MOSAIC

TRAINING SERVICE & HEALING CENTRE

gender equality • support • justice • safety

ANNUAL REPORT 2025 | 2026



Our Vision *is a more gender equal society where women and children are safe from abuse and violence in their relationships, homes and communities.*

Our Theory of Change *brings the Continuum of Care together through three interconnected pathways:*

- **RESPOND** ensures that when violence occurs, survivors can access justice, crisis care, counselling, shelter, safety and opportunities to rebuild their lives.
- **PREVENT** works earlier, with children, adolescents, parents, educators and communities, to address harmful gender norms, strengthen relationships and interrupt the conditions through which violence is reproduced.
- **ACTIVATE** strengthens the system around survivors: the institutions, practitioners, community organisations, referral networks and accountability mechanisms that determine whether a survivor encounters a coordinated response or another barrier.

IMPACT	**By 2035, domestic and intimate partner violence against women and children is significantly reduced across South Africa, with survivor-centred systems functioning in all nine provinces, increased protection order finalisation, and at least 70% of survivors accessing sustained healing, safety, dignity, accountability, and gender equality in relationships, homes and communities.**					
OUTCOMES	**Survivors and their children sustain healing, resilience, and supportive family relationships through trauma-informed, coordinated care.**	**Survivors safely access justice, protection, and care with dignity, respect, and meaningful accountability**	**Survivors achieve increased economic stability and independence, reducing financial dependence on abusive partners and vulnerability to repeat violence.**	**People in communities increasingly reject violence, embrace gender equality, and demonstrate shifts in attitudes, behaviours, and relationship norms.**	**Public and community systems function in a coordinated, survivor-centred manner, with strengthened referral pathways and collective accountability.**	**Domestic violence laws and policies are implemented more consistently and effectively, ensuring equitable access to protection, healing, and justice.**
INTERVENTIONS	**Advance Support and Healing** Provide trauma-informed counselling, shelter support, peer groups, and family-strengthening interventions to help survivors and families rebuild safety and resilience.	**Facilitate Access to justice** Through court support services and Thuthuzela Care Centres, survivors access protection orders, crisis care, counselling, and referrals to ensure dignity and justice.	**Equip Survivors for Economic Independence** Support survivors to build sustainable livelihoods through skills development, accredited training, and income-generating opportunities (including social enterprises, digital and literacy programmes), strengthening financial stability and enabling safer exits from violence.	**Promote Gender Equality and Community Safety** Implement gender-transformative education with children, youth, families, service providers, and communities through schools programmes, community dialogues, rights education, and first-responder training—shifting harmful norms, strengthening accountability, and building respectful relationships.	**Strengthen Systems for Survivor-Centred Accountability** Convene multi-stakeholder SAFE-PR platforms, strengthen partner capacity, and use survivor-centred data and learning to improve coordination, embed trauma-informed standards, and support effective implementation of domestic violence laws and policies across local systems.	
	RESPOND			**PREVENT**	**ACTIVATE**	
STRATEGIES	**Restore Survivor Agency** MOSAIC restores survivor agency by creating safe, accessible, survivor-centred entry points that break the privatisation of domestic and intimate partner violence, enabling women to disclose abuse, access their rights, and make informed decisions about their safety and futures.	**Deliver an Integrated Continuum of Trauma-Informed Care** MOSAIC delivers coordinated, trauma-informed services across health, justice, psychosocial support, and protection systems, reducing fragmentation and ensuring survivors and their children can access safety, healing, and justice without navigating systems alone.	**Strengthen Economic Pathways to Safety** MOSAIC strengthens survivors' economic independence through skills development, income-generation, and employment pathways, reducing financial dependence on abusive partners and enabling sustainable exits from violence.	**Prevent Violence through Gender-Transformative Education and Early Intervention** MOSAIC prevents violence by implementing gender-transformative, evidence-based education and community programmes with children, young people, families, and communities that challenge harmful gender norms, build relational skills, strengthen accountability, and interrupt intergenerational cycles of violence before harm escalates.	**Strengthen Multi-Stakeholder Accountability and Implementation of Progressive Laws** MOSAIC activates coordinated, multi-sector platforms that align civil society, government, justice, health, education, and community actors to strengthen implementation of domestic violence laws and policies, improve accountability, and ensure survivor-centred standards are upheld in practice.	**Strengthen Systems for Equitable Access to Survivor Care** MOSAIC strengthens public and community systems by supporting policy implementation, building institutional capacity, and embedding survivor-centred, trauma-informed standards across services to ensure equitable, sustained access to protection, healing, and justice for all survivors.
BARRIERS	**Survivor agency is constrained by the privatisation of domestic and intimate partner violence**, leaving women isolated, silenced, and trapped in abusive relationships with limited pathways to safety.	**Systems responding to violence are not consistently trauma-informed or survivor-centred**, resulting in fragmented services, secondary victimisation, and low trust in institutions.	**Structural inequality, unemployment, and economic exclusion prevent many women from leaving violent relationships**, making safety financially unattainable.	**Patriarchal norms and harmful gender socialisation normalise violence and reinforce power imbalances**, enabling abuse and perpetuating intergenerational cycles of harm.	**Progressive laws and policies exist but are weakly implemented**, due to poor coordination, limited accountability, and insufficient institutional capacity.	**Fiscal constraints and the legacy of state capture have hollowed out public services**, shifting core responsibilities onto under-resourced NGOs and creating uneven access to care.

The Problem

Across South Africa and the broader African region, women face extremely high levels of abuse and violence in their homes, relationships, and communities— most often at the hands of men they love and trust. Children are directly harmed or traumatised through exposure, deepening cycles of inequality. One in three women have experienced lifetime physical violence, while three women are killed by an intimate partner every day. An estimated 20 million children live in violent households. This crisis demands urgent change through coordinated, trauma-informed, survivor-centred systems that guarantee safety, dignity, and justice.

