEW

02.

Message from the CEO

“Lift off! One year into our strategy, and we are making it about the children.”



Recently, Save the Children South Africa conducted a Child Rights Situation Analysis in an effort to gain a clearer picture of the situation for children in South Africa following two years of the Covid-19 pandemic. While we found some positive developments, for the most part, the conditions for children have worsened dramatically since we all went into our first lockdown in March 2020.

Among the most worrying trends are the high rates of school dropout and the loss of learning time due to Covid-19. In 2021, Save the Children South Africa was able to reach over 33 700 children and adults with in-person and remote education support. Another area of deep concern is the rising level of violence against children in all settings. In 2021, we were able to reach 16 837 people with information and skills to prevent violence against children. However, in both cases, this is just a drop in the ocean.

Overall, in 2021 we reached 75 215 children and adults in our mission to achieve breakthroughs in the areas of education, health, and violence against children. Our role is to work with and for children to promote and defend their rights – whether through education and awareness activities, access to services, or life-saving support during emergencies – in early childhood development centres, schools and communities around the country. We can only be successful in this mission if we are able to scale our programs, speak out loudly for and with children, and form effective partnerships.

This was the first year of our strategy, and while I am proud of what we have achieved

together, like most South Africans, I am still deeply concerned about our collective future.

Operating context

Throughout 2021, South Africa was in a State of Disaster due to the Covid-19 pandemic with limits set on gatherings and personal interactions. At first, this proved challenging for our work – which generally involves direct interaction with children, caregivers and teachers – but we were able to adapt to the “new normal”.

On top of the pandemic, South Africa also experienced some tragic emergencies such as the unrest in parts of KwaZulu-Natal and Gauteng in July 2021.

Given this more volatile context, Save the Children South Africa has now started to develop internal humanitarian response capabilities so that we can more effectively work with partners and children during times of crisis.

In 2021, we also devoted significant time and energy to strategic partnerships for joint advocacy and mutual support. In particular, the South African National Child Rights Coalition (SANCRC) and the Violence Prevention Forum (VPF) proved to be great spaces for collaboration in our mission for children.

We also began to incorporate digital solutions in order to reach more children, including an online child protection platform as well as remote support to learners. In this way, we were able to adapt and innovate in order to meet our ambition for children.

Save the Children South Africa has an exciting new strategy which we believe will help us deliver for and with children during these tumultuous times. However, if we have learned anything from the pandemic, it is that we need to be agile and open to change.

Financial highlights

In 2021, we saw an improvement in the overall health of the organisation, according to standard measures for the Save the Children global movement. This included a more stable financial situation, having eradicated the deficit that had built up in previous years. We were able to achieve this through a combination of improved cost efficiencies and a restructuring of the Programmes Department.

Now that the fundamentals are in place, Save the Children South Africa is primed for growth over the next few years, and this is evident in our ambitious resource plan for the remainder of the strategic period (2021 – 2024).

People

For the second year running, Save the Children South Africa scored 80% on employee engagement and staff wellness, using a benchmarked survey that measures employee satisfaction on a range of metrics. This is just one source, but we have also received positive feedback through other means such as employee focus groups. Importantly, we put a premium on addressing those areas in which the organisation falls short of employees' expectations.

We have also seen positive year-on-year changes in turnover rates (15% in 2021) and our employees are staying longer in the organisation (3.8 years on average).

To emphasise our commitment to Diversity, Equity, and Inclusion, Save the Children South Africa also established a DEI committee in 2021, with a broad remit and oversight of many of our procedures and policies with the full support of our senior leadership and human resources.

All of this points to Save the Children South Africa being a great place to work, on which I would wholeheartedly agree, but now we must maintain this momentum.

Accountability

Our foremost accountability, as a child rights organisation, is to children. Once again, we held the annual CEO Accountability Corner, bringing together representatives of our extensive child and youth activist networks to hold us directly to account. We also began the process of involving children and youth in our governance, and we hope to have an advisory committee established in 2022 that would work directly with the Save the Children South Africa Board.

We are also accountable to the global Save the Children federation of which we are a part. In 2021, we saw significant year-on-year gains in achieving over 80% of the accountability standards in the movement.

Finally, we remain accountable to the South African government, our donors, partners and all other stakeholders in our mission for children. In 2021, Save the Children South Africa met our reporting and compliance requirements, and we continue to foster good relationships.

Outlook

So what is next for Save the Children South Africa? In 2022, we will build on the achievements of the previous year, and give added attention to where we are falling short. Our focus will be on programme integration, strengthening our research and advocacy for and with children. Please join us on this journey.

Finally, I would like to give special thanks to our Board, the amazing Save the Children South Africa staff, our partners, and, of course, the children.

Steve Miller
CEO of Save the Children South Africa

GOVERNANCE

Message from the Board Chair

“Our commitment remains at that of promoting and defending child rights in our country”

2021 has been another year of working under the conditions of Covid-19. The pandemic has forced us to work differently (with changed systems) and remotely. Even with the challenges experienced during the year, Save the Children South Africa, together with our management and staff, has delivered on its mandate.

Our commitment remains at that of promoting and defending child rights in our country. The South African landscape is hurdled with rising unemployment, growing poverty, high inflation, and an economic downturn.

Children are our future leaders, and it is our duty to create a conducive environment in which they can grow, flourish and be given a fair chance to achieve their maximum potential.

Even though protection of children against violence, early childhood care and development, as well as providing access to health care are our top priorities, hunger, nutrition, and food security is fast becoming a key area of challenge for us to address.

As we have limited resources and cannot be everything to everyone, we have built strong relationships with local partners to collectively address children's issues. During the 2021 lockdown, children had limited access to education, especially in the townships and rural areas. The July riots in KwaZulu-Natal



and Gauteng also set us back as a country and the most affected were children. Through our Programmes and Partnership initiatives, we were able to reach out to a number of children affected.

Financially, we have turned the corner and have “traded” out of the technical insolvency position. Our key aim going forward is to be financially sustainable. Our marketing strategy should bear fruits in the years ahead. We have put in place strong governance structures and measures to ensure that we remain a good corporate citizen.

The operational performance against output targets in 2021 has been met, under trying conditions. The Board is looking forward to shift from output to impact that Save the Children South Africa has on its performance targets. The Board has provided strategic direction to management and staff and have monitored progress on delivery thereon on a quarterly basis. We are currently working on including the children's voice in making Board decisions.

As you are aware Save the Children South Africa is currently an Associate member of Save the Children International (SCI). We are currently in the process of becoming a full member of SCI.

A heart-felt thank you to our sponsors and donors. Without you, Save the Children South Africa would not exist.

We would like to thank Ms Shireen Motara and Mr Sabelo Mashwama (who have resigned from the Board) for their contribution to the organisation during their tenure. Thank you to the Board members for your unwavering commitment and time (for no remuneration). A big thank you to Mr Neven Hendricks for his commitment to Save the Children South Africa in his role as the founding Chairman. Neven steps down as a Board member at the Annual General Meeting. However, we will retain his services as a Patron of Save the Children South Africa.

Finally, thank you to the CEO and his team for their dedication and passion in uplifting the lives of children in South Africa.



Sathie Gounden
Chairman of Save the Children South Africa

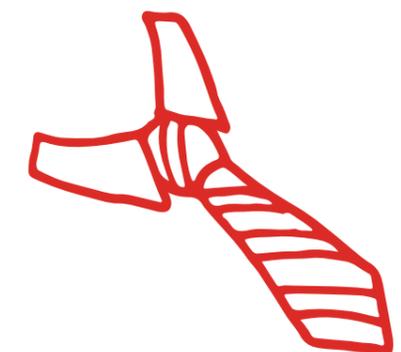
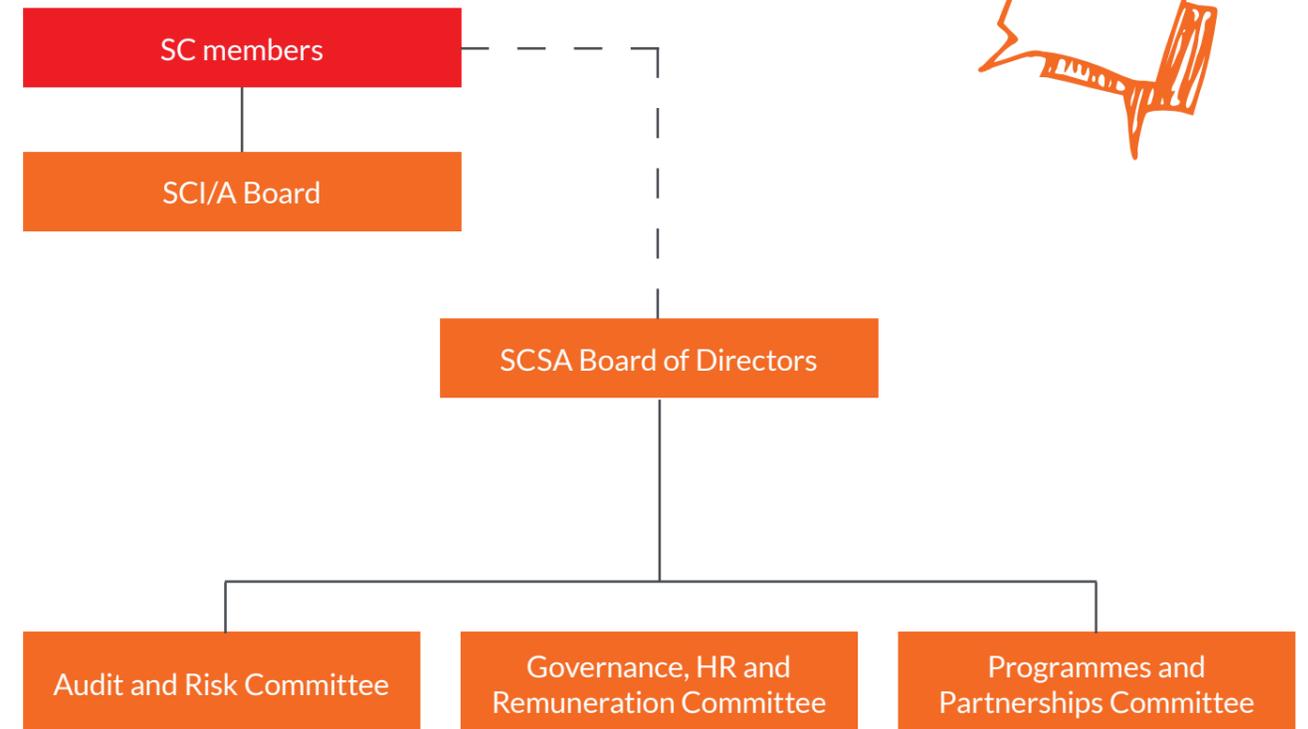
Governance structure

Save the Children South Africa is an associate member of SCA and is currently working on gaining full membership. Save the Children South Africa works closely with local and international technical advisors focused on programmes within South Africa, and on the relationship with SCI.

Save the Children South Africa is registered as an NGO and is accredited in South Africa,

in compliance with South African laws and regulations. The Board of Directors bears ultimate responsibility for governance.

Save the Children South Africa subscribes to the highest standards of governance compliance and has adopted the King IV standards of compliance. Save the Children South Africa will be fully compliant with the issuance of the Integrated Report for the 2020 financial year.



WHO WE ARE

Save the Children Association (“SCA” or the “Save the Children Movement”) is a global membership organisation that works in over 120 countries.

Even though we are part of SCA we are truly locally rooted in South Africa, national with regional ambitions.

Since 1944, the Save the Children Movement has been working with children and their families from marginalised communities in South Africa. In 2013, a Proudly South African entity Save the Children South Africa was formed to continue to fight for children’s rights, while continuing to collaborate closely with stakeholders across the Save the Children movement.

We believe that every child deserves a future. In South Africa and around the world, we work every day to give children a healthy start in life, the opportunity to learn, and protection from harm. When crises strike that result in making children vulnerable, we are among the first to respond and the last to leave.

Save the Children South Africa has extensive expertise, experience and capacity in civil society development, quality capacity-

building approaches, and implementation and management of education, health and child protection programmes. This has resulted in tangible benefits for marginalised children and youth in South Africa.

We do whatever it takes to ensure that all children survive, learn, and are protected, by engaging in humanitarian emergency response to driving long-term, sustainable social change for children. We drive the child rights agenda, both for and with children in all settings.

We work with the most vulnerable and marginalised children, including those:

- susceptible to rights abuses;
- relegated to a powerless position;
- residing in low-income households in either rural or informal urban settlement; and
- who have migrated to South Africa.

We work hand-in-hand with children and their communities, our partners and our donors. We believe that only then will we transform the lives of children and make a real difference.

VISION

To inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives.

MISSION

A world in which every child attains the right to survival, protection, development, and participation.

CORE VALUES

In all that we do, we will demonstrate our values of accountability, ambition, collaboration, creativity, and integrity.

HUMANITARIAN REACH

9 041

CHILDREN AND

10 602

ADULTS REACHED THROUGH THE HUMANITARIAN RESPONSE.

912

FOOD VOUCHERS DISTRIBUTED REACHING

2470

CHILDREN AND

822

ADULTS

180

CASH VOUCHERS DISTRIBUTED REACHING

470

CHILDREN AND

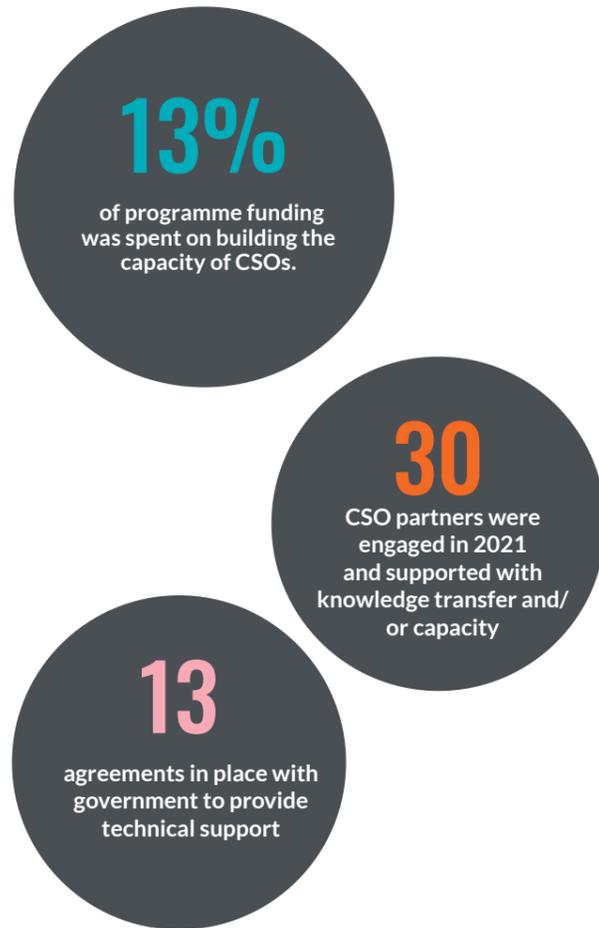
164

ADULTS



HOW WE CREATE VALUE

Key statistics



Our commitment to promoting and defending child rights

Integrated child rights vision to achieve:

- Equitable public services and resilient systems for children.
- Increased and improved budgets spent on social services.
- Improved accountability on realising children's rights.
- Shifting power to children and communities.

Our capacity to implement innovative programmes in collaboration with partners

We have a wide range of partners including partners that are implementing interventions funded by Save the Children South Africa. Partners strategically aligned to our objectives with which we work to achieve a common goal and coalitions with specific advocacy objectives.

