I need, they are there. Coach taught me that every minute of life is important, I can’t just waste it.

Joy, Generation SKILLZ participant, Alexandra
EDUCATE. INSPIRE. MOBILISE.
EMPOWERING YOUTH THROUGH SOCCER.
Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand.

- Nelson Mandela

I would like to take this opportunity to share my excitement and pride to join the Grassroot South Africa team in November 2016. I am grateful to each and every one of our Caring Coaches, staff, partners and supporters for your dedication, passion and efforts to keep Grassroot Soccer at the forefront of adolescent health in South Africa, and I am honoured to have joined such an inspiring and forward-thinking organisation.

In 2015 and 2016, 29,702 youth graduated from our evidence-based SKILLZ Programmes through flagship sites in Alexandra, Khayelitsha and Soweto. We also reached over 38,000 people through the Community Responses ASIBONISANE and DREAMS Programmes that expanded our reach in Gauteng and Western Cape provinces. Furthermore, we expanded our work through partners across South Africa and with our training and support, Grassroot Soccer delivered SKILLZ programming to 12,494 youth through these partners. Overall, we tested 27,190 people for HIV and ensured every tester received results and was referred for treatment as needed. We distributed 330,000 condoms, empowered 200 Coaches to give back to their communities and prepare for their futures, and grew into an organisation that employs 88 staff members.

Together we are writing a new story with young people, with the aim of becoming one of the leading adolescent health organisations in South Africa. Through our strengthened commitment to sites in Alexandra, Khayelitsha and Soweto, and partnerships that span eight provinces, Grassroot Soccer is breaking down barriers, building trust, creating safer spaces, and educating young people to adopt healthy lifestyles. Over the past ten years, Grassroot Soccer has reached over 300,000 youth across South Africa, and we look forward to continuing this work in 2017 and beyond.

As we look to the future and expand our adolescent health programmes, Grassroot Soccer also takes time to reflect and improve. As part of this, we have redefined our impact model (detailed on page 9). The Three As – ASSETS, ACCESS and ADHERENCE – will further ensure that we strategically align to South Africa’s adolescent health outcomes - HIV, Gender-Based Violence and Sexual and Reproductive Health and Rights.

Grassroot Soccer remains dedicated to connecting youth with life-saving information through sport, and continuing our efforts to be a game changer in the field for Sport for Development. As we celebrate a decade of serving adolescents in South Africa, we proudly opened a second headquarters office in Johannesburg. None of this would be possible without the generous support of funders, partners and individuals. Grassroot Soccer South Africa is thriving and growing, thanks to all of you.

EXECUTIVE SUMMARY.

PULANE BALOYI
Managing Director, South Africa
As an adolescent health organisation that leverages the power of soccer to educate, inspire and mobilise young people to lead healthier lives and become agents of change in their communities, Grassroot Soccer South Africa has been engaging adolescents around the pressing health issues that affect them since 2006.

In 2016, Grassroot Soccer broadened its work by developing a five-year global strategy that enables the organisation to position itself and grow its adolescent health programmes, driven and guided by a new impact model to broadly integrate HIV with Sexual Reproductive Health and Rights (SRHR) and Gender-Based Violence (GBV), and adolescent health as a whole.

Based on Grassroot Soccer’s evidence and experience, as well as external evidence on the critical health issues facing adolescents today, the impact model captures key recommendations from our global strategic review in 2016.

Leverage Grassroot Soccer’s community mobilisation model and HIV expertise to deliver integrated adolescent Sexual and Reproductive Health and Rights programming.

Evolve from a primary focus on knowledge and behaviour change, to promoting and facilitating access to services, moving GRS further along the adolescent health continuum.
Adolescence is a time when girls’ and boys’ lives begin to differ dramatically in terms of schooling, mobility, domestic responsibilities, and sexual and reproductive health. It is also a time when gender disparities emerge, most markedly with access to resources, education and opportunities. Across South Africa, girls’ status is inferior to that of boys across almost all domains; girls have less social and economic power, and face disproportionate risks that are rooted in systematic gender inequality.