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Our Mission is:

- **To support survivors**,
especially women, by responding to both urgent and practical intersectional needs to ensure that they heal from the effects of domestic and intimate-partner violence;

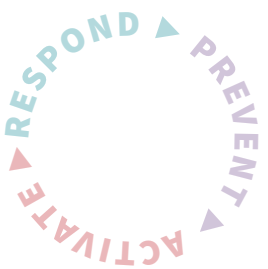
- **To prevent domestic violence**
by working with men, boys, women, girls and gender diverse persons to dismantle patriarchal norms, the privatisation of abuse and violence in relationships, homes and communities to advance gender equality and safety;

- **To activate processes**
and people (duty bearers) to advance a rights-based, survivor centred responsive care, justice, safety and security system that acts to protect women's right to be safe in relationships, homes and communities;

- **To collaborate with survivors, researchers and other civil society organisations**
to create strong laws, policies and accountable systems focused on prevention and equitable access to care, support, safety, security and justice.

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ANNUAL REPORT
2025 | 2026



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MOSAIC's Values are:

- **Equality**

We strive for and promote equal opportunities, treatment, and representation for all genders, dismantling patriarchal structures, and advocating for gender equity in every aspect;

- **Transparent in action and intention**

We actively strive to conduct our work openly and honestly, while ensuring that our actions and motives are always aligned with our feminist principles, fostering an inclusive, equitable environment for all;

- **Empathy**

We are collectively dedicated to genuinely understanding, caring for, and actively supporting the diverse perspectives, experiences, and well-being of all stakeholders, fostering a united commitment to gender equality and safety in relationships, homes and communities;

- **Deliberate Connectedness**

We actively foster and nurture meaningful relationships and collaborations with others in a purposeful and intentional manner, to amplify collective efforts and advance our vision and mission;

- **People-centered service**

We have an unwavering dedication to prioritising the individual needs, voices, and agency of all we work with, ensuring that every aspect of the organisation's work revolves around promoting the well-being and empowerment of people, particularly women and other marginalised groups.

BOARD OF DIRECTORS



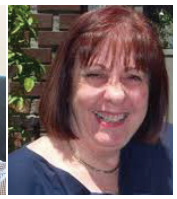
Maxine Case
Chairperson



Dr Nwabisa Shai
Deputy Chairperson



Majid Hargey
Treasurer



Diana Sochen
Secretary



Linda Thorn
Board Member



Professor
Floretta Boonzaier
Board Member



Professor
Francis Nyamnjoh
Board Member

MEMBERS



Rolene Miller
Founder Member



Michael Bagraim
Member



Christine Rix
Member

CHAIRPERSON'S REPORT

There are years in the life of an organisation that reveal more about its strength than years of steady growth ever could. For MOSAIC, 2025/26 was such a year.

It was a period in which the external environment changed rapidly and significantly. The withdrawal of major international funding placed real pressure on the organisation, its people and the services on which survivors depend. As a Board, we were confronted not with an abstract discussion about sustainability, but with the immediate consequences of a changing funding landscape: how to protect essential services, safeguard the organisation's financial position, support our staff and leadership, and continue making decisions that were responsible not only for the present moment, but for MOSAIC's future.

What stands out to me as I reflect on the year is not simply that MOSAIC endured this period. It is what the organisation protected while navigating it.

Women continued to be supported to seek protection orders. Survivors arriving at Thuthuzela Care Centres (TCCs) continued to be received by First Responders there. Counselling, shelter and prevention services continued. Communities continued to organise through SAFE Platforms. Across the year, MOSAIC recorded more than 33 000 service and engagement instances across its work. These numbers represent an extraordinary amount of human contact, but more importantly, they represent thousands of moments in which someone was able to encounter support, care, information, safety or a pathway towards justice.

For the Board, this continuity matters deeply because our responsibility is ultimately one of stewardship. We are entrusted with an organisation whose work has been built over more than three decades. More importantly, we are entrusted with the people who rely upon it now – and with ensuring that MOSAIC remains capable of serving those who will need it in the years ahead.

These responsibilities required difficult choices during 2025/26.

The loss of USAID/PEPFAR funding at the beginning of the financial year, followed by the conclusion of Global Fund support affecting the Mitchells Plain Thuthuzela Care Centre, meant that MOSAIC had to replace funding equivalent to close to a third of its operating budget during the year. Jobs and services were genuinely at risk. Yet all four TCC sites remained operational and frontline survivor services continued without interruption.

That outcome was not inevitable. It was made possible by disciplined leadership, careful financial management, rapid resource mobilisation and the willingness of partners to respond when the organisation needed them. It was also made possible by staff who continued to serve survivors while living with uncertainty about what the funding changes might mean for their own work and livelihoods.

As a Board, we are particularly conscious of that contribution. Organisational resilience can easily become a phrase that obscures the human effort behind it. This year, resilience looked like people taking on additional responsibility, teams supporting one another, managers making difficult decisions, funders showing flexibility and leadership remaining focused on the quality and continuity of services even when the circumstances around them were changing.

It also required strong governance.

Throughout the year, the Board engaged closely with questions of financial sustainability, organisational risk, programme continuity and leadership. The Audit and Risk Committee strengthened oversight of financial and organisational risk, while safeguarding and vetting processes were expanded and investment continued in management development, staff wellness and trauma-informed approaches to supporting MOSAIC's people.