Our ambition is to build out our strategic partnerships and increase our work with CSOs:

- To ensure more sustainable support to children and local communities.
- Local CSOs are best placed to create awareness, mobilise people and offer community services.
- To support localisation and the South African District based approach.
- CSOs have ownership, acceptance and easier access in local communities in which they operate.
- Expand reach and deliver interventions at scale using limited resources.
- Building local expertise on children's rights will contribute to greater impact in communities.
- Opportunity to work with child-led organisations which will increase child participation platforms where decisions are being made.

Emergency response

In 2021, Save the Children South Africa continued to respond to the Covid-19 emergency. It also responded to the July riots that left some children and communities without access to food and services. The response included a focus on providing emergency health messaging and protective gear; raising awareness on violence against children and positive parenting; distributing food and cash vouchers; engaging the media to highlight child rights violations; providing access to data and digital devices for learning to continue; and supporting social cohesion advocacy and messaging.

Following the organisation's response to the humanitarian crisis, the Board approved a humanitarian strategy with the overall goal of ensuring that in times of emergencies and disaster, children survive, learn and are protected. Save the Children South Africa's humanitarian strategy objectives are to: 1) lead the Child Rights Sensitive Humanitarian response in South Africa; and 2) coordinate key interagency collaboration to strengthen disaster response and recovery mechanisms in South Africa.

Our role as a trusted convener and thought-leader on child rights issues

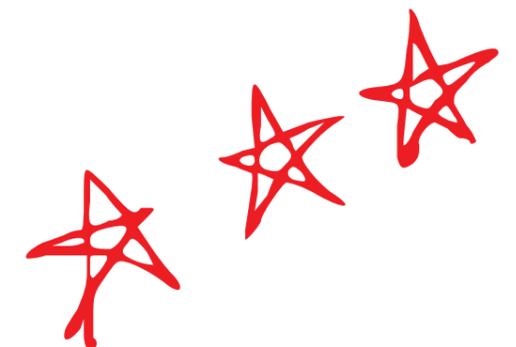
We grow through the facilitation and alignment of national coalitions or networks representative of child rights actors, as well as speaking out in the media and with decision-makers.

Save the Children South Africa engage with advocacy or technical working groups to influence, inform and lobby how children's rights are progressed.

Save the Children South Africa was involved in 35 national and provincial advocacy platforms and technical working groups to advance the realisation of children's rights.

Save the Children South Africa has played a leading role in national groups that influence national and or regional policies and capacities. In this regard, Save the Children South Africa:

- holds the secretariat for the SANCRIC;
- chairs the Interagency Working Group (IAWG) for migrant children;
- is part of the national Violence Prevention Forum (VPF) driver group;
- is on the steering committee of the ECD Real Reform coalition; and
- participates in national groups including South African Positive Parenting Network (SAPPIN), National Child Care and Protection Forum (NCCPF), South African Civil Society for Women's, Adolescents and Children's Health (SACSoWACH).



A gap identified in the South African children's sector was the lack of coordination within the children's sector at a national level. Save the Children South Africa co-led the formation of the South African National Child Rights Coalition (SANCRRC), provided initial funding and currently acts as its Secretariat. As the coalition's secretariat, Save the Children South Africa has been responsible for setting up all meetings and coordinating coalition activities for the steering committee, the working groups and engagements with external entities such as the DBE and the DSD. The secretariat has also developed an interim data management system. The SANCRRC has improved coordination and collaboration within the children's sector and has 123 members who work through four thematic working groups, namely, Child Protection, Education, Family Support and Child Rights Governance.

SANCRRC and NMCP Child Ambassadors wrote letters to the Presidency, lobbying for the Private Office of the President to serve as the coordination office for the children sector. Major strides were also seen in the work done with strategic partners in the National Children's Rights Intersectoral Coordination Committee (NCRICC) to lobby for the re-establishment of the Office of the Rights of the Child in the Office of the President. Cabinet approved the relocation of state-wide coordination (ORC) to the Presidency. Eight out of nine provinces have completed the relocation.

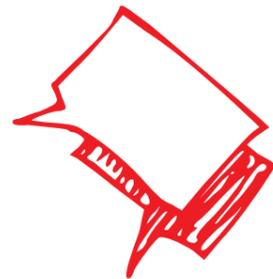
As secretariat, Save the Children South Africa made the SANCRRC's maiden submission to the UN Committee on the Rights of the Child (UNCRC) to inform the List of Issues Prior to Reporting (LoIPR) after the South African government opted for the first time to use the simplified reporting procedure to the committee. Key issues were raised such as the ratification of the optional protocol on a communication procedure and compliance with its commitments to regional and global bodies to allocate specified percentages of the national budget to health, education and Early Childhood Care and Development (ECCD) for children.

The SANCRRC, in which Save the Children South Africa has been a founding member and in which it currently acts as the secretariat, has grown significantly and had 123 members at the end of 2021.

The media continues to be an important target and opportunity to influence child rights issues. Save the Children South Africa has been an outspoken voice in the past year on the issue of teenage pregnancies, and the impact of riots and violence on children in the wake of the pandemic.

Our ability to amplify children's voices

Our ability to amplify children's voices drives our ambition to give more power to children in the decisions that affect them. We believe that whatever we do for children should be done with children.



Key statistics

10

children were supported to lead advocacy campaigns as child rights defenders

28

platforms and opportunities facilitated for child participation

10

child-friendly accountability mechanisms supported

The Board approved the creation of a "Children's Advisory Committee" for governance consultation and accountability purposes

Through the Children as Human Rights Defenders project, 106 children were empowered with skills to advocate for the promotion and protection of their rights. They were mentored in child-led advocacy; child participation and child rights; child-led campaigning and stakeholder mapping. New children's networks were established in Alexandra township.

1. One of the networks has launched an advocacy programme targeting environmental and hygiene issues in their school. As a result of this initiative, the school adopted improved cleaning and feeding scheme methods such as the expansion of the kitchen for a feeding scheme and bringing in extra volunteer personnel to support the cleaning staff.
2. Networks organised and hosted a 2.5km child-led march attended by 350 children (143 boys, 207 girls). The group highlighted the following issues in their community: School Safety and School Patrols; The high rate of teenage pregnancy; The environment and Climate Change; Substance abuse within school premises and Underage drinking. The rally was followed by a dialogue with CSOs and community policing forums, to discuss the role of civil society and the community in addressing child rights violations in Alexandra. Following the success of the rally and subsequent meetings with leaders and representatives, the children have developed an accountability matrix, to monitor the commitments and results and to report back to all children's networks.
3. Children engaged the South African Human Rights Commission's (SAHRC) Gauteng Human Rights Officer on how to submit complaints and children made submissions to the SAHRC - Gauteng Provincial Office on the child rights violations in Alexandra and beyond.

Our strategic priorities

Our organisational priorities are informed by our belief that child-led and collective action is at the centre of transformative change. Our legitimacy as an organisation relies on including children in our work – meeting with, listening to and learning from children directly. In addition, we have regional ambitions for further programming and network development in Southern Africa.

Programme strategy

We will change the world for children by combining all the elements of our Theory of Change in every programme we embark on. We believe that this will help us achieve much more for children, leveraging our resources in a more efficient and sustainable way, and succeeding in inspiring the global breakthroughs we want to see for children. Our strategy will focus on the following:

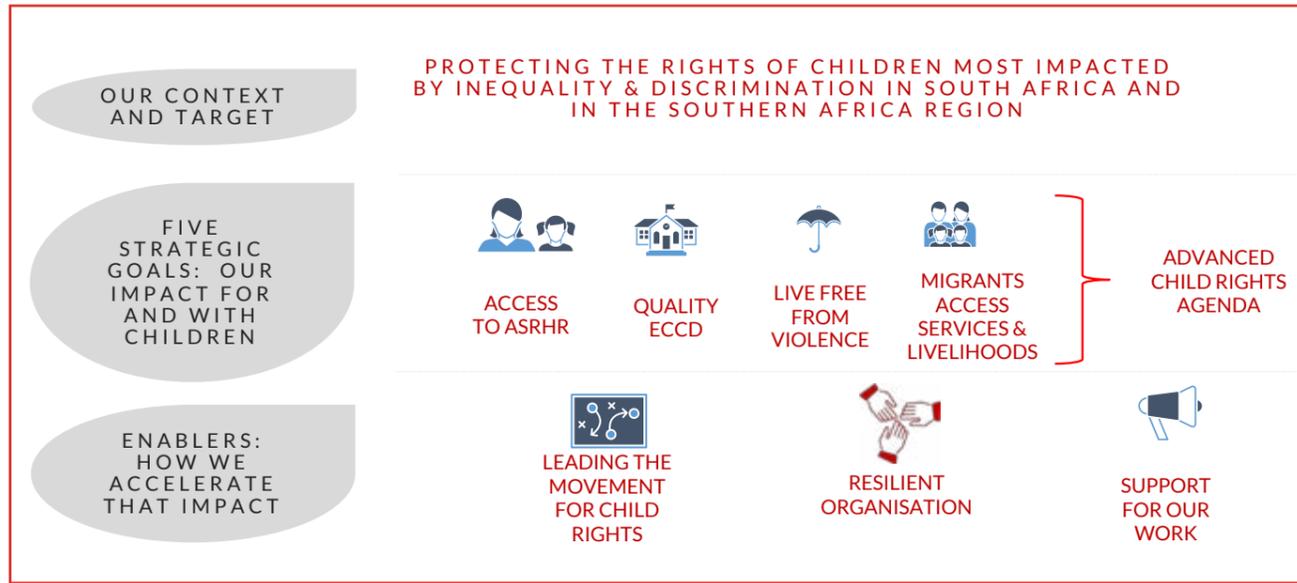
We will ...



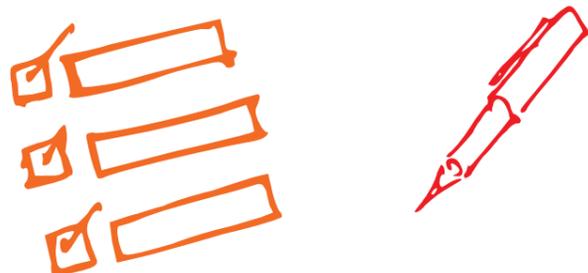
	Innovation	Voice	Scale	Partnerships
Live free from violence	Planning and allocation of resources and investments informed by research. Evidence-based programmes implemented by government and civil society to prevent and respond to Violence Against Children (VAC) are mapped for scale.	National Positive Parenting campaign. National, provincial and local child protection systems are improved and accessible.	Parenting Without Violence programmes are scaled up through partnerships with CSOs. Strengthened capacity of children's clubs and networks to be VAC agents of change.	Holistic interventions provided with and through partnerships with government, CSOs, coalitions and are addressing the intergenerational cycle of poverty. Government and civil society are actively advocating and supporting strengthening of a child friendly VAC reporting system.

	Innovation	Voice	Scale	Partnerships
Quality ECCD	Develop integrated evidence-based ECCD interventions. Develop approaches to effectively improve parental involvement and support for children in early learning.	Mobilise support for quality ECD provisioning to ensure access to adequate resources and available financing, including infrastructure.	Increase the number of ECD practitioners with relevant skills and qualifications. Allocate increased funding to ensure access for all children to ECCD services.	Build partnership between all stakeholders including government departments, parastatals, CSOs, communities and research partners at national, provincial and community levels for improved access to and quality of ECCD services.
Access to Adolescent Sexual and Reproductive Health and Rights (ASRHR)	Fully functional structures providing ASRH services to also deal with sexual abuse and Gender Based Violence (GBV). Consistent implementation of the Comprehensive Sexuality Education (CSE) programme across the nation. Provide evidence-based innovative approaches to ASRHR.	Advocating for the implementation of ASRHR policies like Integrated School Health Programme (ISHP) and Youth health policy. Supporting government structures and departments in developing and disseminating ASRHR information to reach the marginalised.	An enabling environment to implement Sexual and Reproductive Health (SRH) policies provided by Regional bodies like UNFPA, UNICEF. Technical expertise and support provided to the National, Provincial and local Ministry of Health (MOH) to provide ASRHR services.	Developed partnerships with government, CSOs, traditional and religious organisations. Regional-level partnerships developed to improve ASRHR, STI, HIV and AIDS prevention programmes and policies. Relevant ASRHR implementing partners, national structures and local CSOs scaling up the uptake of ASRHR and HIV prevention services.
Migrants access services and livelihoods	Improve our knowledge and evidence about livelihoods of migrant children in the region. Documentation through birth registration systems in the region. Current migration and displacement data and trends availability. Child participation practices. Positive coexistence of host communities and migrants.	Migrant and displaced children participate actively in matters which affect them including asylum and refugee processes. Child-sensitive case management. Policy making and media reporting.	Duty bearers are capacitated to handle migrant issues. Stakeholders collaborate nationally.	Response to migrant children's issues is standardised across government departments. National and regional intersectoral collaboration. Network of partners working with migrant children across the country and region.
Advanced child rights agenda	Develop effective state coordination approaches. Develop effective CSO coordination approaches.	Civil society and children hold the state accountable. Children have agency in matters affecting them.	Children's rights are integrated in governance systems and structures. Sufficient and efficient allocation and use of resources for children's agendas.	Promote protection of children's rights through collaboration between civil society organisations, government, the private sector, child and adult activists.

Strategic priorities 2021 – 2024



Enabler objectives



Leading the movement for Child Rights in South Africa



Convening

Bringing together civil society organisations across all the areas in which we work (protection, health, and education) to share knowledge and take collective action for, and with, children.

Forging partnerships with government, UN agencies, NGOs, intergovernmental agencies, academia and the private sector to catalyse transformative change.

Child participation

Engaging and empowering children in our work and governance.

Influencing stakeholders in the private and public sectors to promote, protect, respect and realise children's rights.

Support to CSOs

Sharing knowledge and building the capacity of youth activists and CSOs to deliver programmes, and ensure that children's interests get the attention they deserve at community, municipal, provincial and national levels.

Technical expertise

Building our technical expertise and driving innovation in the areas of protection, health and education, to foremost reach the most marginalised children, and strive to become a recognised leader in these areas.



EXTERNAL ENVIRONMENT

The impact of Covid-19

The ongoing challenges of the Covid-19 pandemic, lockdowns and the national vaccine roll-out, which began during the previous year, continued to affect Save the Children South Africa's ability to perform our vital work. However, despite these challenges, Save the Children South Africa strove to ensure that South Africa's most vulnerable and marginalised children were reached.

The pandemic also highlighted the many deficiencies in South Africa's social support structures, and shone a spotlight on the many problems faced by these children. Gender-based violence, displacement, xenophobia, and difficulties accessing education continue to put roadblocks in the way of these children's development and safety. Poverty and food insecurity are still on the rise, as is unemployment. The pandemic only added to the country's already constrained healthcare difficulties.

Nevertheless, despite all these challenges, Save the Children South Africa staff worked as hard as possible to continue providing care and support to ensure we could reach those who needed our assistance.

Looking ahead a strong focus for recovery from the losses of Covid-19 will be education-based. Globally, children experienced significant setbacks in their schooling, with poorer nations like South Africa experiencing significant loss of education, especially among marginalised communities.

Socio-economic impacts

During the year under review, and for the past few years, the world, and South Africa in particular, has experienced significant political, social and economic upheaval. This has strongly impacted the environment in which we operate, as well as our funding partners and donors.

In South Africa, we had to contend with riots, some of which led to the destruction of schools, leaving thousands of children without access to education. Poverty and unemployment are rife in the communities that Save the Children South Africa serves, and this lack of education access can have long-term implications such as difficulty finding work as they become adults.