Across most of the world, rigid gender norms around what constitute appropriate gender roles and behaviours have been shown to influence health outcomes. Adolescence is therefore a unique opportunity to shape young people’s future trajectories, and presents an opportunity in which to introduce programmes that explore normative behaviours around gender and power that are relevant, youth-friendly and non-threatening.

**GRASSROOT SOCCER’S NEW IMPACT MODEL, THE THREE As**

Grassroot Soccer’s new global strategy is driven and guided by a new impact model using the Three As – ASSETS, ACCESS and ADHERENCE.

For our teams to successfully build adolescents’ assets and link them to critical health services, we depend on the Three Cs – CURRICULUM, COACHES and CULTURE, as detailed here.
SEXUALITY EDUCATION AND GENDER

SKILLZ Core (for young adolescents ages 11-14) uses soccer-based activities and discussions to develop positive life skills that help boys and girls to adopt healthy behaviours and gain a comprehensive knowledge of SRHR and HIV.

SKILLZ Girl (for girls ages 11-14) combines soccer with sexual and reproductive health knowledge, life skills, HIV Testing Services, and access to community services.

Generation SKILLZ (for adolescents ages 15-18) uses soccer-based activities and important conversations to address the key issues related to HIV and SRHR: multiple partners, substance abuse, age-disparate relationships and gender-based violence.*

ACCESS TO SRHR SERVICES, TREATMENT AND CARE

Soccer Tournaments bring adolescents and community members together in a youth-friendly setting where they can access free HIV Testing Services, and a range of other SRHR services.

Bridging the Gap uses the power of soccer to address stigma and increase uptake of youth-friendly SRHR services by ensuring access to a continuum of care for adolescents. This linkages approach includes Grassroot Soccer Coaches and Care Coordinators making home visits, phone calls with guardians, and providing ongoing health services support.
**YOUTH DEVELOPMENT AND EMPLOYABILITY**

**Coach Development** (for young adults ages 18-24) is an intensive two-year development programme for SKILLZ Coaches, who receive career guidance support and training on facilitation, employability, leadership, finances, entrepreneurship, public speaking, HIV, SRHR and addressing harmful gender norms.

**FITNESS AND HEALTH**

**SKILLZ Banyana** soccer league (for girls ages 10-14) integrates HIV education, life skills programming and health services, whilst strengthening social support networks through relatable female role models.

**Community League** (for adolescents ages 9-18) is an afterschool soccer league that incorporates physical fitness with HIV education, life-skills programming and health services in a safe and positive environment.

GRS is working with the South African Football Association (SAFA) to train **Local Football Association Coaches** to incorporate a life skills approach into their coaching framework, thus helping to reach more youth in more locations with critical knowledge and skills.

* Through ongoing needs analyses and programming, Grassroot Soccer South Africa is in the process of developing a single sex curriculum for adolescent boys to engage them as allies for gender equity, reduce Gender-Based Violence, contribute to safer schools, and address issues relevant to their lives.

**A Social Return on Investment (SROI) study in 2016, showed that every ZAR 1.00 invested in Grassroot Soccer Coaches (community workers) yielded a return of ZAR 1.71 for society at large, an impressive return demonstrating cost effectiveness of the GRS Coach Development programme.*
RESULTS.

60% 
REDUCED ACCEPTABILITY OF VIOLENCE AMONGST GIRLS *

70% 
OF EXITING COACHES ENGAGED IN EMPLOYMENT, EDUCATION, TRAINING OR ENTREPRENEURSHIP

9,463 
GIRLS ENGAGED IN FEMALE-ONLY SRHR PROGRAMMING

27,190 
YOUTH TESTED FOR HIV

80,196 
YOUTH AND YOUNG ADULTS GRADUATED FROM HIV, SRHR AND LIFE SKILLS PROGRAMMES

330,000 
CONDOMS DISTRIBUTED ACROSS GAUTENG AND WESTERN CAPE PROVINCES

* After participating in GRS programming, adolescent girls were over 60% more likely to reject all forms of violence than at baseline, based on an external evaluation of female GRS participants ages 10-16 in Soweto.
I am proud to Coach soccer for girls in my community. I’m giving back, to create a safe space for girls to play soccer, support each other, to believe in themselves, be better people, and to be proud of being girls. I’m now the mentor I wish I had.