One of the most significant tests of our institutional maturity came through leadership itself. After seven years of continuous leadership, our Executive Director commenced a planned professional sabbatical in September 2025. The Board supported this deliberately. Organisations doing work of this intensity cannot speak seriously about sustainability while treating leadership as indefatigable. The transition had been carefully prepared, with responsibility carried by the Acting Executive Director, the wider leadership team and

managers across MOSAIC. During this period, programmes continued, funding relationships were maintained and the organisation remained operational through what was simultaneously one of its most demanding financial periods.

For the Board, this was an important affirmation. Strong organisations cannot depend on one person. They require leadership depth, sound systems, distributed responsibility and an institutional culture capable of carrying the work through periods of transition. There remains more for us to do in strengthening succession and leadership continuity, but this year demonstrated that the investment MOSAIC has made in these areas is bearing fruit.

It is equally important that financial pressure did not cause the organisation to retreat from its longer-term ambition.

2025/26 marked the midpoint of MOSAIC's 2023–2028 Strategy. The environment in which that strategy is now being implemented is markedly different from the one in which it was developed. Yet the work undertaken during the year reaffirmed rather than diminished its central direction. MOSAIC is increasingly clear about the relationship between **Respond**, **Prevent** and **Activate**: responding when survivors require care, safety and justice; working earlier with children, families and communities to prevent violence; and strengthening the institutions and systems that determine what happens when survivors seek help. This matters.

The scale of gender-based violence in South Africa requires us to think beyond how many services one organisation can directly deliver.

MOSAIC must continue providing high-quality frontline services, but it must also use what those services teach us to strengthen the wider system.

We saw important movement in this direction during the year. SAFE Platforms continued bringing together government, civil society and community actors to strengthen local responses. Sakhimpilo advanced work on post-violence care, service design, minimum standards and regulatory reform. MOSAIC entered into a Memorandum of Understanding with the Department of Justice and Constitutional Development to expand Court Support into Hermanus while developing an approach through which other community organisations can eventually deliver the model with MOSAIC providing training, technical support and quality assurance. MOSAIC also achieved accreditation as a Skills Development Provider for the Occupational Certificate: Social Auxiliary Worker.

These developments point towards the MOSAIC we are building: an organisation that remains deeply rooted in the realities of survivors and communities, while increasingly using its experience, evidence and practice to influence the quality of the broader response to gender-based violence.

None of this work is possible in isolation.

On behalf of the Board, I extend our sincere appreciation to the donors and partners who continued to invest in MOSAIC and, particularly during this difficult year, demonstrated what partnership means in practice.

The flexibility and additional support provided by partners helped protect essential services at moments when their continuation could not be taken for granted. The inaugural Partners' Connect Day, which brought together more than 40 partners and donors, was an important expression of the relationships on which this work depends.

I also thank my fellow Board members for the seriousness with which they have exercised their responsibilities. Good governance is often quiet work. It happens in the questions asked before decisions are made, in attention to risk, in scrutiny of finances, in supporting leadership while maintaining accountability, and in keeping the long-term health of the institution in view when immediate pressures are greatest.

To MOSAIC's leadership and the entire team, the Board extends its deep appreciation for the commitment, care and steadiness with which you carried the organisation through an exceptionally demanding year. The Board recognises what this required, particularly at a time when uncertainty was not happening somewhere outside the organisation but was being experienced by the people delivering its services. The professionalism and care with

which you continued to serve survivors and communities speaks powerfully about the culture of this organisation.

We enter the next year without pretending that the environment has become easier. The sustainability of gender justice organisations remains a serious concern, and the demand for services continues to exceed the resources available to provide them. MOSAIC will therefore need to continue diversifying its income, strengthening its institutional systems, investing in its people and building partnerships that allow effective models to reach beyond the organisation itself.

But we enter that environment knowing considerably more about ourselves than we did a year ago. We know that MOSAIC can adapt without abandoning its purpose. We know that leadership can be shared. We know that strong partnerships can protect services in moments of uncertainty. And, perhaps most importantly, we know that even under considerable pressure, the organisation can continue to make decisions around the question that has guided it for more than thirty years: ***what will it take for women and children to be safe?***

That is the responsibility the Board will continue to hold with the organisation in the year ahead.



Maxine Case

CHAIRPERSON OF THE BOARD



OUR TEAM *Our growing team of 79 is committed to providing quality, holistic, and integrated support services to women and children. We actively engage resources, communities, and systems, and collaborate with government, civil society, and community-based organisations to prevent domestic violence and promote gender equality and safety in relationships, homes and communities.*

STAFF

Executive Director
Adv Tarisai Mchuchu-MacMillan

Finance and Operations Director
Riaan Goosen

Programmes Director
Ronel E. Stevens

Monitoring, Evaluation & Learning Manager
Hollie Bradley

Communications & Stakeholder Relations Coordinator
Sinelizwi Ncaluka

Advocacy Consultant
Kerryn Rehse

Support & Healing Manager
Merl Swartz

Post-Violence Care & Support Manager
Zanda Africa

Court Support Services Manager
Ammaarah Arendse

Gender Equality & Safety Programme Manager
Pharie Sefali

Human Resources Officer
Marion van Schalkwyk

Financial Administrator
Hilary September

Financial Manager
Ntokozo Duma

Receptionist
Noluthando Muzanenhamo
Caitlyn Smith

Logistics Officer
Moegamat Hendricks

MEL Data Officer
Ross Bradley

MEL Officer
Chantel Meyer

Data Capturer
Mickayla Swartz

Housekeepers
Gloria Feni
Faiza Daniels
Noxolo Mabaso

Linkage Officers
Zizile Alfa Fundzo
Ntombikayise Lignoria Magwaxaza
Lorna Gertse

Social Workers
Chelsea Mamwell
Ricole Opperman
Nosiphiwo Vuza
Ncumisa Yazo
Zipho Nyakumfana
Leorencia Van Wyk
Thantaswa Qayi
Judy October
Bukeka Xongo
Salmah Links