There has also been significant global attention on humanitarian crises like the war in Ukraine, which have drawn considerable

OPERATIONAL OVERVIEW

03.



support from charitable donors worldwide. While we naturally endorse giving of any kind to uplift society, it is important to note that when these crises arise, attention is often drawn away from long-term giving and ongoing crises like we see in the Horn of Africa. This also affects organisations like Save the Children International and Save the Children South Africa, as donors are prompted to divert their donations to these crises.

While an organisation like Save the Children South Africa works closely with government, especially on matters such as policy, we must also acknowledge that the political landscape can and will always have an effect on our beneficiaries and projects. Historically, corruption within government has cost charitable organisations a great deal in terms of financial support as well as our ability to perform our responsibilities. Our aim is to continue to work closely with government to ensure that the children of South Africa are cared for to the best of our capabilities.

And finally, there are the donors themselves. At present, the world is experiencing increasingly high levels of financial inequality between the top 2% and the rest of society. South Africa has the dubious title of the

world's most unequal country, as reported on in the World Bank report on Inequality in Southern Africa: An Assessment of the Southern African Customs Union. Individual donors are finding it increasingly difficult to make regular donations due to rising unemployment and the job losses suffered during the pandemic. This is an urgent matter for Save the Children South Africa, and has put us in a position where we are actively revising our funding models and donor outreach, as discussed in the funding section of this report.

There is a long road ahead; the recession that South Africa was facing at the end of 2019, even before the impact of Covid-19, is still a reality. It has been worsened by the pandemic crisis, and South Africa is, despite its robust and progressive constitution, the most unequal country in the world.

As an organisation that works with the most vulnerable and marginalised children and families in South Africa, we are therefore committed to ensuring all those who rely on us, can count on us.

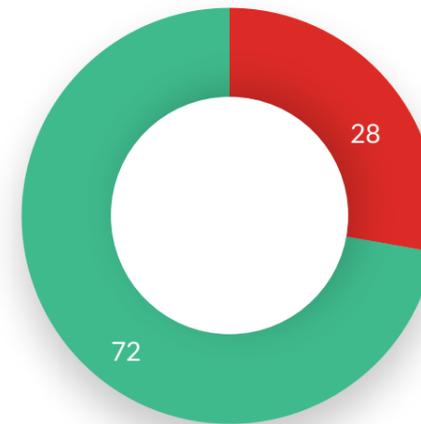


OUR PEOPLE

In 2021, Save the Children SA continued our journey of strengthening our Human Resources environment and focusing on the effectiveness and well-being of our staff.

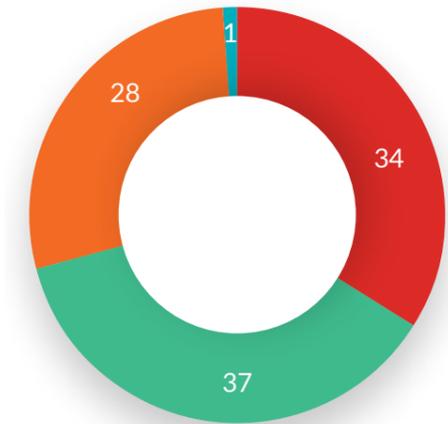
Save the Children South Africa had 59 employees at the end of 2021.

Gender spilt (%)



● Male ● Female

Contract type (%)



● Fixed term ● Permanent
● Community-based implementors ● Part-time

Our staff continue to be engaged and believe Save the Children South Africa to be a great place to work:

Employee engagement % positive responses on the question: I would wholeheartedly recommend Save the Children as a good place to work

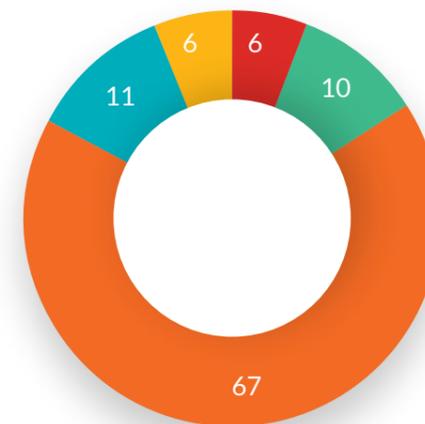
2020	2021
80%	79%

Over the years, our strengthened Human Resources focus has resulted in positive changes to turnover and employee retention.

Voluntary turnover

2019	2020	2021
41%	8%	15%

Departmental spilt (%)



● Finance ● PMEAL ● Programmes
● PAC ● CEO office



Demographics

BAIC	53
White	6
Male	22
Female	37

We also have a number of community-based implementors who act as liaison to the community structures that we work with, this allows us to further our programmatic goals.

BAIC	23
White	0
Male	5
Female	18

In addition to other Human Resource interventions, we reorganised our programmes unit without a single job loss to optimise our structure and to enable our project teams to better deliver on their mission to impact children.

DEI commitment

To emphasise our commitment to Diversity, Equity, and Inclusion (DEI), Save the Children South Africa established a DEI committee who has a broad remit and oversight of many of our procedures and policies with the full support of our senior leadership and human resources.

The committee delivered the following:

- developed a policy;
- DEI work plan;
- reviewed Save the Children South Africa’s policies against DEI;
- educated staff on DEI issues; and
- appointed a DEI consultant to assist with the development of a DEI strategy.

In 2020, 81% of staff believed that Save the Children South Africa values diversity. This improved slightly in 2021 where 85% of staff believes that Save the Children South Africa values diversity.

Percentage of female leaders

	2019	2020	2021
	33%	50%	75%

Case study

Our work on DEI can be linked back to when Save the Children South Africa was established in 2013. It brought together teams from four different organisations: the programmes and operation of SC Sweden, Save the Children UK and two local Save the Children organisations working under the new name of Save the Children South Africa. Senior management focused on building staff cohesion and bringing teams together to function as one. By 2019 the organisation had made good progress in having established its own ways of working. However, an assessment done by Save the Children International in 2019 found that collaboration between departments was limited which negatively affected the culture of the organisation. Staff felt that there was not enough internal communication and transparency, especially between different levels of the organisation.

In 2020 Save the Children South Africa identified two critical objectives in its new strategy to become a resilient organisation and to address the above-mentioned issues. 1) Improve organisational culture, and 2) Improve alignment between Save the Children South Africa departments. The aim was to build a culture that fosters participation, trust and mutual respect, with an emphasis on staff wellbeing and to do this through collaborative planning and decision-making, and open communication between departments. Key to changing our culture and communication was to specifically address diversity, equity and inclusion in the organisation.

An international NGO partner who has done some work on addressing DEI in the

workplace facilitated a workshop with the National Management Team (NMT) in late 2020 on addressing unconscious bias to sensitise staff to the issue. This training created a shared understanding of the need to build a workplace that actively values difference and pursues cultural competency in/throughout our activities, governance and decision-making. A public statement was developed and posted on our website to support Save the Children South Africa commitment to DEI.

In early 2021 a Diversity, Equity and Inclusion (DEI) Working Group was established to lead the organisation’s efforts. The working group that reports directly to the CEO has terms of reference that outlines the composition of the group; governance and resourcing; member roles and responsibilities; remit; and ways of working. The working group meets once a month and has had a positive turnout each time, with a rolling meeting chair and meeting scribe. Participation is high.

A staff survey was sent out in January 2021 to get staff input to the DEI plan for Save the Children South Africa. In the survey, the majority of staff acknowledged that Save the Children South Africa is in the process of forming an inclusive culture in which everyone can contribute their best and where difference is celebrated. However, there were a few staff members that disagreed. In responding to the question of whether Save the Children South Africa provides opportunities for all staff to contribute towards an inclusive work culture one of the comments was that “efforts to encourage staff



participation are lacking, i.e. reminding staff of opportunities and making opportunities more accessible. One staff member indicated that these opportunities do not exist. There were also employees that weren't comfortable yet about expressing their views: "as an organisation, we are transitioning into a new management style so it needs more surety that I will not be reprimanded for expressing my views."

Since then, the DEI working group has taken on board the comments and suggestions from the survey. The work was divided into 3 sections: 1) Policy Review and Education Drive; 2) Staff Engagement Sessions; and 3) Programming. The Working Group has reviewed a number of policies from a DEI lens and engaged in policy workshops at field office level. We also have an organisation-wide DEI policy. Staff engagement sessions have focused on gender equality and Decolonising Aid.

Save the Children South Africa first engaged with Save the Children UK on lessons learnt and processes from their journey, we now have a DEI policy, a DEI commitment statement and is actively participating in global DEI forums and ways of working, as well as contributing to work being carried out by other members. Save the Children USA has sent us their language review for input and we are engaging the Partnerships Advisor based in the Regional Programming Unit, for support on how to use the correct language when referring to beneficiaries, partners and more.

A positive development in 2021 was that the DEI committee was approached by staff to review matters of diversity, e.g. family responsibility leave and religious holidays. This signals that the committee is approachable but also stimulates staff's thinking around issues of diversity. As a result, the definition of family responsibility leave has been broadened to include not just children, but also parents, foster children and significant others. This

speaks to understanding and respecting the extended family structures that are common in South Africa.

The DEI committee did focus most of their effort internally during 2021. This was important as an initial step and will be an ongoing activity. The focus will broaden in 2022 with an extension into the work we do, e.g. embedding DEI into programming. Disability inclusion has been tabled as a specific area that receives attention and provides an opportunity for us to break down silos and work across thematic areas and departments.

The positive results from the DEI work Save the Children South Africa has done can be seen in how staff responded in the Employee Engagement Survey in 2021 compared to 2020. In 2020, 81% of staff that participated responded positively to statements that Save the Children South Africa value diversity. This improved slightly in 2021 where 85% of staff responded positively. Most notably there was an improvement in staff responding positively to the question on whether they feel that they belong in the organisation with a 13% increase.

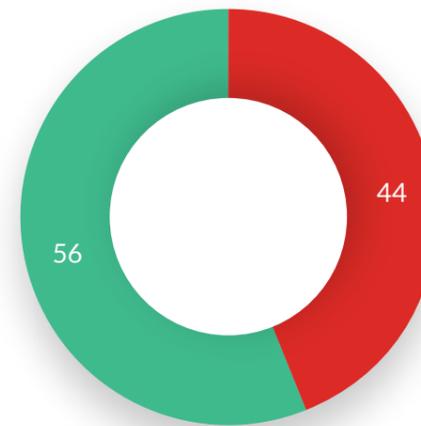
The next steps are to develop a Save the Children South Africa DEI Strategy. We are conducting a wider staff survey, will host staff participation workshops and ensure that the final strategy reflects the diverse set of opinions and addresses the needs and concerns of the entire team. Our eventual goal is to ensure that everyone at Save the Children South Africa feels free to be themselves.

THE BOARD

Members

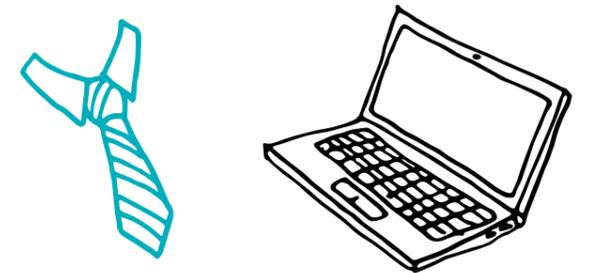
Board chair	First appointed	Re-appointed	Resigned
Neven Hendricks	February 2012		September 2021
Sathie Gounden	June 2020		
Non-executive Board members			
Shireen Motara	September 2018		
Berenice Lue Marais	September 2018	July 2021	
Ulf Rickardsson	September 2018	July 2021	
Emma Knox	March 2019		
Sabelo Mashwama	March 2019		September 2021
Vibeke Huge Rehfeld	June 2020		
Margaret Phiri	June 2020		
Sazini Mojapelo	December 2021		

Board of Directors gender split (%)



Target: Female members 45%

● Male ● Female



Board committees

There are three Board committees: the Audit and Risk Committee; the Governance, HR and Remuneration Committee; and the Programmes and Partnerships Committee. Each committee as established by the Board has formal terms of references to be approved by the Board and reviewed annually.

Committee membership

Audit and Risk Committee	Governance, HR and Remuneration Committee	Programmes and Partnership Committee
Margaret Phiri (chair) Berenice Lue Marais Neven Hendricks	Berenice Lue Marais (chair) Neven Hendricks Shireen Motara Vibeke Huge Rehfeld	Vibeke Huge Rehfeld (chair) Sabelo Mashwama (co-chair) Shireen Motara Ulf Rickardsson Emma Knox

The Directors



Neven Hendricks

Chair (resigned as chair September 2021)

Neven Hendricks is the CEO of Kepler Fund Managers, with responsibility for driving the acquisition strategy as well as developing business and turnaround strategies. Prior to Kelper's, Neven was the COO and Executive Board member of Deloitte Corporate Finance and Advisory (Middle East). Neven brings a wealth of professional service delivery, management of complex transactions and international experience to Save the Children South Africa. He is a seasoned executive who has a credible track record in restructuring companies in various sectors, financial and operational turnarounds and transformation of underperforming entities and companies in distress; and mergers and acquisition and consultation on post-merger integrations.



Sathie Gounden

Chair (from September 2021)

Sathie Gounden has over 30 years' experience in the auditing profession and over 10 years' experience as a non-executive director and audit committee member. He was the Chief Executive Officer of Gobodo Incorporated, a past President of The Association for the Advancement of Black Accountants of Southern Africa, and a member of the Investigation unit of IRBA. He was a board member of SAICA, as well as a stalwart of the Black Business Council.



Shireen Motara

Shireen Motara is a Certified Coach, international development consultant, mentor, board leader and the Founder CEO of Tara Transform, a consultancy that has deep expertise in working on gender equality, non-profit strengthening and strategy. Her qualifications include a master's degree in law and post-graduate certifications in coaching, human resources, and business administration. As a board leader, she has served on boards since 1999 and has built deep expertise in governance, leadership and sustainability.



Berenice Lue Marais

Berenice Lue Marais has extensive international cooperation and strategic business development experience. Previous management and leadership positions include leading the Africa, International Development, Strategic Alliances, and Business Development portfolios. Berenice has held various Board and leadership positions including Board Member: South African National Accreditation System (SANAS); Board Member: Ethics Institute of South Africa; Commissioner: SARS Audit Committee; Ex-Board Member: HOPE Worldwide; Ex-Board Member: African Thought Initiative, Appointed by Mr Govan Mbeki (late), 2000; Ex-Board Member: The South African Sports Information and Science Agency.



Ulf Rickardsson

Ulf Rickardsson is a highly experienced civil society/not-for-profit sector senior executive. Particular areas of strength and expertise include strategic analysis, planning and change management; Organisational governance and internal control as well as Monitoring, evaluation and learning. Ulf joined the Save the Children movement in 2008 and currently serves as the Chief of Staff at Save the Children Sweden. Prior to joining Save the Children, Ulf was Diakonia's Programme Director in Africa, and before that, the Executive secretary for the United Methodist Church in Sweden. He was responsible for the management of development projects in Liberia, Mozambique, Sierra Leone, Zimbabwe and the state of Jharkhand in India, in close cooperation with the in-country United Methodist Church. Ulf was also responsible for award management from institutional external donors as well as fundraising and communication with local churches and individual donors in Sweden.