Athiphila Sidondi, SKILLZ Banyana Coach, Khayelitsha
<table>
<thead>
<tr>
<th>SITE</th>
<th>GRADUATES</th>
<th>YOUTH TESTED</th>
<th>SKILLZ COACHES &amp; FACILITATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALEXANDRA</td>
<td>9,481</td>
<td>2,646</td>
<td>65</td>
</tr>
<tr>
<td>KHAYELITSHA</td>
<td>10,418</td>
<td>1,962</td>
<td>40</td>
</tr>
<tr>
<td>SOWETO</td>
<td>9,803</td>
<td>9,586</td>
<td>55</td>
</tr>
<tr>
<td>DREAMS</td>
<td>2,000</td>
<td>1,046</td>
<td>70</td>
</tr>
<tr>
<td>ASIBONISANE</td>
<td>36,000</td>
<td>154</td>
<td>31*</td>
</tr>
<tr>
<td>PARTNERSHIPS</td>
<td>12,494</td>
<td>11,796</td>
<td>206</td>
</tr>
</tbody>
</table>

**TOTAL** 80,196 27,190 467

*GRS employs facilitators for the Community Responses ASIBONISANE programme.*
Grassroot Soccer defines RESEARCH as the systematic investigation into programme delivery and impact. Our aim when conducting research is to gain a deeper understanding of the complex issues we seek to address, inform our organisational development, establish credibility for our efforts, and contribute more broadly to existing evidence on sport-based adolescent health, Sexual and Reproductive Health and Rights, HIV and Violence Prevention, and Sport for Development initiatives.

Grassroot Soccer has participated in 27 research studies since 2005, in over 20 countries, from South Africa to the Dominican Republic. Evaluation and research have been integral to our growth and development; this includes external and internal evaluations and research, which drive and inform improvements to our programmes and organisational strategy.

MORE THAN JUST A GAME

USING SOCCER TO BUILD CONFIDENCE AND INCREASE HCT UPTAKE AMONGST ADOLESCENT GIRLS

GIRLS ACHIEVE POWER (GAP YEAR)
Using Sport to Empower Girls at a Critical Time of Adolescent Transition – an ongoing Randomised Control Trial in collaboration with Wits Reproductive Health and HIV Institute, Population Council, Sonke Gender Justice and the Bill & Melinda Gates Foundation

WHERE DO THE CHILDREN PLAY?
Sexual Violence in Schools in South Africa, an ongoing study in collaboration with the Soul City Institute and Comic Relief – International AIDS Society (2016)

YOUNG PEOPLE IN MEANINGFUL WORK
Using Sport to Generate a Positive Social Return on Investment in South Africa – Commonwealth Conference on Youth Work (2016)

SPORT, HIV PREVENTION AND YOUTH EMPOWERMENT

PROMOTING PARENTAL ENGAGEMENT TO INCREASE HCT CONSENT RATES FOR ADOLESCENT GIRLS
I am very interested in the role sport can play in enabling social change, and was struck by Grassroot Soccer’s SKILLZ programmes, and the idea of using soccer as a tool to teach young people in South Africa about issues such as HIV and AIDS. It was wonderful to see the programme having such a positive impact on young people.

- His Royal Highness Prince Harry of Wales after his visit to Grassroot Soccer South Africa’s Khayelitsha site, Western Cape in 2015
Our warmest thanks to thousands of individual donors who support us from around the world.
HEALTH SERVICE PROVIDERS
ANOVA Health
CARE
Centre for HIV and AIDS Prevention Studies
Isizinda Zempilo
South African National Tuberculosis Association
TB/HIV Care Association
Thuthuzela Care Centres

EDUCATIONAL INSTITUTIONS
Centre for Justice and Crime Prevention
Human Sciences Research Council
London School of Hygiene and Tropical Medicine
Sports Science Institute of South Africa
University of Cape Town
University of the Western Cape
Wits Reproductive Health and HIV Institute

IMPLEMENTING PARTNERS
Hope in South Africa
Philakahle
Sonke Gender Justice
Soul City Institute for Social Justice
Special Olympics South Africa
Waterberg Welfare Society
Youth Ambassadors Sports Programme Outreach

Grassroot Soccer South Africa is an independent local organisation affiliated with Grassroot Soccer Inc.
BOARD OF DIRECTORS.