Social Auxiliary Workers
Mercy Zoleka Mali
Ntombebala Lucia Mquqwana
Dandrewnecia Bocherds
Bernadine van Rooyen
Asisipho Malamba
Venetia Fortuin
Mckyle Swartz





Community Educators & Mobilisers

Nonyameko Miranda Jikwana
Eric Bafo
Gillian Isaacs
Thembani Dyule

Court Support Workers

Western Cape
Pamella Bente
Mekay-Lynne Daniels
Tamia Baron
Adelaide Maluleke
Kim Jansen
Ntombizandile Mayo
Zaida Samuels
Xoliswa Mqulwana
Clarina Ward

KwaZulu Natal
Hawa Allie
Ronel Kennedy

Gauteng
Caroline Majola
Martha Nkwe

First Responders

Atlantis TCC
Bukiwe Ntetha
Alyssa Van Schalkwyk
Marchline Smith
Shannon Crook

Khayelitsha TCC
Vumisa Langa
Nonkumbulo Veronica Mpande
Busiswa Mxinwa
Nozuko Nancy Samka

Worcester TCC
Samantha Marlene Davids
Beaunique Davids
Karin Geraldine Links
Ilse Prins

Mitchells Plain TCC
Mina Pretorius
Nicole Poole
Patisa Zondi
Nomzi Mtsewu

House Mothers

Peonies House for Women
Marioneze Esau
Everetta Hermanus
Frangeligue September
Carol Titus

Protea House for Women
Rolene Erasmus
Theresa Michaels









EXECUTIVE DIRECTOR'S SUMMARY

This was the year MOSAIC had to replace close to a third of its operating budget after USAID and Global Fund support ended, and did not close a single frontline service.

As I reflect on the 2025/26 financial year, I want to begin with the people at the heart of MOSAIC's work and with what, for me, remains one of the most important measures of our year: that thousands of survivors, families, children and community members were able to reach MOSAIC and access support, information, care and pathways to safety.

During 2025/26, **MOSAIC recorded 33 364 service and engagement instances across our programmes and community interventions. Within that reach, 8 187 survivors were supported through our Court Support Services; 3 836 survivors received post-violence care through our Thuthuzela Care Centre programme; 2 788 people accessed counselling; and 145 survivors and their children were supported through our shelters.** Across our prevention programmes, we continued working with children, adolescents, parents, educators, women and men, while seven SAFE Platforms brought together the community and institutional actors whose collective response determines whether survivors are able to move between services safely and effectively.



These numbers matter to me because so much of the public conversation about gender-based violence is necessarily dominated by the scale of the problem. We read and hear daily about women being assaulted and killed, children experiencing violence, and families and communities carrying the consequences. The first South African National Gender-Based Violence Study released by the Human Sciences Research Council gave the country its first comprehensive national prevalence data and confirmed the scale of this reality: approximately one in three adult women in South Africa have experienced physical violence in their lifetime, while almost one in four ever-partnered women have experienced physical and/or sexual violence by an intimate partner.

Those statistics are sobering and can, at times, make the scale of gender-based violence feel overwhelming. Our own numbers tell another important part of the story. They remind us that women are seeking help, that survivors are finding their way to services, that there are people and organisations responding, and that intervention is possible. Behind every court intake is somebody who decided to seek legal protection. Behind every counselling record is a person who entered a space to begin processing what had happened to them. Behind every shelter intake is a woman or child for whom safe accommodation became possible. Behind every referral, safety plan, protection order, support group or TCC intervention is an opportunity to change what happens next.

This is what continues to ground MOSAIC after more than three decades of work. Survivors remain at the centre of what we do, but our responsibility extends beyond responding once violence has occurred. Our 2023–2028 Strategy recognises that reducing domestic and intimate-partner violence requires us to work simultaneously at different levels. We must **Respond** when survivors need justice, crisis care, counselling, shelter and practical support. We must **Prevent** violence by working with children, young people, families and communities to challenge the gender norms, relationships and conditions through which violence is reproduced. And we must **Activate** the institutions, duty bearers, community actors and systems that carry responsibility for ensuring that survivors receive coordinated, accountable and effective care. At the midpoint

of the strategy, these three pathways have become an increasingly clear articulation of how MOSAIC connects direct service delivery, prevention and systems change.

It is against this achievement that the story of the 2025/26 year needs to be understood, because this was also one of the most difficult funding environments MOSAIC and the wider gender justice sector have experienced in recent years.

At the beginning of the financial year, the withdrawal of USAID/PEPFAR funding took effect. The direct USAID grant accounted for approximately 10% of MOSAIC's operational budget, with immediate implications for services in Khayelitsha and Atlantis. This was followed later in the year by the conclusion of Global Fund support affecting the Mitchells Plain Thuthuzela Care Centre. Set within a much wider contraction in international development funding — with organisations across the GBV, HIV and social justice sectors experiencing programme reductions, restructuring and, in some cases, closure — these combined losses brought the funding MOSAIC had to replace over the year to close to a third of its operating budget.

The funding loss was significant, and we did not underestimate what it meant. It placed jobs at risk, threatened services that survivors relied upon and required us to make decisions quickly in an environment in which certainty was limited. However, it did not alter the fundamental question guiding our response: ***How do we continue to ensure that survivors can access quality care while building an organisation capable of sustaining that work over the long term?***

Our response throughout the year was therefore both immediate and strategic. We engaged partners urgently to stabilise frontline services while undertaking the more difficult work of reviewing costs, programme structures, funding models and our longer-term approach to sustainability. The Western Cape Department of Social Development provided emergency support and incorporated critical TCC posts into its funding arrangements. The ELMA South Africa Foundation increased its grant support and provided additional funding to protect continuity of TCC services. The GBVF Response Fund provided emergency salary support during one of the most vulnerable periods of the transition.