Emma Knox

Emma Knox is the CEO of Vitality Health International, a division of the South African-founded, global financial services organisation Discovery Limited. She leads the expansion of the Discovery Group's health insurance and Vitality offerings to the rest of Africa. She has demonstrated skills in pharmaceutical and commercial healthcare. Her 18 years' experience in the pharmaceutical industry spans sales and marketing, and growing market access in the United Kingdom, Europe, Asia Pacific and sub-Saharan Africa. A graduate of the University of Oxford, Emma was the Country Manager for Pharma and Vaccines at GlaxoSmithKline (GSK) South Africa between 2018 and 2022. She was also Vice President of the Innovative Pharmaceutical Association South Africa (IPASA). With a passion for access to quality healthcare, Emma has worked for Project HOPE Foundation, a non-governmental organisation, and sits on the Board of Save the Children South Africa.



Sabelo Mashwama

(Resigned September 2021)

Sabelo Mashwama is the founder and CEO of Esibayeni Group (Pty) Ltd, a private company providing consultancy and business development in agriculture, organisational/strategy development, social research and infrastructure development. He also holds the Executive Director position of Be The Change Africa NPC. Sabelo has over 15 years of experience and expertise in the non-profit sector where he has worked with beneficiaries in the community, been involved in programme conceptualisation, design and implementation. He has also served various organisations as programme coordinator, programme manager and programme director, and serves on various boards of not-for-profit companies.



Vibeke Rehfeld

Vibeke is a human rights lawyer specialised in international children's rights, human rights and international humanitarian law in which she holds a PhD from University of Copenhagen, Denmark. She has previously held a number of positions, including Project Officer at the Delegation of the European Union to South Africa (focusing on human rights, gender equality and gender-based violence) and Special Advisor at the Danish Institute for Human Rights, in the Research Department and as team leader in the Equal Treatment Department. Prior, Vibeke served as a Volunteer Advisor with Save the Children's UN Representative in New York and held positions as Attorney-at-Law and as Head of Section at the Danish Competition Authority.



Margaret Phiri

Margaret Phiri is a managing director at Mohale Seoka Consulting and Seoka Phiri Construction and Transportation. She is a qualified chartered accountant, registered auditor and tax practitioner with over 21 years of experience in public and private sector. She worked at Auditor-General South Africa (AGSA) for 20 years. She has extensive experience in external audit, including internal controls, control environment, Board evaluations, investigation, financial statements preparation and review, audit of performance information, corporate governance principles, IT governance and risk management. She is a member of the South African Institute of Chartered Accountants, Independent Regulatory Board for Auditors, Public Sector Audit Committee Forum and Institute of Directors SA. She serves as a Board and audit committee member at various entities.



Sazini Mojapelo

Sazini is the Managing Executive responsible for Corporate Citizenship and Community Investments at Absa Group Limited, and a Harvard Business School graduate. Prior to joining Absa Group, she was the CEO and co-founder of Hand in Hand Southern Africa, an NGO with the focus on micro and small business development in peri-urban and rural areas with a special focus on youth and women. She has over 18 years' experience working in government and civil society. Sazini is passionate about making an impact in people's lives through her work. She is a sought-after leader, speaker and social entrepreneur with a proven track record in conceptualising, developing and implementing innovative programmes to tackle business and social problems.



THE SENIOR MANAGEMENT TEAM



Steve Miller
Chief Executive Officer

Steve Miller joined Save the Children South Africa in October 2019. He is a development specialist and has worked in the international non-profit sector for over 15 years. He spent most of those years pushing for social change in various countries across Africa, including Namibia and Liberia. Upon returning to South Africa, Steve completed his Masters in Development Management, and went on to lead two child-focussed NGOs, working in alternative care and youth empowerment. As the CEO of Save the Children South Africa, Steve is leading a team that looks at children's rights holistically. This includes child protection, education and health. Save the Children South Africa's staff is on the ground every day, engaging children, parents, practitioners at Early Childhood Development Centres, teachers and other stakeholders on these issues.



Hlobisile Nsibande
Director of Finance

Hlobisile obtained her Bachelor of Commerce degree in 2001, her Diploma in Management Accounting through CIMA in 2015 and qualified as a Professional Accountant SA in 2016. She has 21 years of practical experience as an accountant having worked for various companies such as Sanlam Employee benefits, and Alexander Forbes, prior to heading up the accounting division Transparent Financial Services, a medium sized licenced retirement fund administrator where she was responsible for the largest fund under administration with assets in excess of R5 billion, for a period of six years.



Gugu Xaba
Director of Programmes

Gugu has over 30 years' experience working with government, civil society as well as local and international development organisations. After spending the last two years as programme delivery lead at BroadReach, Gugu has returned to Save the Children South Africa to oversee programme strategic direction, implementation, and impact measurement. She brings with her a wealth of experience in programme design and implementation as well as quality improvement. Gugu has extensive organisational strategy development, leadership, research, and business development experience and has previously led teams to deliver on projects valued at over R100 million.



Suzanne Wessels
Director of Planning, Monitoring, Evaluation, Accountability and Learning

Suzanne is a development professional with extensive experience in Management, Monitoring and Evaluation. She brings 20 years' experience in the Development Sector, 15 of which in the Children's Sector, working for Save the Children in South Africa. Prior to transitioning to Save the Children South Africa, Suzanne worked for Save the Children UK. Suzanne has broad technical knowledge through working across various sectors in the development arena including Education, child protection, community development and engagement, health and nutrition, HIV/AIDS, children's rights, local government. Since Save the Children South Africa was formed in 2013 she has been leading monitoring, evaluation, accountability and learning in the organisation in its objective to growing Save the Children South Africa's research portfolio and evidence base to support the development and roll-out of quality programmes.



Yani Horn
Director of Partnerships, Advocacy and Communications

Yani is a development specialist with a passion for social justice. Her background in psychology has led her to spend the last 16 years utilising her skills in partnership building, advocacy and communications to inspire others to change the world. Throughout her career, Yani has fundraised for the Homeless in the United States, for children and unemployed youth in South Africa. She has also developed programmes across the African continent. No matter what hat she wears, Yani's goal is simple: to activate the private and public sector to support, serve and advocate for the most marginalised citizens of the world community. Yani lives in Johannesburg with her husband and two sons.

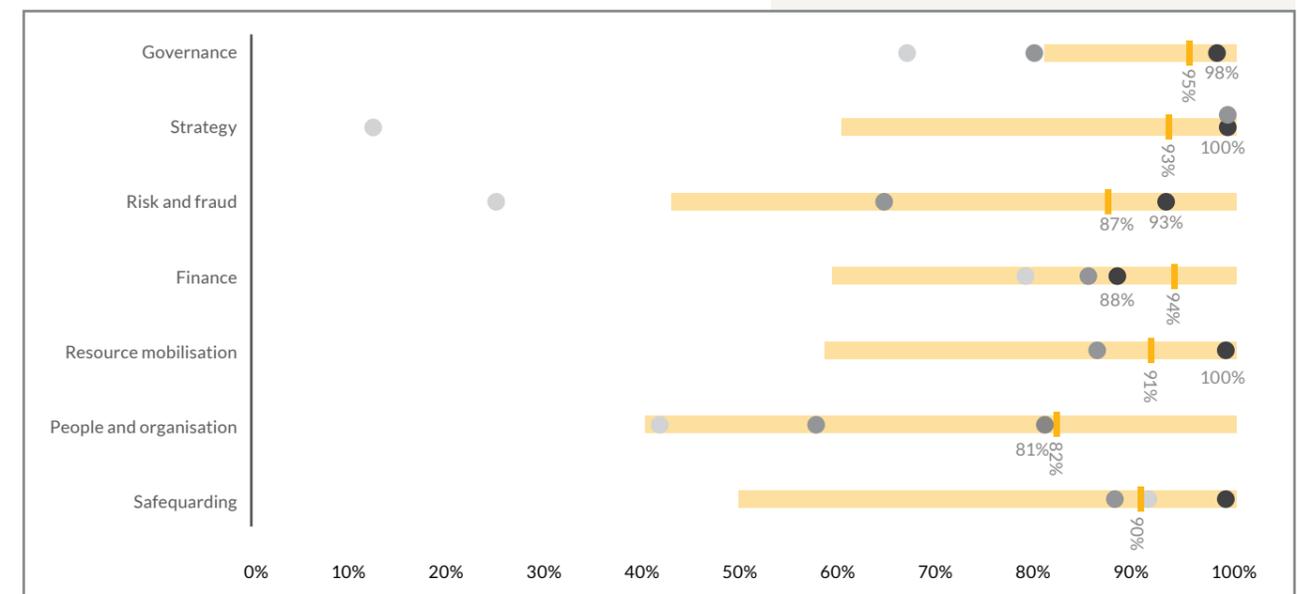
Health of the organisation report

The health of the organisation report is based on a self-assessment and a set of key performance indicators (KPIs). The self-assessment is a mechanism through which SCA members assess themselves against 55 standards. KPIs are data submitted by SCA members in specific areas. This annual

exercise provides information in core functional areas to ensure accountability, transparency and learning across our movement. The methodology aims at ensuring the health of our functions across the movement by asking whether the fundamentals are in place. This allows us to pro-actively support one another to address risks and issues, as a mechanism for continuous improvement.

Key observations

- SC South Africa has improved in all areas compared to last year results, except strategy, where it continues to meet all standards
- SC South Africa is performing above global average across members in all areas except finance and people and organisation



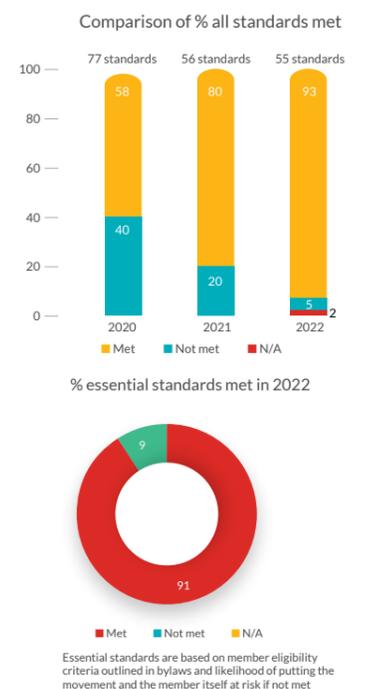
Overall adherence to standards has improved

Improved drivers

- Save the Children South Africa South Africa is meeting all standards of strategy, resource mobilisation and safeguarding areas.
- Between 2021 and 2022, Save the Children South Africa South Africa has recorded year-on-year improvement across all areas, with an overall improvement of 13%.

Challenges

- Finance and people and organisation are the two areas with less than 90% of standards met (at 83% and 81% of standards met respectively).
- Non-compliance with essential standards is related to one standard and one sub-item in the finance area (related to the absence of a reserves policy and approval process for restricted funding), two sub-items in the risk and fraud area (member documenting all reported incidents) and seven sub-items in the people and organisation area (all related to the lack of organisational policies).



BUSINESS MODEL

As an organisation, Save the Children South Africa must consider the six capitals in our business operations. Due to the nature of our business, however, some capitals will be considerably more relevant and pertinent to our model, and therefore have received more attention through the years. As we move towards a more integrated model, we must continue to consider the six capitals at every step. At present, Save the Children South Africa's key areas cover the financial, human, intellectual and social and relationship capitals; however, our intention is to devote more focus to natural capital as we move towards a more sustainable approach.

Funding

- R5.1 million raised from new income streams (digital, high net worth individuals).
- R50 million in new awards secured.
- 11 193 retained individual givers.
- 4 090 acquired individual givers.
- 17 strategic partnerships formed (donors).
- R63 million awards in the pipeline.

Funding is an ongoing challenge for an organisation like Save the Children South Africa. International donations have dropped significantly over the last few years; local individual donors are struggling due to rising unemployment and Covid-19-related job losses; corporate donors, likewise, are counting pennies. As a result, Save the Children South Africa has spent the last two years actively working to improve our funding model and increase social awareness of our organisation and the work we do.

Save the Children South Africa, as part of SCI, is working towards the international goal known as the Ambition 2030. The aim of Ambition 2030 is to ensure that "all children survive, learn, and are protected. To achieve the goals within Ambition 2030, there have been fundamental shifts in how SCI and Save the Children South Africa operate.

Our organisational focus is to:

- Drive high-quality programmes and advocacy, focused on developing and using our evidence-based Common Approaches, and apply our technical expertise and funding where it's most needed.
- Engage the public to support our cause by better integrating our campaigning, communications and resource mobilisation efforts, and growing our supporter base.
- Changing how we work, to reach new standards of accountability to children and one another, by adapting our models to be more fit for the future and evolving our governance, culture and systems to increase effectiveness and efficiency across our movement.

Capitals

Financial

Total income: **R63.1 million**

Total unrestricted income: **R29.8 million**

Intellectual

Projects: **13**

Coalitions: **35**

Common approaches used: **8**

Representation on **23 global SC groups**

Human

Staff complement: **59**

Social and relational

Social media followers: **7 679**

Funding partners: **18**

Individual givers: **15 283**

CSO partners: **30**

Government agreements for technical support: **13**

Inputs

Direct action on the violation of children's rights and gaps in provision.

Strengthening the capacity of duty-bearers to meet their obligations (policies, practice and legislation).

Strengthening the understanding and capacity of children, their carers and society to claim rights and hold other to account (building constituencies of support).

Outputs

Children reached with project inputs, activities or services: **59 486**

Caregivers reached with inputs, activities or services: **8 44**

Research and evidence produced (innovator): **Nine manuscripts**

Advocacy with government: **Six provinces**

Agreements with government to provide technical support: **13**

Duty bearers trained and supported: **103**

CSO partnerships: **30**

Children trained to hold others to account: **525**

Media exposure campaigns: **11**

Outcomes

Children in Emergencies (CiE) outcomes for children.

Development outcomes for children.

Changes in policies/legislation.

Increased knowledge, skills of and coordination between duty bearers.

Increased resources available.

Awareness of child rights issues.

Support for child rights.

More and better programmes.

Stronger voice including children.

Growing financial sustainability

Meeting the donors where they are

Save the Children is an internationally known and recognised organisation – nevertheless, our visibility among the many child-focused charitable organisations within South Africa is not as good as we need it to be in order to meet our fundraising objectives. While we have conducted many successful campaigns over the years we have been in operation, we recognised that there is much more that we can do to meet the donors where they are. This especially applies in the case of individual giving. As a result, Save the Children South Africa is broadening its outreach by leveraging the various channels available, such as social media.

A donor-centric strategy

Save the Children South Africa has developed, as part of the overall Ambition 2030, a strategic plan to improve engagement with funding partners and individual givers, and increase our donor pool. We rely heavily on our long-term, regular donors, as they provide a predictable, consistent income stream that allows us to not only fund our existing programmes, but plan for the future.

To encourage new long-term donors to sign up, and to support our existing donor pool, we have introduced thematic giving, which allows donors to specify where they would like their funds to be allocated. In addition, our legacy donation programme allows donors to bequeath a donation to Save the Children South Africa as part of their estate.

Cause-related marketing

An exciting development in our fundraising plan is the introduction of cause-related marketing partnerships, for example with Clarins, the cosmetic company. Save the

Children South Africa and Clarins partnered for the Gift With Purpose campaign, for which Clarins developed a locally produced sustainable cosmetic pouch that contains four travel-size Clarins products. Proceeds from the sale of these Gifts With Purpose are donated to Save the Children South Africa's Early Childhood Care and Development centres and go towards providing for the children's nutritional needs, building community gardens and supporting the centres' practitioner training.

MTN Award for Social Change

We are pleased to announce that Save the Children South Africa won the 2021 MTN Award for Social Change, for our District Based Teacher Recruitment Strategy (DBTRS) Project, currently funded by Absa. Save the Children South Africa developed the project, based in Thabo Mofutsanyana District, Free State, in 2015. The project supports student teachers with an enhanced teaching modality that not only prepares them to teach, but to handle a classroom and identify various needs of children in their classrooms, from the beginning of their learning.