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Director and Attorney
Bowmans
Board Chair

RISANA ZITHA
Former Managing Director
Morgan Stanley
Sloan Fellow 2018

MARY-JANE MORIFI
Chief Corporate Affairs and Sustainability Officer
Tiger Brands

RAJENDRA PILLAY
Unit Head: Director Shareholder Services
Department of Economic Development
City of Johannesburg

WARREN PARKER
HIV/AIDS Public Health and Communication Specialist
Centre for AIDS Development, Research and Evaluation

PULANE BALOYI
Managing Director
Grassroot Soccer South Africa
### STATEMENT OF FINANCIAL POSITION
**FIGURES IN RAND**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>505,098</td>
<td>377,181</td>
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<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
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<tr>
<td>Trade and other receivables</td>
<td>8,498,886</td>
<td>2,312,299</td>
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<tr>
<td>Cash and cash equivalents</td>
<td>895,106</td>
<td>4,888,325</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>9,393,992</strong></td>
<td><strong>7,200,624</strong></td>
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</tbody>
</table>

**Equity and Liabilities**

**LIABILITIES**

<table>
<thead>
<tr>
<th>Current Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred income</td>
<td>7,928,153</td>
<td>5,964,105</td>
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<tr>
<td>Trade and other payables</td>
<td>1,199,801</td>
<td>798,059</td>
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<td><strong>Total Equity and Liabilities</strong></td>
<td><strong>9,127,954</strong></td>
<td><strong>6,762,164</strong></td>
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### STATEMENT OF COMPREHENSIVE INCOME
**FIGURES IN RAND**

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<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td>Revenue</td>
<td>30,819,495</td>
<td>24,661,152</td>
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<tr>
<td>Operating expenses</td>
<td>(30,864,000)</td>
<td>(25,244,778)</td>
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<tr>
<td><strong>Operating deficit</strong></td>
<td><strong>(44,505)</strong></td>
<td><strong>(583,626)</strong></td>
</tr>
<tr>
<td><strong>Deficit before taxation</strong></td>
<td><strong>(44,505)</strong></td>
<td><strong>(583,626)</strong></td>
</tr>
<tr>
<td>Taxation</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Deficit for the year</strong></td>
<td><strong>(44,505)</strong></td>
<td><strong>(583,626)</strong></td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total comprehensive deficit</strong></td>
<td><strong>(44,505)</strong></td>
<td><strong>(583,626)</strong></td>
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</tbody>
</table>

### STATEMENT OF CHANGES IN EQUITY
**FIGURES IN RAND**

<table>
<thead>
<tr>
<th></th>
<th>Retained income</th>
<th>Total Equity</th>
</tr>
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<tbody>
<tr>
<td>Balance at 01 January 2015</td>
<td>1,399,267</td>
<td>1,399,267</td>
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<tr>
<td>Changes in equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total comprehensive deficit for the year</strong></td>
<td><strong>(583,626)</strong></td>
<td><strong>(583,626)</strong></td>
</tr>
<tr>
<td>Total changes</td>
<td>(583,626)</td>
<td>(583,626)</td>
</tr>
<tr>
<td><strong>Balance at 01 January 2016</strong></td>
<td><strong>815,641</strong></td>
<td><strong>815,641</strong></td>
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<tr>
<td>Changes in equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total comprehensive deficit for the year</strong></td>
<td><strong>(44,505)</strong></td>
<td><strong>(44,505)</strong></td>
</tr>
<tr>
<td>Total changes</td>
<td>(44,505)</td>
<td>(44,505)</td>
</tr>
<tr>
<td><strong>Balance at 31 December 2016</strong></td>
<td><strong>771,136</strong></td>
<td><strong>771,136</strong></td>
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</table>
## STATEMENT OF CASH FLOWS