By the middle of the year, despite the combined withdrawal of USAID and Global Fund support, all four TCC sites remained operational and no site reported an interruption in frontline survivor services. This continuity was achieved through rapid resource mobilisation, internal redeployment, peer support between sites, careful financial management and, importantly, the commitment of staff who continued to deliver services while experiencing the uncertainty themselves.

For me, this is an important part of the story of MOSAIC in 2025/26. We should not describe organisational resilience as though it were simply our ability to withstand financial difficulty. Its value lies in what that resilience protected. Survivors continued to arrive and receive support. Court Support Workers continued helping applicants navigate protection orders. First Responders remained present within TCCs. Social workers continued counselling. Our shelters continued receiving women and children who needed safety. Prevention programmes continued engaging children and families, and SAFE Platforms continued bringing together the actors required to strengthen local response systems.

The year therefore became both a test of our organisational resilience and an affirmation of why that resilience matters.



Strategic Goals

The 2025/26 year also marked the **midpoint of MOSAIC's 2023–2028 Strategy**, making this an important period for taking stock of what we have achieved and what the changing external context requires of us. When we developed the strategy in 2023, the funding landscape for gender justice work looked very different. International investment in GBV prevention and response was expanding, and many of the assumptions informing organisational growth and sustainability reflected that environment. By 2025, geopolitical and funding shifts had substantially changed the landscape, with international funders restructuring portfolios and reducing investment in gender justice and related areas.

In February 2026, our annual Strategic Shutdown Week gave us an opportunity to reflect collectively on this changed environment and on the remaining two years of the strategy. Importantly, the conclusion was not that MOSAIC needed a different strategy. Rather, the year reinforced the relevance of the direction we had already set and helped us become more precise about where we are seeing impact, what we need to strengthen and how we should communicate our contribution.

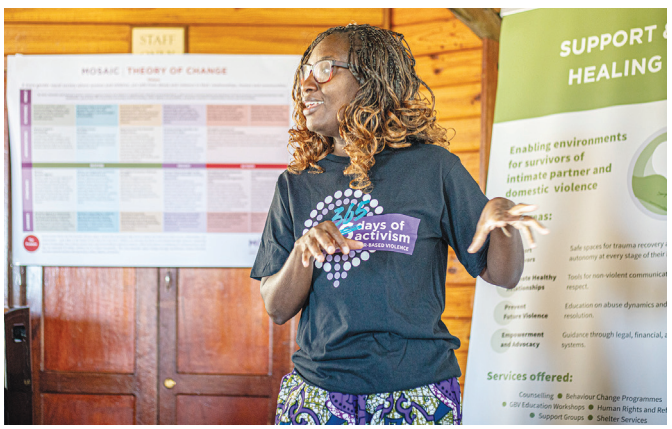
Our strategic direction remains focused on strengthening the continuum of care, preventing violence through gender-transformative work, building stronger systems of prevention and response, scaling models that are showing impact, using evidence and research to influence practice, and investing in the organisational infrastructure necessary to sustain this work.

What has sharpened is our articulation of those ambitions through Respond, Prevent and Activate. These are not three separate areas of work. They are the way in which MOSAIC connects what happens to one survivor with the broader changes necessary to reduce violence over time.

Our work is increasingly being communicated through three interconnected strategic pathways: **Respond, Prevent** and **Activate**. Respond encompasses the immediate and longer-term services that enable survivors to access justice, crisis care, counselling, shelter and safety. Prevent focuses on addressing harmful gender norms, strengthening children and families, and creating opportunities for earlier intervention before violence becomes entrenched. Activate focuses on strengthening the institutional and community systems







that surround survivors, including the duty bearers, service providers, referral networks and accountability mechanisms required for an effective response to violence.

This framing has helped us to clarify an important aspect of MOSAIC's identity. We are not simply a collection of individual programmes. Our strength lies in the relationship between direct services, prevention and systems change. The experience of a survivor in a court or TCC informs how we understand weaknesses in the wider system. A disclosure arising from a prevention intervention must connect to support and referral services. The work undertaken through SAFE Platforms and Sakhimpilo is informed by what our frontline teams see every day. This relationship between practice, evidence and systems change remains central to how MOSAIC understands its contribution.

Strengthening the continuum of care

One of our strategic priorities during this period has been to continue strengthening the continuum of care and the links between services. Survivors rarely experience violence as a single issue requiring a single intervention. A person seeking a protection order may simultaneously require trauma counselling, safety planning, shelter, healthcare, food support or economic assistance. A survivor presenting at a Thuthuzela Care Centre may require follow-up support over an extended period. A woman preparing to leave shelter may still need counselling, legal support and pathways towards financial independence.

Our work during the year therefore continued to focus on ensuring that the different components of MOSAIC's response are connected rather than delivered in isolation.

This became particularly significant within the TCC programme. The withdrawal of USAID and Global Fund funding affected a number of roles and programme elements that had enabled MOSAIC to provide support beyond immediate crisis containment, including linkage and follow-up functions. Existing public funding remains critical, but government funding categories do not always accommodate the full integrated model of care that MOSAIC has developed. This has required careful consideration of how to align services with realistic funding scenarios while protecting the quality and continuity of care that survivors require.

The same principle applies across the organisation. We have continued strengthening referral pathways between Court Support, counselling, shelters and other specialist services. We have also increased our focus on understanding where referrals break down and where survivors disengage from services. This learning is helping us move from thinking only about whether a referral was made to asking whether the survivor actually reached the next service and received the support required.