In addition, teachers who are trained and graduate within the project, are employed back into the same district where they completed their training, thereby retaining quality teachers in poorly resourced areas.

The DBTRS project collaborated with Department of Basic Education and the Free State Department of Education, to identify two cohorts of student teachers to participate in the pilot model. The first cohort, from UNISA, graduated in 2020 and are teaching at schools across the Thabo Mofutsanyana district. The second cohort, from North West University, graduated at the end of 2021.



OUR PROGRAMMES AND PERFORMANCE

04.

Programme performance	Criteria for success	Success status	Progress made
Under threat	<ul style="list-style-type: none"> Duty bearers' capacity VAC prevention roll out Positive parenting sensitisation 		<ul style="list-style-type: none"> 13 483 children reached through building duty bearer capacity VAC programme implemented in seven districts 3 850 parents/caregivers sensitised on positive parenting



The programme reached 3 354 adults and 13 483 children through the Vikela Nwana project. Through rolling out positive parenting awareness (PPA) workshops, a series of more comprehensive parenting interventions, and webinars, we improved the skills of parents or caregivers.

Save the Children South Africa is scaling up violence-prevention programmes by building the capacity of CSOs and schools to strengthen community prevention. In line with the Save the Children South Africa strategy to work through CSO partners, we trained, mentored and supported 12 CSOs with resources. As a result, these CSOs engaged parents and children with quality interventions. The 12 CSO partners represented seven districts and were trained in our positive parenting awareness (PPA) package, and the prevention of violence against children (PVAC) intervention targeting children to develop resilience and address violence against children. CSOs were also supported to improve child safeguarding in their operations. Some of these CSOs were able to roll out PPA workshops and PVAC training for children with the support of Save the Children South Africa staff. More than 200 Educators from 10 schools were trained in Positive Discipline in Everyday Teaching.

Our goal

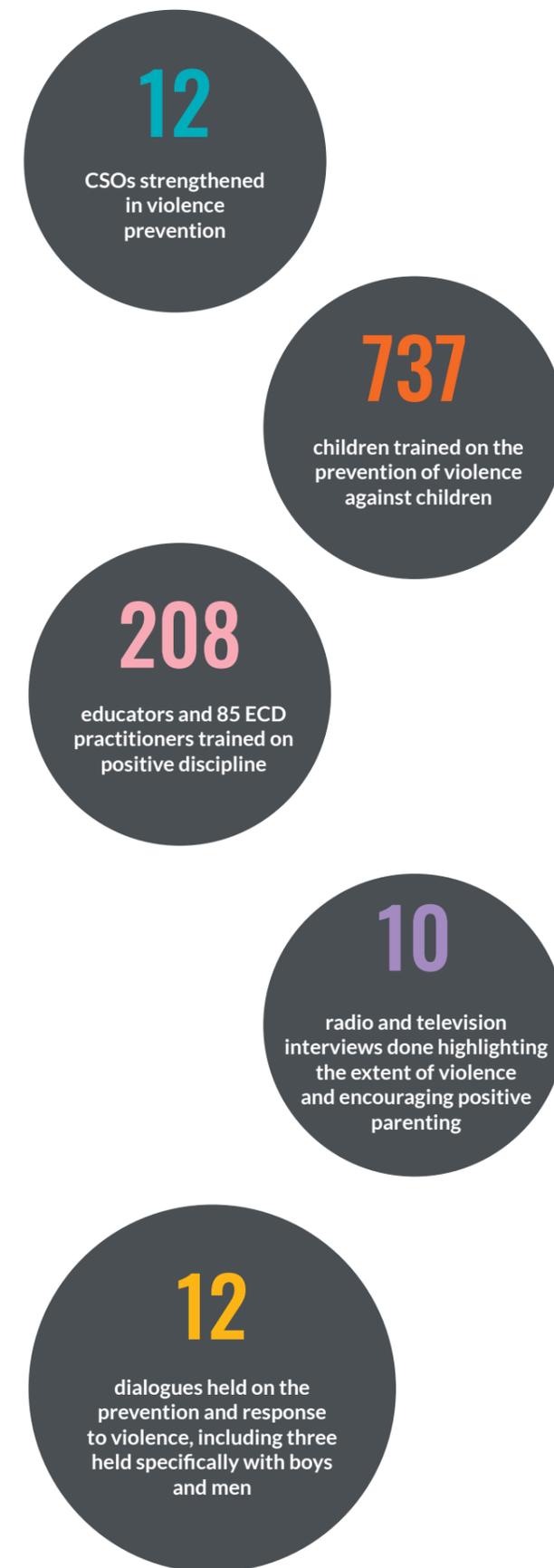
To strengthen the capacity of duty bearers through scaling up violence-prevention programmes in 13 districts.

We learnt how to adapt our interventions and train/engage children, parents, CSO staff and religious leaders through online platforms. We rolled out the Parenting without Violence Common (PwV) Approach adapted version, for which we received positive feedback. Save the Children South Africa shared knowledge and influenced global processes through representation in global groups including technical working groups and mentoring SC staff in child protection programming approaches. We presented papers at global events, including those hosted by International Society for the Prevention of Child Abuse & Neglect (ISPCAN) and the Global Partnership to End Violence.

Strategic partnerships and alignment with national and global coalitions and with the media are key to achieving our goal of strengthening the capacity of duty bearers through scaling up violence-prevention programmes. Government engagement and lobbying were central in our approach in working through national forums and coalitions including the National and provincial childcare and protection (NCP) forums, the South African positive parenting initiative (SAPPIN) and the violence prevention forum (VPF). The profile of Save the Children South Africa was raised nationally through extensive media engagements (radio, television, print and social media). Save the Children South Africa partnered with MullenLouv to run the Dear Abuser Campaign. This involved extensive media engagement utilising digital billboards at strategic points with messaging targeting people who perpetrate acts of violence against children.

Funding available for violence prevention initiatives continues to challenge the achievement of the ambitions we have. With limited funding, Save the Children South Africa is not able to grow its programming portfolio in child protection.

Key statistics



EDUCATION

Case study

Save the Children South Africa, through the Vikela Nwana Project, introduced a CSO Model designed to increase civil society organisations' capacity to implement quality child rights interventions in their communities. As CSOs are intrinsically linked to their communities, they are a valuable strategic partner for Save the Children South Africa, to help us reach more children and families. In the child protection context, it facilitates a process enabling attitude changes, so that violence against children is no longer tolerated. Together, we can mobilise and educate communities on children's rights, improving the way children are taken care of.

Following a detailed selection process that examined the CSOs existing programmes and staffing, Save the Children South Africa partnered with 12 CSOs from Limpopo, KwaZulu-Natal, and Gauteng. Capacity assessments were undertaken to measure each CSO's abilities and capacity needs. Once the needs were identified, Save the Children South Africa conducted training covering Prevention of Violence against Children (PVAC), Positive Parenting Awareness (PPA), and Child Safeguarding. The initial Child Safeguarding training was done virtually, due to Covid-19 restrictions. Using this platform was unexpectedly beneficial, as we were able to reach more CSOs than initially planned.

In 2021, the Covid-19 restrictions were eased, and face-to-face training sessions were conducted per province. All trained participants were provided with materials, and each received four months of mentoring to strengthen their skills and facilitate competency. To further promote CSO skills development, the Save the Children South Africa Trainers joined CSO facilitators during training sessions led by the different CSO

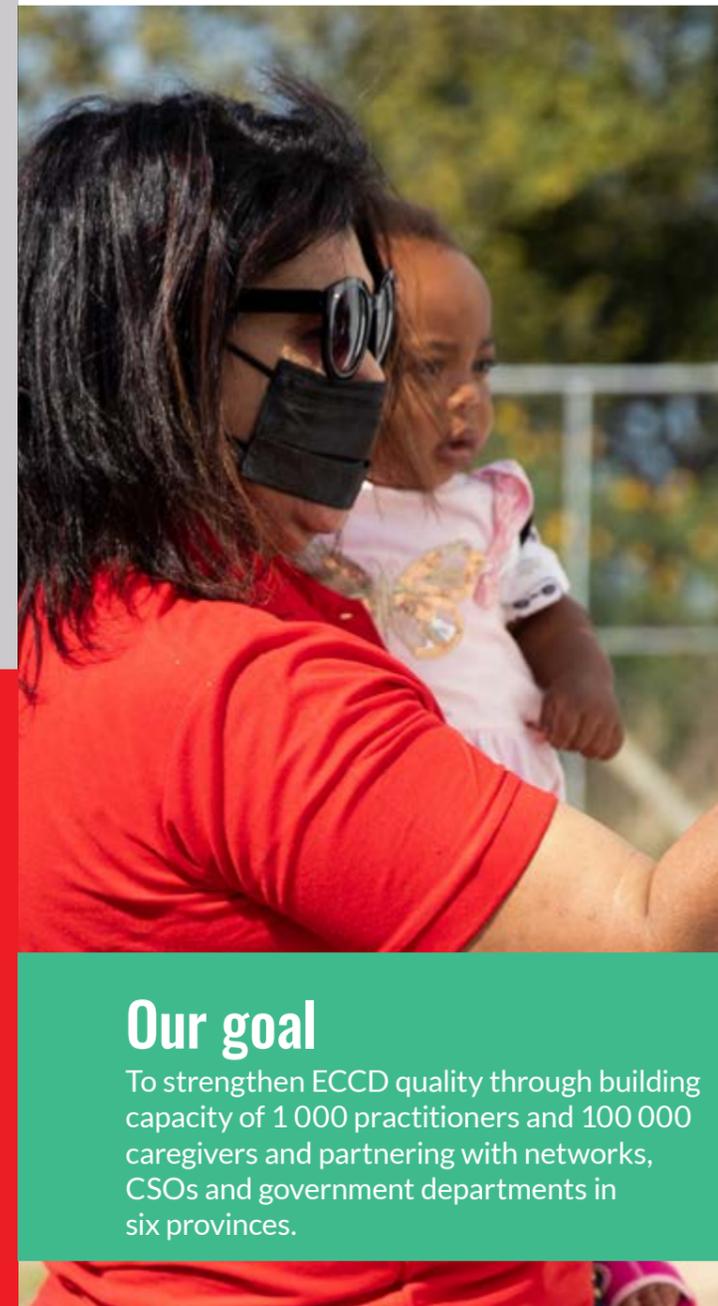
partners in their communities. The on-site mentoring support which included helping CSOs prepare for trainings/workshops, and providing programme content understanding and facilitation skills. The CSOs were also supported financially to provide refreshments, as well as training materials including PPA flyers, flipchart paper and markers. In addition, CSOs gained facilitation and workshop organising skills. Child safeguarding training contributed to the CSOs redefining their own child safeguarding policies.

This CSO Model is aligned to the Save the Children South Africa strategy of working through partners. While this has been piloted through the Vikela Nwana Project, it has laid the foundation for a sustainable intervention model at a grass-roots level. With the CSOs' assistance, Save the Children South Africa was able to reach 737 children and 2 213 parents and caregivers. A total of 28 staff from 12 CSOs were trained and mentored and can now deliver programmes on their own.

Feedback

Happy Living and Learning project community change agent (CCA) (KZN)
 “[The child]’s granny is using Save the Children South Africa PPA pamphlets to educate teenage mothers in her neighbourhood about Positive Parenting and gives them advice as well. The young mothers seem to enjoy listening to granny and some of the mothers mentioned that the only way they know of disciplining children was to beat them. They never thought there are better ways of disciplining children.”

Programme performance	Criteria for success	Success status	Progress made
On track	<ul style="list-style-type: none"> Capacity of ECCD centres, Practitioners and Caregivers Partnerships across provinces 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> 97 ECCD centres supported to meet quality standards 448 practitioners trained in care and development of children 0–5 years 4 707 parents/caregivers trained in care and development of children 0–5 ECD programmes implemented in five provinces



Our goal

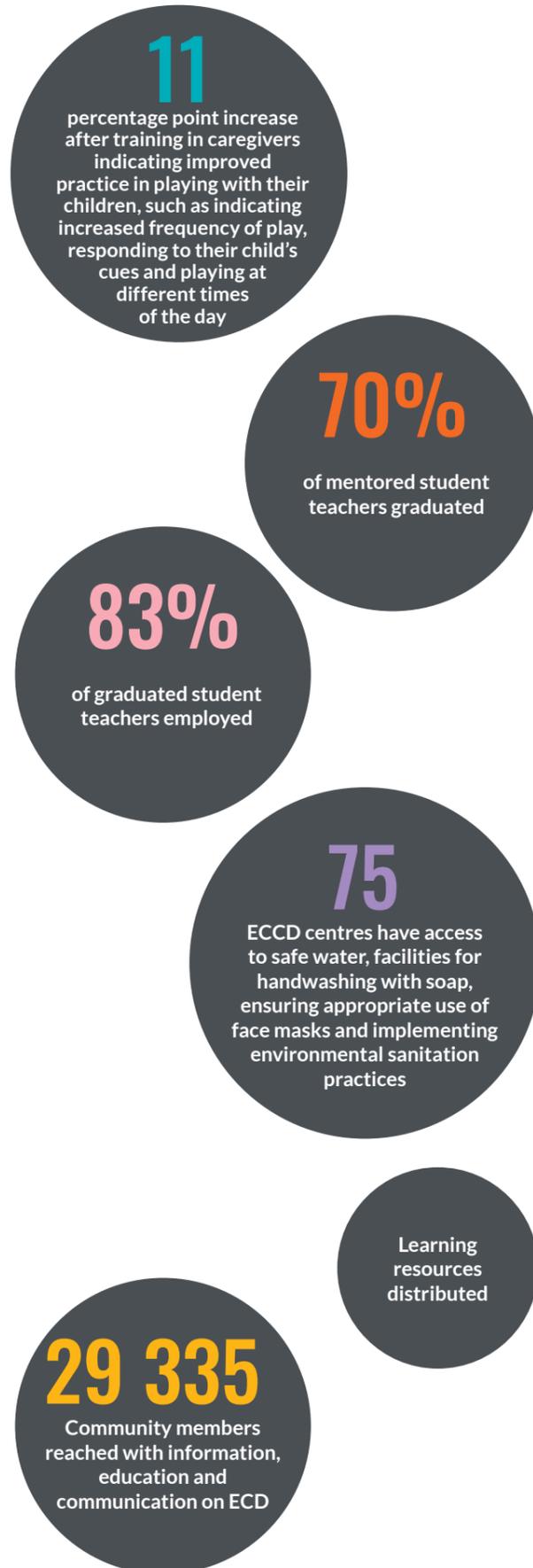
To strengthen ECCD quality through building capacity of 1 000 practitioners and 100 000 caregivers and partnering with networks, CSOs and government departments in six provinces.

A total of 27 217 children and 6 483 adults were reached through five projects implemented in KwaZulu-Natal, Free State, Gauteng, Mpumalanga and Limpopo Provinces.

The primary mechanisms used to access and develop quality early childhood care and development services are ECCD centres, schools and community change agents or facilitators based in communities. In 2021 Save the Children South Africa worked with 97 ECCD centres through which it trained 448 ECCD practitioners. The capacity of 4 707 parents or caregivers were built in supporting emergent literacy and mathematics, responsive caregiving and learning through play.

As the project implementation continued under Covid-19 restriction levels, resulting in the postponement of various activities, Save the Children South Africa learned that virtual platforms are crucial for intervention to continue, with or without Covid-19. Adapting to virtual implementations enabled progress in the project and provided support for ECCD centres to remain open and provide quality education and care to children. With virtual training we experienced less challenges as 90% of our practitioners were able to join in with challenges related to internet connectivity the biggest barrier to those not able to attend.