**FIGURES IN RAND**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>(3,728,822)</td>
<td>2,373,844</td>
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<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(319,826)</td>
<td>(263,279)</td>
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<tr>
<td>Sale of property, plant and equipment</td>
<td>55,429</td>
<td>22,221</td>
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<tr>
<td><strong>Net cash (used in) from investing activities</strong></td>
<td>(264,397)</td>
<td>(241,058)</td>
</tr>
<tr>
<td><strong>Total cash movement for the year</strong></td>
<td>(3,993,219)</td>
<td>2,132,786</td>
</tr>
<tr>
<td>Cash at the beginning of the year</td>
<td>4,888,325</td>
<td>2,755,539</td>
</tr>
<tr>
<td><strong>Total cash at end of the year</strong></td>
<td>895,106</td>
<td>4,888,325</td>
</tr>
</tbody>
</table>
PHOTO CREDITS
Cover: Coach Vuyiswa Yawa delivers the SKILLZ Girl "I am Beautiful" session to female adolescents in Khayelitsha, © Jenn Warren
Inside Cover: Generation SKILLZ Participant Joy dribbles a soccer ball at the Football for Hope Centre in Alexandra
Page 5: Generation SKILLZ intervention at the Football for Hope Centre in Alexandra
Page 6: Grassroot Soccer South Africa Managing Director Pulane Baloyi
Page 7: Coach Smalls Hololoshe leads a SKILLZ Banyana intervention in Khayelitsha
Page 8: SKILLZ Banyana participants compete in a friendly match
Page 10: (from L to R) SKILLZ Girl school intervention in Soweto; SKILLZ Girl Holiday Camp at the Nike Training Centre in Soweto, © Jenn Warren
Page 11: (from L to R) Coach Oupa prepares for a Community League soccer match at the Football for Hope Centre in Alexandra; SKILLZ Banyana participants celebrate after a friendly match at the Football for Hope Centre in Khayelitsha
Page 13: Coach Athiphila Sidondi leads SKILLZ Banyana participants in the "Find the Ball" activity at the Football for Hope Centre in Khayelitsha
Page 15: SKILLZ Girl participants celebrate after a Holiday Camp graduation in Soweto, © Oupa Montsioa
Page 16: Coach Mpho Maphopha leads a Generation SKILLZ dialogue on challenging harmful gender norms at the Football for Hope Centre in Alexandra
Page 19: HRH Prince Harry learns how to play the Grassroot Soccer SKILLZ activity RISK FIELD in honour of World AIDS Day, at the Khayelitsha Football for Hope Centre on 30 November 2015, © Jenn Warren
Page 21: SKILLZ Banyana participant Simamkele Juqu plays the "Risk Field" activity about HIV risks
Page 22: SKILLZ Girl participants discuss "SKILLZ to Say No" during an intervention in Soweto, © Nkateko Mabaso
Page 24: (from L to R) Community League participants; RISK FIELD Cones
Page 25: (from L to R) ASIBONISANE Facilitator Theo leads a Community Dialogue in Khayelitsha, © Mzwanele Tshose; Opening circle with SKILLZ Girl participants in Soweto, © Zukiswa Fumile; Grassroot Soccer medal for participation in an HTS Tournament, © Grassroot Soccer
Page 26: SKILLZ Banyana participants watch a friendly match at the Football for Hope Centre in Khayelitsha
Inside Back Cover: SKILLZ Girl and Generation SKILLZ Coaches at the Football for Hope Centre in Alexandra
Back Cover: ASIBONISANE Community Dialogue in Khayelitsha, © Mzwanele Tshose

SPECIAL THANKS
Photos © Karin Schermbrucker/Slingshot Images, unless otherwise noted
Design by Jenn Warren and John Connelly
I like what I'm doing because I make changes in the lives of youth, by implementing and giving them a chance in life. The girls cannot talk with their parents about things related to HIV, but when they are with us it is easy for them to talk. We're on the same level.

KK, Grassroot Soccer Coach, Khayelitsha