Prevention and the deepening of community-based work

Our prevention work also developed significantly during the year. Through Gender Equality and Safety programmes, MOSAIC continued working with women, men, children, adolescents, parents, educators and community members around gender norms, healthy relationships, rights, referral pathways and violence prevention.

One of the areas of particular growth was **Imbeleko**. The programme increasingly moved beyond shorter awareness interventions towards structured, multi-session engagement with young people, parents and educators. This enabled participants to engage more deeply with issues such as identity, gender, consent, relationships, intergenerational trauma and family dynamics. This year's first formal evaluation of Imbeleko reminded me why the sustained approach matters: asked what they had learned, young people spoke about consent and safety in their own words — one girl put it simply, "No is a sentence."

The importance of this work lies in its sustained nature. Prevention requires more than information. It requires time, trust, facilitation



and repeated opportunities for reflection. The experience of this year reinforced that prevention programmes must also be connected to strong referral systems, because deeper conversations about violence often lead to disclosure and help-seeking.

The expansion of work with boys and young men has also become an important element of our prevention strategy. Engaging young men around masculinity, consent, emotional literacy and respectful relationships provides an opportunity to address harmful patterns before they become entrenched. The organisation will continue deepening this work while maintaining a strong focus on children, families and intergenerational approaches to prevention.

Systems change and collective action

Our systems change work also continued to mature during 2025/26. **SAFE Platforms** remained active across multiple communities, bringing together civil society organisations, government departments, schools, faith actors, service providers and community leaders to identify barriers, strengthen referral pathways and improve local coordination.

The year provided both evidence of progress and important learning. SAFE Platforms supported joint planning and community mobilisation, introduced stronger tracking tools and continued building shared accountability between stakeholders. In Paarl, sustained advocacy contributed to a municipal commitment of R1 million towards a safe house, demonstrating how local coordination can translate into a concrete systems response. At the same time, the programme experienced challenges around participation, co-governance and consistent use of monitoring tools, reminding us that collective action requires deliberate attention to power, ownership and accountability.

At the broader systems level, **Sakhimpilo** continued to develop as a multi-partner initiative focused on strengthening post-violence care in South Africa. The work undertaken during the year included research, service design, development of minimum service standards, baseline work, regulatory reform and engagement with national institutions. MOSAIC's contribution to this initiative remains grounded in frontline practice and our understanding of survivor pathways.

This link between direct service experience and systems change is an important part of our strategy. The patterns that emerge through Court Support, TCC services, shelters, counselling and SAFE Platforms provide evidence about where systems are working and where they are failing. Our task is increasingly to use this evidence in a structured way to influence policy, service design and accountability.

Scaling what works

A further strategic priority during 2025/26 has been to clarify and strengthen our approach to scale.

MOSAIC has never understood scale simply as organisational expansion. The need across South Africa is too large, and the sustainability risks of replicating a MOSAIC office in every location would be considerable. Our scaling strategy is therefore increasingly focused on partnership, training, technical support and quality assurance.

The organisational design work undertaken with Spring Impact helped us examine what capabilities are required to scale responsibly. This included consideration of leadership structures, monitoring and evaluation, training, partnerships, communication, finance and operations, and the systems required to support local implementing partners.

Court Support Services are central to this approach. During the year, MOSAIC signed a formal Memorandum of Understanding with the Department of Justice and Constitutional Development to expand services into Hermanus, while continuing to refine a model through



which NGOs and CBOs can deliver court support locally with MOSAIC providing training, technical guidance, monitoring and quality assurance.

Another significant milestone was the successful accreditation of MOSAIC as a Skills Development Provider for the Occupational Certificate: Social Auxiliary Worker. This aligns directly with our strategy to strengthen the quality of frontline GBV services and expand impact through sector capacity rather than through direct organisational expansion alone.

For many years, we have taken the position that frontline practitioners working directly with survivors should be appropriately trained and professionally supported. Court Support Workers and TCC First Responders operate at the intersection of trauma, health, justice and social services, and the quality of their practice has a direct impact on survivor experience. Becoming an accredited training provider gives MOSAIC an opportunity to influence that quality beyond our own staff complement and contribute to the wider professionalisation of the GBV sector.

Organisational strengthening and leadership

This year was also an important period of organisational learning around leadership and institutional continuity.

From September 2025, I commenced a planned professional sabbatical after seven years of continuous leadership within MOSAIC. Ronel E. Stevens assumed the role of Acting Executive Director, supported by Riaan Goosen and the wider leadership team. The transition was prepared over several months through mentorship, shadowing, distributed decision-making and leadership coaching, with additional support made available through the Ford Foundation Resource Hub.

The period provided an important test of organisational maturity. MOSAIC continued operating, programmes remained stable, funding engagements continued, and the leadership team and managers carried responsibility effectively during a demanding period for the organisation.

For me, the experience also reinforced an important principle about leadership sustainability. Organisations working in areas characterised by trauma, crisis and high emotional demand need to think intentionally about the sustainability of the people who lead and deliver that work. The Board's decision to support the sabbatical created an opportunity for reflection not only on individual leadership, but also on how MOSAIC can formalise approaches to leadership renewal, succession and institutional continuity in the future.

Institutional strengthening continued in other areas as well. The Audit and Risk Committee strengthened financial oversight and risk management. Safeguarding and vetting processes were expanded. Leadership coaching and management development continued. We also began strengthening approaches to staff wellness, debriefing and trauma-informed people management in recognition of the sustained emotional demands placed on frontline teams.

These investments are fundamental to our future. MOSAIC cannot scale responsibly without strong governance, sound financial systems, capable leadership and a workforce that is supported to deliver high-quality care.