Key statistics



Engaging and collaborating with existing partners from the communities who work with the targeted ECCD centres, continues to ensure positive implementation and informs the sustainability of our work. Stakeholders such as the Department of Social Development (DSD), the Department of Health (DOH), and the Department of Basic Education (DoE), and local Civil Society Organisations (CSOs) supported the initiatives by attending Save the Children South Africa trainings, linking ECCD centres with Foundation Phase schools, encouraging local clinics to support centres with information and services, more especially due to Covid-19. Collaboration with CSOs was thus critical to the delivery of programme objectives.

Partnerships with other like-minded organisations and leaders in the ECD and Basic Education space were formed to strengthen advocacy and capacity building trainings for the ECD Fraternity. A number of campaign activities were implemented including a webinar on the importance of ECD; stakeholder engagements on ECD coordination; an Op-ED; online Learning Through Play Café; advocating during Local Government Elections focused on councillors. This network and coordination maximise the ECD work done in the country and yield positive results.

Case study

Gloria* grew up in KwaJali, a predominantly rural area under the KwaJali Tribal Authority. Here it is a societal norm that a girl child is expected to abide by patriarchal systems: no schooling opportunities, and groomed to be a well-behaved wife from a very early age. Growing up, Gloria was a rather reserved child, who stayed indoors performing all her duties as expected. She was fond of the idea of going to school as some children were given this opportunity, but would always be ridiculed and told to know her place. It was only after the passing of her father that she was able to start attending school. Despite financial constraints she was able to finish her matric with pride.

With her love for children and education she attempted to further her studies in Education but failed due to financial constraints. She joined a local grandmother who looked after children, while parents worked. Years later the home was a fully functional ECD Centre. After years of experience, she received a job offer at a neighbouring ECD Centre – Stakataka. In 2020 she received news from the centre supervisor that their centre has been selected by Save the Children South Africa to be under the Happy Living and Learning project. “I remember the supervisor electing me to attend the trainings offered by Save the Children South Africa, I was so hesitant and doubtful, not because I didn’t trust Save the Children South Africa but I lacked confidence in myself. All these years I still did not identify myself as an ECD practitioner, I would literally refer to myself as a helper at the centre.”

Her greatest achievement is the change in the curriculum offered at Stakataka and the level of which children have been grasping all learning and most importantly enjoying learning. She gained skills in Classroom

Practice, National Curriculum Framework, Emergent Maths and Literacy training – some of the core training packages offered in the Happy Living and Learning project.

* not her real name

Feedback from our programme participants

Nombulelo Mhlongo ECD practitioners (KZN)

“The National Curriculum Framework (NCF) training assisted us a lot at KwaMphelwa Creche, as ECCD practitioners we now understand and know that all activities that we are planning for the children should be age appropriate. Even children as young as 18 months have activities to be planned for in the ECCD centres and follow a daily programme.”

Shalom day care centre (Gauteng)

“Our ECCD centres have admitted children from Malawi and some are not speaking the language other children speak. It was difficult for us as teachers to understand language spoken and at some stage we felt we don’t want to have children from other countries in our ECCD centres because of language issue. After attending training of non-discrimination and equality from Save the Children South Africa, we began to understand issues of equality and non-discrimination. We called a parents meeting and requested one of the parents from Malawi to teach our ECCD practitioner the basics of their language to be able to communicate with the children, while they also learn South African languages. We encourage all the children and staff at Shalom day care to accept each other and not discriminate each based on colour, nationality and language.”

Programme performance	Criteria for success	Success status	Progress made
Under threat	<ul style="list-style-type: none"> • CAYP access to CSE • Partnerships across provinces 	 	<ul style="list-style-type: none"> • 597 CAYP accessed CSE • Partnered with five CSOs • Worked in 6 districts in four provinces

Our goal

To support the provision of gender-sensitive comprehensive sexuality education (CSE) to 80 000 children, adolescents and young people (CAYP) in 10 districts through strengthened partnerships with local CSOs and government contributing to the reduction of teenage pregnancy and HIV.



A total of 2 797 children and 149 adults were reached through health and nutrition interventions. The implementation of the second phase of the Knows no Borders project that started in 2021 in Mpumalanga focuses specifically on providing comprehensive sexuality education (CSE) to children, adolescents and young people (CAYP) that migrate. In 2021 the focus was

on building the capacity of duty bearers on migration and sexual and reproductive health and rights (SRHR). 40 DOH officials and 51 other duty bearers were trained and seven Community Change agents were identified and equipped to conduct Health Education on SRHR and HIV. We developed partnerships with three other CSOs to collaborate on integrated migration, sexual health and gender equity.

Save the Children South Africa raised awareness on rising teenage pregnancy rates, contributing factors and the response needed. Extensive media engagements focused on the rising challenge and how this could be prevented including the role of parents in addressing the issue. Save the Children South Africa continued to respond to the Covid-19 emergency with rolling out WASH interventions in schools and ECCD centres through the distribution of soap, sanitiser, and water tanks, and educating children and adults on hand washing and hygiene.

Covid-19 lockdown restrictions affected all face-to-face project deliverables such as CSE and the process-orientated approach (POA) including reaching young vulnerable people and referral to services. Schools were closed for the most part of the year and did not allow project rollout. The Department of Health would also not hold annual Health calendar events that were planned to be used as vehicles to reach young people. Similarly, community change agents were also restricted to conduct door-to-door campaigns to reach CAYPs. We learnt that programming in the face of Covid-19 needs to take a completely new approach to mitigate the risks of losing out on implementation due to lockdown restrictions.

Key statistics



Case study

The Knows No Borders project recruited change agents in the local communities of Nkomazi where they live and within which the project is implemented. Apart from being a Young and vulnerable person (YVP), meeting the selection criteria to become a Knows No Borders change agent, the opportunity was also seen as an 'employment' opportunity because of the high rate of unemployment in the community. The Knows No Borders project has provided training on sexual and reproductive rights and HIV to change agents, with supervision and mentoring for them to conduct community outreach activities. Importantly, the project has linked change agents particularly young change agents to institutions that empower youth with livelihood opportunities. Further, the project has continuously encouraged young change agents to become role models and pursue their dreams.

The project also provides monthly stipends to change agents, psycho-social support and exposure to life sustenance opportunities. Lunga Magagula, a former Knows No Borders project Change Agent, was motivated by the project and used the opportunity to achieve his dreams of becoming a professional chef that would serve his community. Lunga is a change agent that joined the project in 2017 during phase I and left in 2019 to enrol for Hospitality Management at Mpumalanga University. In November 2021, Lunga attended the dialogue between young people and religious leaders. Lunga shared his experience with other YVP change agents and he used his professional skills to serve lunch during the event. He is now a founder of his own business called "Zamathombeni Enterprise" which provides catering services in the communities of Nkomazi.

The young change agents and religious leaders at the event were inspired by the story of Lunga and how the project has improved his life. He is a role model in the community and continues to thank the Knows No Borders project for the impact on his life and peers that were reached through the project interventions. The project is proud to have contributed to the success of Lunga. This indicates that the project treats change agents as primary beneficiaries of the project.

Programme performance	Criteria for success	Success status	Progress made
On track	<ul style="list-style-type: none"> Children access services, especially girls Evidence generated Partner capacity 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> 8 082 children accessed services of which 57% were girls Seven research studies conducted in preparation for the establishment of a research hub Supported capacity building of 22 partners



Our goal

To strengthen evidence-generation and build capacity of partner organisations and government in five provinces to increase access to basic services and livelihood for 15 000 migrant children, especially girls.



A total of 8 082 children and 3 591 adults were reached through our migration and displacement programme. The focus of the programme is three-fold as it aims 1) to increase migrant children's access to essential services, 2) to enhance acceptance, tolerance and integration in host communities, and 3) to increase migrant children's ability to actively contribute to decisions affecting access to their rights. In the process, Save the Children South Africa has trained 229 duty bearers representing a host of organisations in the protection of migrant children. It played a pivotal role in facilitating coordination across borders as well as nationally and provincially between CSOs and different government departments. The importance of effective case management in cross-border engagements has become more pronounced and seems to be closing a gap that has been existing within the national system.

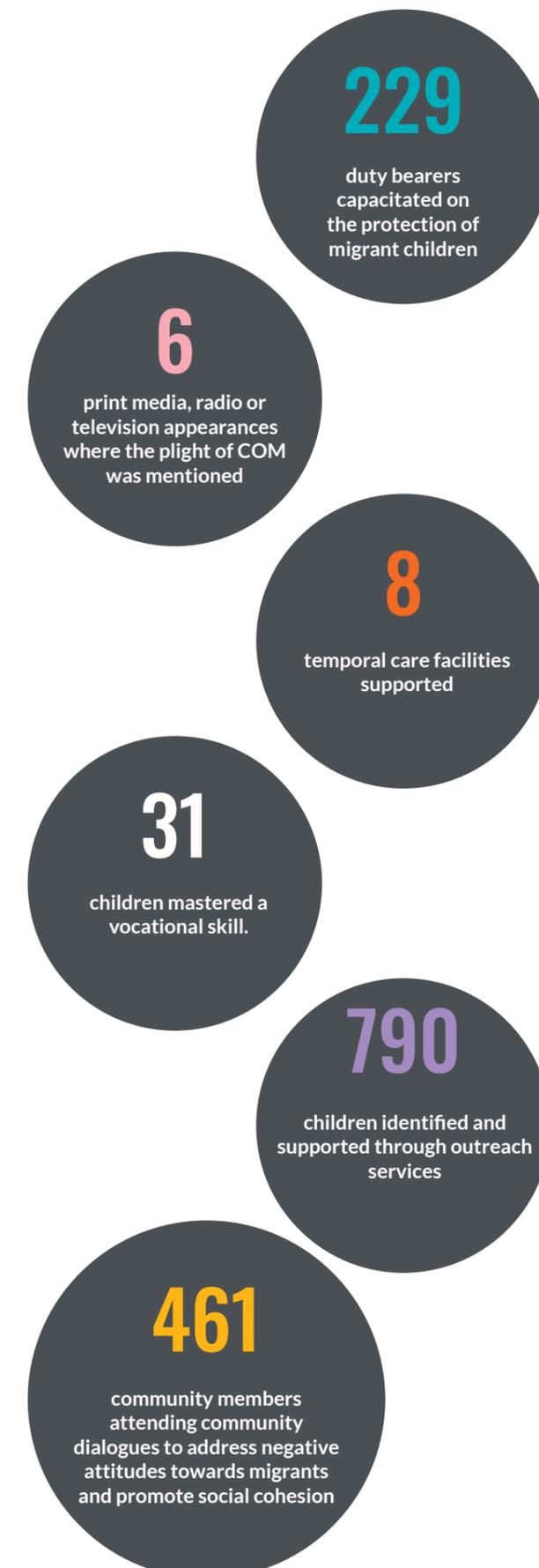
Migration is a highly gendered phenomenon – gender-sensitive programming towards transformation is crucial. Two gender transformative programmes were implemented, specifically targeting migrant girls. Parenting on the move initiatives focus on including both migrant and local parents on foster care readiness while the capacity building of local health care workers focuses on providing child-friendly health care to migrant children including SRHR for migrant girls.

Through the introduction of adolescent programming, it became clear adolescents in migration tend to be left outside of many programming initiatives as they age out of care and schooling. Support with successful transitioning for migrant children is crucial as it has the potential to create long-lasting breakthroughs or destroy all efforts of childhood care provided to migrant children, who may end up street bound if this gap is not managed well. Life skills and economic empowerment for girls in migration seem to indicate promising outcomes of preventing abusive dependence among girls on the move.

Innovative support such as the provision of data to vulnerable learners contributes to positive school outcomes. With nearly 100% pass rate of all migrant children supported with data in the year.

Sufficient time needs to be invested and allocated to soliciting support and high-level collaboration with partners, particularly with government stakeholders as migration continues to be a sensitive political issue.

Key statistics



Case study

Bettina* is a 17-year old undocumented migrant girl originally from Mozambique and from a child-headed household where she stays with her three siblings aged 19, 12 and 6, who are still in school. They all came to South Africa in early 2012* to look for better living conditions and employment opportunities. The mother went back to Mozambique in late 2021 after falling critically ill. A concerned neighbour contacted and reported the situation to an Save the Children South Africa affiliated Cultural Mediator in Ekurhuleni.

Bettina has passed and completed primary school in South Africa, and was due to commence her secondary education but faced the challenge that many young separated undocumented migrants face of being unable to access the right to education. The young girl attended grade 10 for merely five days before being asked to leave due to lack of documentation.

Through the assessment that the cultural mediator conducted with the family, they mentioned that they are struggling to make ends meet due to lack of income, and experiencing emotional distress due to lack of access to schooling.

The cultural mediators visited the school and shared the circular provided and signed off by the Department of Education stating that all children regardless of their nationality and documentation status have the right to access education in all South African schools. The school then accepted and admitted Bettina.

The project has further created linkages for the family with other partners and the community for support, for example, through the Save the Children South Africa Children in emergencies project and International Organisation for Migration (IOM) the family has received grocery vouchers, and one of the community champions in the area has

supported the siblings with school shoes, grocery and donated clothes. The project furthermore provided information and guidance on how to apply for documents.

The cultural mediator conducted a follow-up visit to the family and provided guidance on documentation through the Mozambique consulate when the mother returns. The three other siblings have been assisted with stationery and school uniforms.

**not her real name*



Feedback from our programme participants

"Finally a glimpse of hope in our lives" – one of the siblings from Angola who were identified by the outreach work and been assisted to enrol into formal learning and educational material and other protection needs after having stayed out of school since 2016 when they arrived in South Africa escaping danger in Angola.

Police official in Welkom – Victim Friendly Unit capacity building session

"I now fully understand that undocumented or irregular children that are found in the country should not be treated as criminals rather it is important for police officials to link these children with protective services. It will therefore be of additional value if our other police officials who are usually on the ground carrying out these patrols can receive the same important and valid information"

DSD Free State Social Work Manager – Child Protection Alternative Care

"We are grateful that even though the forum has not been meeting but ever since the creation of the PSC forum coordination and referral that is enhanced by this forum has been helpful in ensuring that the migrant children are serviced and their rights and protection in the country is ensured till they return back to be with their families."

Child repatriated to Mozambique

"I'm happy to go back to Mozambique, my sister Mercy is a very caring person and we get along very well. I'm happy because I know I will also be in a position to continue with my education. I'm looking forward to being back home."

Programme performance	Criteria for success	Success status	Progress made
On track	<ul style="list-style-type: none"> Child rights agenda elevated Capacity building of CR networks, businesses and municipalities Children participate 		<ul style="list-style-type: none"> Contributed to a strengthened SANCRC Supported re-establishment of the Office for the Rights of the Child in eight provinces Co-hosted a cross-country Child Rights and Business (CRB) learning platform CRB Learning platform Built the capacity of 525 children

Our goal

To strengthen the capacity of national child rights networks, businesses and municipalities to elevate the child rights agenda and build the capacity of children towards the systemic realisation of their rights.



A total of 1 239 children and 722 adults were reached in advancing the child rights agenda in South Africa. The programme focused on strengthened participation and coordination in the children's sector through supporting the SANCRC. Capacity building of child right networks, the business sector and local municipalities presented the child rights lens while also developing children's capacity to influence decisions that affect them.