Monitoring, evaluation and organisational learning

Another area of strategic development has been our approach to Monitoring, Evaluation and Learning.

Over recent years, MOSAIC has invested in improving data quality, standardising programme tools and strengthening reporting. During 2025/26, we increasingly began using this information to ask more difficult questions about outcomes and survivor pathways.

Within Court Support, for example, the focus is moving beyond the number of protection order applications and interim protection orders granted to understanding why some orders are not finalised and where survivors encounter barriers during the process. SAFE Platforms are increasingly using tracking tools to follow commitments and identify recurring system failures. Prevention programmes are strengthening their focus on what participants learn, how attitudes shift and whether participants are better able to identify and access services.

This shift is important because reach alone cannot tell us whether programmes are producing the change we intend.

The next phase of our MEL development will therefore focus on strengthening outcome measurement across the continuum of care and ensuring that data is used not only for donor reporting, but also for programme decision-making, advocacy and organisational learning.

Resource mobilisation and sustainability

The funding shocks experienced during the year reinforced the importance of a diversified resource mobilisation strategy.

MOSAIC will continue to value and invest in philanthropic partnerships. Many of our programmes would not exist without the long-term commitment of funders who understand the complexity of gender justice work and are willing to support both programmes and organisational capacity.

At the same time, the year demonstrated the risk of relying too heavily on a small number of large institutional grants.

Our response has therefore been to diversify. MOSAIC is increasingly positioning its technical expertise in trauma-informed care, violence prevention, behaviour change, post-violence care and systems strengthening as services that can be engaged by workplaces and institutions. We are strengthening corporate partnerships, exploring earned-income opportunities, developing Pieces to Peace as a social enterprise, building training as a strategic function and beginning to strengthen individual giving and public engagement.

This diversification is not intended to move MOSAIC away from its mission. It is intended to make the organisation more resilient so that our ability to provide essential services is less vulnerable to changes in any single funding stream.

Our partners and our people

One of the strongest lessons from this year has been the importance of relationships.

When the funding environment changed, our partners did not simply observe the challenge from a distance. Government partners, donors, civil society organisations, research partners and community organisations engaged with us, helped us think through solutions and, in several cases, provided the flexibility and additional support needed to maintain services.

Our inaugural Partners' Connect Day in July 2025 brought together more than 40 partners and donors and reflected something that is central to how MOSAIC works: we understand impact as collective.

I want to express my sincere appreciation to our funding partners, including the ELMA South Africa Foundation, Ford Foundation, Karuna Charitable Foundation, Kolisi Foundation, the GBVF Response Fund, the Western Cape Department of Social Development and the many other partners who have invested in our work and stood with us during a difficult year.

I also want to thank our government partners, particularly those within Social Development, Justice, Health, the National Prosecuting Authority and the South African Police Service, as well as our civil society and research partners who continue to work with us through referral networks, SAFE Platforms, Sakhimpilo and other collaborative spaces.

To the MOSAIC Board, I remain deeply appreciative of the quality of your stewardship. The year required difficult conversations about sustainability, risk, programme continuity and leadership. The Board's willingness to engage these issues with both rigour and care has been important in ensuring that the organisation has remained stable and strategically focused.

Finally, I want to acknowledge the MOSAIC team.

The work of this year was carried by people who continued to show up during a period of genuine uncertainty. Our Court Support Workers, First Responders, Social Workers, Social Auxiliary Workers, shelter teams, community facilitators, programme managers and support teams continued to serve survivors and communities with





professionalism and care. Finance, HR, MEL, Communications, Operations and Administration held the organisational systems that made this work possible.

The values of an organisation are most visible during difficult periods. This year, I saw MOSAIC's values reflected in the way teams supported one another, in the honesty with which difficult decisions were communicated, in the way partners were engaged, and in the commitment to keeping survivor needs at the centre of organisational decision-making.

Looking ahead

As we enter 2026/27, the external environment remains uncertain. International funding for gender justice work continues to shift, government resources remain constrained, and the scale of gender-based violence in South Africa continues to place enormous pressure on both state and civil society services.

However, MOSAIC enters the new financial year from a position of greater strategic clarity.

We have a stronger understanding of what within our model should be protected, deepened and scaled. We are clearer about the relationship between Respond, Prevent and Activate. We are strengthening how we use evidence. We are developing new training and scaling mechanisms. We are diversifying our resource base. We are continuing to invest in governance, leadership and organisational systems.

Most importantly, the organisation remains stable, agile and focused on its mission.

The year behind us has not been defined only by the funding we lost. It has been defined by how we responded: by protecting services, strengthening partnerships, learning from pressure, adapting our systems and remaining clear about the contribution MOSAIC is seeking to make.

That experience gives me confidence as we enter the next phase of the strategy.

There is one thing I want to say plainly before I close. MOSAIC has shown this year that it can protect essential services under real pressure. What we cannot do alone is close the gap between the scale of this violence and the resources available to respond to it.

We are looking for partners who understand that survivor-centred work is long work: funders willing to invest in both services and the organisation that sustains them; government partners willing to build our model into public systems; and companies and individuals ready to stand with survivors in practical ways. If that is you, we would like to talk. Our responsibility remains to ensure that survivors can access quality care, safety, healing and justice; to work with children, families and communities to prevent violence; and to strengthen the systems that determine whether survivors experience support or further harm when they seek help.

We will continue to do this with the same combination of care, accountability, evidence, partnership and persistence that has shaped MOSAIC for more than three decades.



Tarisai Mchuchu-MacMillan

EXECUTIVE DIRECTOR

"The strength of the team is each individual member. The strength of each member is the team."