The formation and operation of SANCRC was a great achievement and a proud moment for Save the Children South Africa and the sector and the coalition has made important strides in claiming its space as a body that advances advocates for the delivery of children's rights in South Africa. The SANCRC officially launched and adopted its constitution, a broad strategy and specific thematic strategies. A new steering committee was elected including five child representatives. The SANCRC have 123 organisations that signed up as members. Save the Children South Africa was reconfirmed as the Secretariat of the coalition. Successes included:

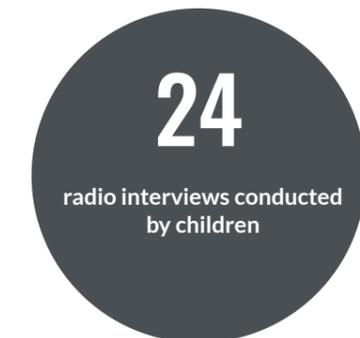
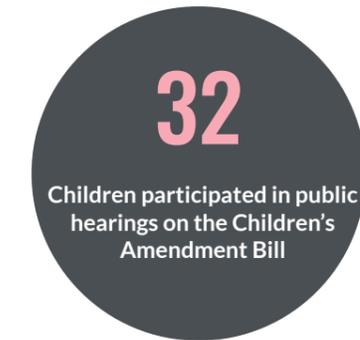
1. the unqualified acceptance of the UN Committee on the Right of the Child of the List of Issues Prior to Reporting (LoIPR) submitted by the coalition and produced with children; and
2. the recognition by the National Treasury that it should get input from the coalition

on some of the child rights policy and budgeting imperatives. Another win was the re-establishment of the Office of the Rights of the Child within provinces, of which eight were constituted. The biggest challenge that the coalition currently faces is resourcing its well-thought-out advocacy agenda across all its working groups. Without resources, there is a risk that CSO space will shrink and that critical progress made will be reversed.

Six municipalities received training on mainstreaming children's rights. The Metropolitan Cities of Ekurhuleni and Johannesburg launched child rights situational analysis to inform their operations. Platforms were created for children to lobby and advocate for better service delivery. In 2020 children in the Makhado Municipality gave input to the municipality's planning advocating for more street lights and a sporting complex. In 2021 the Municipality delivered on its commitments and senior managers in the municipality acknowledged in a meeting with the Save the Children South Africa team that to a great extent this was a result of children in our networks constantly following up on submissions. A key challenge is how children in the networks will be supported going forward. More resources should be mobilised to continue supporting both current and new networks, culminating in modelling a child-led organisation.

Together with children, we conceptualised the idea of creating an alumni group of children. Alumni are youth over the age of 18 who have completed their high school education and who had been part of previous projects and gained the knowledge and skills to advocate for child rights. In 2021, alumni were drawn on to share their skills and experience and to guide new child recruits who were part of a one-year grant from the Royal Danish Embassy in South Africa which supports children who aspire to be Human Rights Defenders. We learned both that children collaborating with adults are able to conceptualise programmes and projects and that children are able to then lead these initiatives. An example of this was how children led the Alex FM radio programme called *Amplifiers*.

Key statistics



Key statistics

52

CSOs mentored and 33 worked with children to develop an advocacy agenda to influence decisions in municipal planning, policies and legislations

52

children trained and mentored on UNCRC and ACRWC and South African Constitution Chapter 2

22

children's networks were established

26

children participated in mainstream media to advocate for child rights

Case study

The South African National Child Rights Coalition (SANCRRC) is a growing collective of 114 civil society members at present, that have come together in recognition of the need for a strong child rights governance coordination system, that is inclusive of all child rights stakeholders and duty bearers, to lead in the realisation of children's rights to be protected, to develop and to realise their full potential.

The (SANCRRC) interim steering committee identified the following main priorities that needed to be addressed urgently, given the many decisions that were being made at different levels of government, and considering the gravity of the consequences for children should their best interests not be at the forefront of the decision-making processes:

1. Children's return to schools;
2. The Covid-19 lockdown regulations; and
3. Psycho-social needs of children.

The formation of the coalition in and of itself has been a great achievement and thus far a success. The coalition has formed four active working groups which focus on: Child Protection; Child Rights Governance; Education; and Family Support. These working groups were established to organise the coalition's engagements and responses to the priority issues identified. A fifth technical working group, Media and Communications, was developed to work on the coalition website.

To date, the coalition has hosted a webinar on planning for the protection of children's best interests and rights in and through education, and provided a report documenting key issues, evidence and recommendations for development of the national sector plan and what it should include to address the issues raised was submitted to the Department of Basic Education, along with a letter to the Minister. In addition, the group engaged with the Department of Social Development, during which the department provided the coalition with an update on critical child rights governance developments. It has made a submission to the Appropriations committee on the Medium-Term Budget Policy Statement 2020 and 2020 Second Adjustments Appropriation Bill, highlighting the overarching legal and development responsibility of government to prioritise children, allocate and ensure the use of adequate resources to realise children's rights.

Finally, the SANCRRC has made its first submission to the UN Committee on the Rights of the Child for consideration in developing the List of Issues that the South African government will have to report on in its next State Party report.



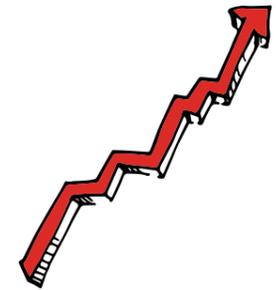


ANNUAL FINANCIAL STATEMENTS 05.

CONTENTS

The reports and statements set out below comprise the annual financial statements presented to the members:

General information	53
Director's responsibilities and approval	54
Director's report	55
Independent auditor's report	56
Statement of financial position	59
Statement of comprehensive income	60
Statement of changes in reserves	61
Statement of cash flow	62
Accounting policies	63
Notes to the annual financial statements	68
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed income statement	76
Glossary	IBC



GENERAL INFORMATION

Country of incorporation and domicile	South Africa	Business address	3rd Floor Festival Office Park 353 Festival Street Hatfield Pretoria 0028
Nature of business and principal activities	Charity organisation	Bankers	ABSA Bank
Directors	Mr NG Hendricks Ms B Lue Marais Ms S Motara Mr U Rickardsson Ms E Knox Mr S Mashwama Ms VH Rehfeld Mr S Gounden Ms M Phiri Ms S Mojapelo	Auditor	PKF (VGA) Chartered Accountants
Registered office	3rd Floor Festival Office Park 353 Festival Street Hatfield Pretoria 0028	Company registration number	2012/019616/08
		Level of assurance	These financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008
		Preparer	The annual financial statements were independently compiled by: P Heslinga CA(SA)

DIRECTORS' RESPONSIBILITIES AND APPROVAL

The Directors are required by the Companies Act of South Africa, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditor is engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the Directors to meet these responsibilities, the Directors set standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical

behaviour are applied and managed within predetermined procedures and constraints.

The Directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Directors have reviewed the company's cash flow forecast for the year to 31 December 2022 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditor is responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditor and their report is presented on pages 56 to 58.

The external auditors were given unrestricted access to all financial records and related data, including minutes of all meetings of members, the Board of Directors and committees of the Board. The Directors believe that all representations made to the independent auditors during their audit are valid and appropriate.

The annual financial statements set out on pages 59 to 76, which have been prepared on the going concern basis, were approved and authorised for issue by the Directors on 16 August 2022 and were signed on its behalf by:

Sathie Gounden
Director

DIRECTORS' REPORT

The Directors have pleasure in submitting their report on the annual financial statements of Save The Children South Africa NPC for the year ended 31 December 2021.

1. Review of financial results and activities

The annual financial statements have been prepared in compliance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

2. Share capital

There have been no changes to the authorised or issued share capital during the year under review.

3. Directors

The Directors in office during the year and up to the date of this report are as follows:

Directors	Office	Nationality	Changes
Mr NG Hendricks		South African	
Ms B Lue Marais		South African	
Ms S Motara		South African	Resigned – 19 April 2022
Mr U Rickardsson		Swedish	
Ms E Knox		British	
Mr S Mashwama		South African	Resigned – 11 September 2021
Ms VH Rehfeld		Danish	
Mr S Gounden	Chairperson	South African	
Ms M Phiri		South African	
Ms S Mojapelo		Zimbabwean	Appointed – 12 December 2021

4. Auditors

PKF (VGA) Chartered Accountants will continue in office as auditors in accordance with section 90 of the Companies Act of South Africa.

5. Secretary

The company had no secretary during the year.

INDEPENDENT AUDITOR'S REPORT

To the Directors of Save The Children South Africa NPC

Opinion

We have audited the financial statements of Save The Children South Africa NPC set out on pages 59 to 75, which comprise the balance sheet as at 31 December 2021, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Save The Children South Africa NPC as at 31 December 2021, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other

ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the document titled "Save The Children South Africa NPC Financial Statements for the year ended 31 December 2021", which includes the Directors' Report as required by the Companies Act of South Africa, which we obtained prior to the date of this report. The other information does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial statements

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the requirements of the Companies Act of South Africa, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion.

INDEPENDENT AUDITOR'S REPORT *continued*

Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PKF (VGA) Chartered Accountants
Chartered Accountant (S.A.)
Partner: Herman Nieuwoudt
Registered Auditor

23 August 2022

Johannesburg

STATEMENT OF FINANCIAL POSITION

as at 31 December 2021

Figures in Rand	Notes	2021	2020
Assets			
Non-current assets			
Property, plant and equipment	2	2 083 291	2 283 936
Current assets			
Trade and other receivables	3	3 399 415	3 519 992
Cash and cash equivalents	4	21 835 925	23 549 616
		25 235 340	27 069 608
Total assets		27 318 631	29 353 544
Reserves and liabilities			
Reserves			
Accumulated surplus/(deficit)		145 774	(1 740 703)
Liabilities			
Non-current liabilities			
Other financial liabilities	5	5 232 120	5 232 120
Current liabilities			
Trade and other payables	6	5 168 480	5 462 056
Deferred income	7	16 772 257	20 400 071
		21 940 737	25 862 127
Total liabilities		27 172 857	31 094 247
Total reserves and liabilities		27 318 631	29 353 544

STATEMENT OF COMPREHENSIVE INCOME

for the year 31 December 2021

Figures in Rand	Notes	2021	2020
Grant income			
Restricted project grant	8	40 071 876	38 687 409
Fundraising grant	8	1 689 090	3 462 801
Other grants	8	2 038 018	1 701 448
Total revenue		43 798 984	43 851 658
Fundraising income		18 138 669	18 012 467
Other income	9	1 358 134	2 215 539
Gifts in kind		-	13 699 367
Total revenue and income		63 295 787	77 779 031
Expenditure			
Project expenses		(40 071 876)	(38 687 409)
Fundraising expenses		(9 599 155)	(9 677 831)
Gift in kind expense		-	(13 936 835)
Other operating expenses		(12 391 835)	(13 332 213)
Operating surplus	10	1 232 921	2 144 743
Investment revenue	11	653 872	581 643
Finance costs	12	(316)	(78 270)
Total surplus for the year		1 886 477	2 648 116

STATEMENT OF CHANGES IN RESERVES

for the year 31 December 2021

Figures in Rand	Accumulated deficit
Balance at 1 January 2020	(4 388 819)
Surplus for the year	2 648 116
Balance at 1 January 2021	(1 740 703)
Surplus for the year	1 886 477
Balance at 31 December 2021	145 774

STATEMENT OF CASH FLOWS

for the year 31 December 2021

Figures in Rand	Notes	2021	2020
Cash flows from operating activities			
Cash (used in) generated from operations	13	(1 937 309)	1 928 590
Interest received	11	653 872	581 643
Finance costs		(316)	(78 270)
Net cash from operating activities		(1 283 753)	2 431 963
Cash flows from investing activities			
Purchase of project equipment	2	(429 938)	(285 000)
Sale of vehicles and land	2	-	1 027 582
Net cash from investing activities		(429 938)	742 582
Cash flows from financing activities			
Movement in other financial liabilities		-	5 232 120
Net cash from financing activities		-	5 232 120
Total cash movement for the year		(1 713 691)	8 406 665
Cash at the beginning of the year		23 549 616	15 142 951
Total cash at end of the year	4	21 835 925	23 549 616

ACCOUNTING POLICIES

1. Basis of preparation and summary of significant accounting policies

The annual financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for small and medium-sized entities, and the Companies Act of South Africa. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty critical judgements in applying accounting policies

Management did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the annual financial statements.

Key sources of estimation uncertainty

The financial statements do not include assets or liabilities whose carrying amounts were determined based on estimations for which there is a significant risk of material adjustments in the following financial year as a result of the key estimation assumptions.

1.2 Property, plant and equipment

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one period.

An item of property, plant and equipment is recognised as an asset when it is

probable that future economic benefits associated with the item will flow to the company, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

Cost includes costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day-to-day servicing costs are included in profit or loss in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

ACCOUNTING POLICIES *continued*

1. Basis of preparation and summary of significant accounting policies *continued*

1.2 Property, plant and equipment *continued*

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 years
Computer equipment	Straight line	3 years
Project equipment	Straight line	10 years

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

Land is not depreciated.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

1.3 Financial instruments Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably without undue cost or effort are measured at cost less impairment.

Trade receivables

Trade receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is evidence that the company will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown as a current liability on the statement of financial position.

Cash and cash equivalents are initially and subsequently measured at amortised cost.

Trade payables

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Trade payables are obligations on the basis of normal credit terms and do not bear interest.

Derecognition

Financial assets

The company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the company recognises its retained interest

in the asset and an associated liability for amounts it may have to pay. If the company retains substantially all the risks and rewards of ownership of a transferred financial asset, the company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities

The company derecognises financial liabilities when, and only when, the company obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

1.4 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the payments are not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indexes or statistics) to compensate for the lessor's expected inflationary cost increases.

Any contingent rents are expensed in the period they are incurred.

ACCOUNTING POLICIES *continued*

1. Basis of preparation and summary of significant accounting policies *continued*

1.5 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as leave pay and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Termination benefits

Termination benefits are recognised as an expense with its resulting liability when the entity is demonstrably committed either:

- to terminate the employment of an employee or group of employees before the normal retirement date; or
- to provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

The termination benefits are measured at the best estimate of the expenditure that would be required to settle the obligation at the reporting date.

1.6 Income recognition

Income is recognised when Save The Children South Africa is entitled to the income, when receipt is probable, and income can be measured with sufficient reliability.

1. Donations

Income is recognised when received.

2. Grant income

Grant income is recognised at fair value when there is reasonable assurance that:

- the company will comply with the conditions attaching to them; and
- the grants will be received.

Grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate.

A grant that becomes receivable as compensation for expenses or deficits already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Grants received where the company has not entered the related costs are recognised as a liability and included in deferred revenue within current liabilities.

Grants received and utilised for the purchase of assets are initially recognised as a liability and included in deferred revenue. These grants are transferred to revenue over the estimated useful lives of the assets.

1.7 Interest

Interest is recognised, in profit or loss, using the effective interest rate method.

1.8 Foreign exchange

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Rands, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At the end of the reporting period:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous financial statements are recognised in profit or loss in the period in which they arise.

Cash flows arising from transactions in a foreign currency are recorded in Rands by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

1.9 Tax

The company is exempt from Income Tax because it is registered as a Public Benefit Organisation (PBO) in terms of section 30(3) of the Income Tax Act.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year 31 December 2021

2. Property, plant and equipment

Figures in Rand	2021			2020		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Motor vehicles	4 196 895	(2 129 895)	2 067 000	3 785 104	(1 501 169)	2 283 935
Office equipment	736 908	(736 908)	-	736 908	(736 908)	-
Computer equipment	774 416	(758 125)	16 291	756 270	(756 269)	1
Project equipment	19 470	(19 470)	-	19 470	(19 470)	-
Total	5 727 689	(3 644 398)	2 083 291	5 297 752	(3 013 816)	2 283 936

Reconciliation of property, plant and equipment – 2021

Figures in Rand	Opening balance	Additions	Depreciation	Closing balance
Motor vehicles	2 283 935	411 792	(628 727)	2 067 000
Computer equipment	1	18 146	(1 856)	16 291
	2 283 936	429 938	(630 583)	2 083 291

Reconciliation of property, plant and equipment – 2020

Figures in Rand	Opening balance	Additions	Disposals	Depreciation	Closing balance
Land	830 000	-	(830 000)	-	-
Motor vehicles	3 011 010	285 000	(435 784)	(576 291)	2 283 935
Office equipment	3 302	-	-	(3 302)	-
Computer equipment	1	-	-	-	1
	3 844 313	285 000	(1 265 784)	(579 593)	2 283 936

3. Trade and other receivables

Figures in Rand	2021	2020
Financial instruments:		
Grant receivables	2 454 901	1 764 546
Other receivables	610 648	1 400 981
Impairment	(306 351)	(306 351)
Trade receivables at amortised cost	2 759 198	2 859 176
Non-financial instruments:		
VAT	483 678	462 950
Prepayments	156 539	197 866
Total trade and other receivables	3 399 415	3 519 992

Figures in Rand

4. Cash and cash equivalents

Cash and cash equivalents consist of:

	2021	2020
Cash on hand	141 787	97 996
Bank balances	21 694 138	23 451 620
	21 835 925	23 549 616

5. Other financial liabilities

At amortised cost

Save The Children International Loan	5 232 120	5 232 120
--------------------------------------	-----------	-----------

Loan is repayable within three years due on 4 August 2023, and bears no interest.

Non-current liabilities

At amortised cost	5 232 120	5 232 120
-------------------	-----------	-----------

6. Trade and other payables

Trade payables	439 026	544 670
Accrued leave pay	1 250 777	905 574
Other accruals	2 164 552	2 641 250
Other payables	1 314 125	1 370 562
	5 168 480	5 462 056

7. Deferred income

Deferred revenue – utilised for asset purchases	2 038 108	2 255 043
Deferred revenue – external projects grants payable	14 734 149	18 145 028
	16 772 257	20 400 071

NOTES TO THE ANNUAL FINANCIAL STATEMENTS *continued*

for the year 31 December 2021

8. Revenue

Figures in Rand	2021	2020
Grant income		
Restricted project grant	40 071 876	38 687 409
Fundraising grant	1 689 090	3 462 801
Other grants	2 038 018	1 701 448
	43 798 984	43 851 658
Grants from related parties		
Save the Children Sweden	16 408 942	15 823 080
Save the Children Italy	12 964 287	8 808 776
Save the Children International	1 689 090	5 237 201
Total grants from related parties	31 062 319	29 869 057
Other grants		
ABSA bank Limited	2 400 001	1 099 958
Royal Danish Embassy	874 243	-
Discovery	-	431 096
Netherlands Embassy	2 659 884	1 513 312
Enigma Investment Holdings Limited	386 847	1 521 847
Dow foundation	668 530	-
Glaxo Smith Kline South Africa (Pty) Ltd	1 348 721	5 140 722
Standard bank of South Africa limited	809 177	690 822
Sundry	1 222 697	1 228 757
Swedish Embassy	-	1 266 470
The ELMA Foundation	-	384 676
Lego foundation	2 366 565	-
USAID	-	704 941
Total other grants	12 736 665	13 982 601
Grants from related parties	31 062 319	29 869 057
Other grants	12 736 665	13 982 601
	43 798 984	43 851 658
9. Other income		
Donations	67 888	70 160
Sundry income	1 286 306	2 021 005
Surplus on sale of property, plant and equipment	3 940	22 036
Reimbursement from fraud perpetrator	-	102 338
	1 358 134	2 215 539

10. Operating surplus (deficit)

Operating surplus for the year is stated after charging (crediting) the following, amongst others:

Expenses by nature

The total cost of programming activities, fundraising and marketing expenses, general and administrative expenses, research and development expenses, maintenance expenses and other operating expenses are analysed by nature as follows:

Figures in Rand	2021	2020
Annual audit	219 000	549 202
Accounting fees	20 250	35 250
Bad debts	7 962	-
Consulting and professional fees	698 279	727 687
Depreciation	630 581	579 593
Employee costs	-	-
Employee costs - Administration, Support and Technical	9 928 563	10 643 636
Employee costs - Fundraising	4 031 158	4 457 011
Employee costs - Restricted for project grants	18 137 161	20 171 814
Internal audit fees	314 599	7 925
Lease rentals on operating lease	1 012 235	1 233 414
Programmatic expenses	13 380 329	13 747 727
Other administrative expenses	4 975 920	3 776 117
Other fundraising expenses	5 581 796	3 028 080
Gift in kind expense	1 800	13 741 227
Project audit fees	503 544	401 091
Repairs and maintenance	85 173	542 626
Travel and accommodation	2 534 516	1 998 388
Total cost of programming activities, fundraising and marketing expenses, general and administrative expenses	62 062 866	75 634 288

11. Investment revenue

Interest revenue		
Bank	653 872	581 643

12. Finance costs

Interest paid	316	78 270
---------------	-----	--------

NOTES TO THE ANNUAL FINANCIAL STATEMENTS *continued*

for the year 31 December 2021

Figures in Rand	2021	2020
13. Cash (used in)/generated from operations		
Surplus before taxation	1 886 477	2 648 116
Adjustments for:		
Depreciation	630 581	579 593
Loss/(surplus) on sale of assets	-	238 202
Interest received	(653 872)	(581 643)
Finance costs	316	78 270
Changes in working capital:		
Trade and other receivables	120 577	(1 546 550)
Trade and other payables	(293 574)	647 283
Deferred income	(3 627 814)	(134 681)
	(1 937 309)	1 928 590
14. Commitments		
Operating leases – as lessee (expense)		
Minimum lease payments due		
– within one year	1 134 104	992 670
– in second to third year inclusive	76 555	954 702
	1 210 659	1 947 372

Operating lease payments represent rentals payable by the company for certain of its office properties. Leases are negotiated for an average term of three years and rentals are fixed for an average of three years after which inflation linked rental escalations are applied. The company has the option to renew the leases upon expiry and will probably exercise this option. No contingent rent is payable. No purchase options, subleases or lease restrictions are applicable.

15. Related parties

- Save the Children Sweden (Save the Children International member organisation)
- Save the Children UK (Save the Children International member organisation)
- Save the Children Norway (Save the Children International member organisation)
- Save the Children Italy (Save the Children International member organisation)
- Save the Children International South Africa Regional Office (Save the Children International member organisation)
- Save the Children International Member Growth (Save the Children International member organisation)
- U Rickardsson – Save the Children Sweden Employee
- S Sharpe – Save the Children UK Employee

Key management personnel	P Sebele	– Director of Programmes
	S Miller	– Chief Executive Officer
	S Wessels	– Director of Planning, Monitoring, Accountability and Learning
	H Nsibande	– Director of Finance
	N Horn	– Director of Partnerships, Advocacy and Communication

Key management personnel comprises of the senior management team.

Related party balances

Figures in Rand	2021	2020
Loan accounts – Owing (to)/by related parties		
Save The Children International	(5 232 120)	(5 232 120)
Amounts included in deferred income regarding related parties		
Save the Children Sweden	3 745 477	6 026 655
Save the Children Italy	7 158 941	7 670 258
Save the children international	1 142 552	-
Related party transactions		
Grants received from related parties		
Save the Children Sweden	16 408 942	15 823 080
Save the Children Italy	12 964 287	8 808 776
Save the Children International	1 689 090	5 237 201
	31 062 319	29 869 057

16. Key management and Directors' remuneration

2021

Directors' emoluments	Emoluments	Other benefits*	Total
Stephen Miller – Chief Executive Officer	1 823 475	48 083	1 871 558
Petronella Sebele – Director of Programmes	1 251 778	25 354	1 277 132
Suzanne Wessels – Director of Planning, Monitoring, Accountability and Learning	958 028	114 410	1 072 438
Hlobisile Nsibande – Director of Finance	1 151 662	23 519	1 175 181
Ntombiyani Horn – Director of Partnerships, Advocacy and Communication	1 130 898	130 135	1 261 033
	6 315 841	341 501	6 657 342

All the other directors did not earn any remuneration for the reporting period.

* Other benefits comprise provident fund contributions, cell phone allowances and group risk benefit contributions.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS *continued*

for the year 31 December 2021

16. Key management and Directors' remuneration *continued*

2020

	Emoluments	Other benefits*	Total
Stephen Miller – Chief Executive Officer	1 461 118	152 787	1 613 905
Petronella Sebele – Director of Programs	915 806	25 688	941 494
Suzanne Wessels – Director of Planning, Monitoring, Accountability and Learning	702 384	104 938	807 322
Hlobisile Nsibande – Director of Finance	767 775	21 536	789 311
Ntombiyani Horn – Director of Partnerships, Advocacy and Communication	906 169	106 115	1 012 284
	4 753 252	411 064	5 164 316

All the other directors did not earn any remuneration for the reporting period.

* Other benefits comprise provident fund contributions, cell phone allowances and group risk benefit contributions.

17. Categories of financial instruments

	Note(s)	Debt instruments at amortised cost	Financial liabilities at amortised cost	Total
Categories of financial instruments – 2021				
Assets				
Current assets				
Trade and other receivables	3	2 759 198	–	2 759 198
Cash and cash equivalents	4	21 835 925	–	21 835 925
		24 595 123	–	24 595 123
Total assets		24 595 123	–	24 595 123
Reserves and liabilities				
Liabilities				
Non-current liabilities				
Other financial liabilities	5	–	5 232 120	5 232 120
Current liabilities				
Trade and other payables	6	–	5 168 480	5 168 480
Total liabilities		–	10 400 600	10 400 600
Total reserves and liabilities		–	10 400 600	10 400 600

	Note(s)	Debt instruments at amortised cost	Financial liabilities at amortised cost	Total
Categories of financial instruments – 2020				
Assets				
Current assets				
Trade and other receivables	3	2 859 176	–	2 859 176
Cash and cash equivalents	4	23 549 616	–	23 549 616
		26 408 792	–	26 408 792
Total assets		26 408 792	–	26 408 792
Reserves and liabilities				
Liabilities				
Non-current liabilities				
Other financial liabilities	5	–	5 232 120	5 232 120
Current liabilities				
Trade and other payables	6	–	5 462 056	5 462 056
Total liabilities		–	10 694 176	10 694 176
Total reserves and liabilities		–	10 694 176	10 694 176

DETAILED INCOME STATEMENT

Figures in Rand	Note(s)	2021	2020
Grant income			
Restricted project grant		40 071 876	38 687 409
Fundraising grant		1 689 090	3 462 801
Other grants		2 038 018	1 701 448
	8	43 798 984	43 851 658
Other income			
Donations		67 888	70 160
Fundraising income		18 138 669	18 012 467
Gift in kind		-	13 699 367
Sundry income		1 286 306	2 021 005
Profit on sale of property, plant and equipment		3 940	22 036
Reimbursement from fraud perpetrator		-	102 338
		19 496 803	33 927 373
Other operating expenses			
Accounting fees		20 250	35 250
Auditors remuneration	10	219 000	549 202
Bad debts		7 962	-
Bank charges		168 117	172 753
Cleaning materials		24 721	41 505
Computer expenses		1 195 287	627 600
Consulting and professional fees		698 279	735 612
Depreciation		630 581	579 593
Employee costs		32 136 161	35 265 961
Recruitment and advertising		22 500	-
Fundraising expenses		6 526 981	3 028 080
Gift in kind expense		1 800	13 936 835
Insurance		372 920	457 457
Lease rentals on operating lease		1 012 235	1 233 414
Levies		3 200	-
Loss on sale of assets		31 661	260 237
Municipal expenses		213 813	221 727
Other office expenses		302 032	447 421
Postage		16 969	9 475
Printing and stationery		718 024	238 939
Programmatic costs		13 380 329	13 747 727
Project audit fees		503 544	401 091
Repairs and maintenance		85 173	542 626
Security		37 904	15 108
Staff welfare		19 500	-
Subscriptions		66 512	50 694
Telephone and fax		1 112 895	1 037 593
Travel and accommodation		2 534 516	1 998 388
		62 062 866	75 634 288
Operating surplus	10	1 232 921	2 144 743
Investment income	11	653 872	581 643
Finance costs	12	(316)	(78 270)
		653 556	503 373
Surplus for the year		1 886 477	2 648 116

GLOSSARY

ACRWC	African Charter on the Rights and Welfare of the Child	NCP	National and provincial childcare and protection
AIDS	Acquired Immunodeficiency Syndrome	NCRICC	National Children's Rights Intersectoral Coordination Committee
ASRHR	Adolescent Sexual and Reproductive Health Rights	NGO	Non-Government Organisation
AVE	Advertising Value Equivalence	NMT	National Management Team
CAYP	Children, adolescents and young people	NPO	Not-for-Profit Organisation
CCA	Community Change Agent	ORC	Office on the Rights of the Child
CEO	Chief Executive Officer	PMEAL	Planning, Monitoring, Evaluation, Accountability and Learning
CRB	Child Rights and Business	POA	Process-Orientated Approach
CSE	Comprehensive Sexuality Education	PPA	Positive Parenting Awareness
CSO	Civil Society Organisation	PVAC	Prevention Of Violence Against Children
DBE	Department of Basic Education	PwV	Parenting without Violence
DBTRS	District Based Teacher Recruitment Strategy	SACSoWACH	South African Civil Society for Women's, Adolescents and Children's Health
DEI	Diversity, Equity and Inclusion	SAHRC	South African Human Rights Commission
DoE	Department of Basic Education	SANCRC	South African National Child Rights Coalition
DOH	Department of Health	SANCRC	South African National Child Right Coalition
DSD	Department of Social Development	SAPPIN	South African Positive Parenting Network
ECCD	Early Childhood Care and Development	SAPPIN	South African Positive Parenting Network
ECD	Early Childhood Development	SCA	Save the Children Association/Save the Children Movement
GBV	Gender Based Violence	SCI	Save the Children International
HIV	Human Immunodeficiency Virus	SRH	Sexual and Reproductive Health
HOPE	Health Opportunities for People Everywhere	SWs	Sex Workers
IAWG	Interagency Working Group	UK	United Kingdom
IOM	International Organisation for Migration	UNCRC	United Nations Committee on the Rights of the Child
ISHP	Integrated School Health Programme	UNFPA	United Nations Population Fund
ISPCAN	International Society for the Prevention of Child Abuse and Neglect	UNICEF	United Nations International Children's Emergency Fund
KPIs	Key Performance Indicators	VAC	Violence Against Children
LoIPR	List of Issues Prior to Reporting	VPF	Violence Prevention Forum
MOH	Ministry of Health	YVP	Young and Vulnerable Persons
NCCPF	National Child Care and Protection Forum		
NCF	National Curriculum Framework		



Save the Children

Thank you to everyone who works for or with Save the Children South Africa. Together, we will do whatever it takes to Save the Children.

To support us, email partnerships@savethechildren.org.za

To stay up to date with our journey and what we are continuously doing to save our children follow us on our social media platforms. A follow, like, comment or share is a bigger contribution than you know for raising awareness.



<https://www.savethechildren.org.za>



info@savethechildren.org.za



<https://www.facebook.com/SavetheChildrenSouthAfrica>



<https://twitter.com/SaveChildrenSA>



<https://www.youtube.com/user/SavetheChildrenSA>



<https://www.linkedin.com/company/5141204/admin/>



<https://www.instagram.com/savethechildrensouthafrica/>

www.savethechildren.org.za