— Phil Jackson



OUR WORK IN 2025/26 | OUR CONTINUUM OF CARE

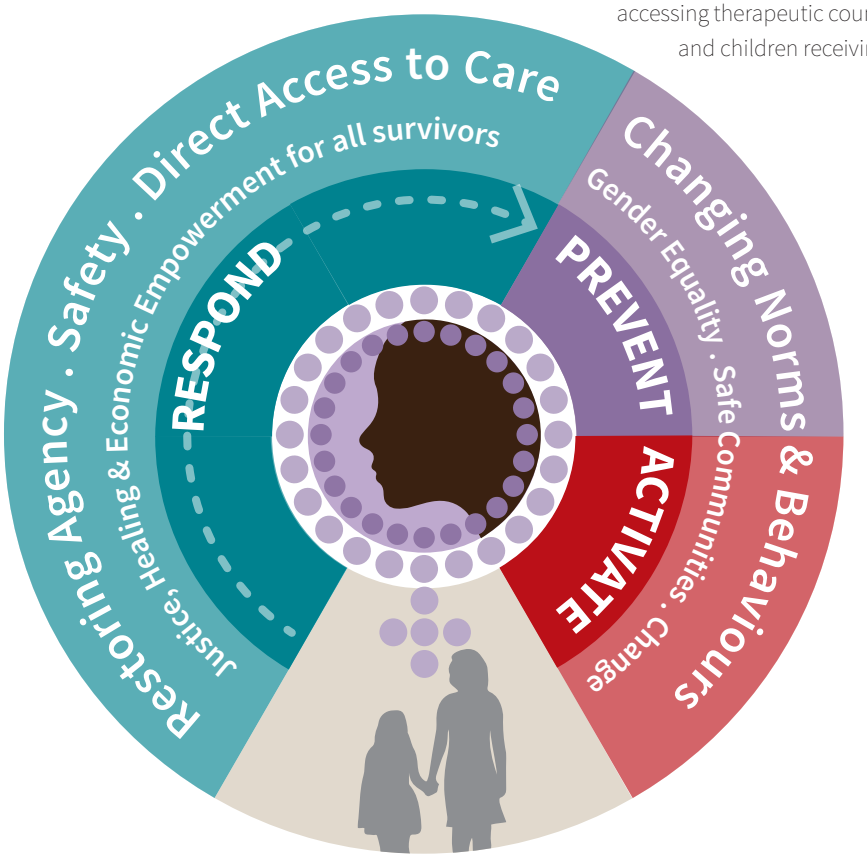
One organisation. Multiple entry points. Connected pathways to safety, healing and change.

There is rarely one service that can respond to everything a survivor needs.

A woman seeking a protection order may also need counselling, safety planning or somewhere safe to stay. A survivor arriving at a Thuthuzela Care Centre may need medical care immediately, but may require psychosocial support and referrals long after the immediate crisis has passed. A woman preparing to leave a shelter may still need legal assistance, counselling and a pathway towards financial independence. A child participating in a prevention programme may disclose violence and need to be connected quickly and safely to appropriate support.

MOSAIC's Continuum of Care is designed around this reality. Rather than organising our work as isolated programmes, we create multiple points through which survivors, children, families and communities can enter a connected system of support. During 2025/26, this included Court Support, Thuthuzela Care Centres, counselling and support groups, shelters, economic empowerment, prevention programmes and the community and institutional networks strengthened through SAFE-PR.

Across these services, **MOSAIC recorded 33 364 service and engagement instances during 2025/26.** This included 8 187 survivors supported through Court Support, 3 836 survivors supported through our Thuthuzela Care Centre programme, 2 788 people accessing therapeutic counselling and 145 survivors and children receiving shelter services.



2025/26 | PROGRAMME RESULTS DASHBOARD

One year. One continuum of care. Three interconnected pathways.

RESPOND ▶ *Safety, healing, justice and pathways to independence*

8 187	survivors supported through **Court Support Services**
6 572	individualised **safety plans developed**
5 521	**interim protection orders** granted
3 836	survivors supported through four **Thuthuzela Care Centres**
2 788	people accessed **therapeutic counselling**
145	survivors and children **received safe shelter**
174	people participated in **facilitated support groups** across 77 sessions
1 644	people tested for **HIV** through the TCC response
555	eligible survivors initiated **HIV post-exposure prophylaxis**
3 566	**referrals** made through the TCC programme

PREVENT ▶ *Working earlier with children, families and communities*

499	people participated in **Gender Norms training**
424	people took part in **community dialogues and events**
361	children, adolescents, parents and educators **engaged through Imbeleko**
244	Imbeleko participants were **children and adolescents under 18**
40	women completed **Human Rights and Referral training**
65	participants completed **First Responder Training**
13	participants took part in intensive **Family Strengthening** work

ACTIVATE ▶ *Strengthening the systems around survivors*

7	**SAFE-PR Platforms** operating across Western Cape and Gauteng communities
56	**SAFE-PR engagements** convened during the year
1 586	**stakeholder participations** across the platforms
321	healthcare workers trained in **trauma-informed GBV response and IPV screening** through the MOSAIC–GSHT partnership
+76	**SAFE-PR Net Promoter Score**, reflecting very high stakeholder satisfaction
92%	**of SAFE-PR stakeholders actively referring survivors to support**

Across 2025/26, MOSAIC recorded **33 364 service and engagement instances** across direct services, prevention programmes and systems-strengthening work. These figures show how **Respond, Prevent and Activate** worked together across the year.

Every one of these services was sustained through the most severe funding disruption in MOSAIC's recent history.

EMERGING OUTCOMES

*In MOSAIC's first formal internal evaluation of **Imbeleko**, 97% of young people reported enjoying the sessions and 89% said it helped them understand themselves better. Across two delivery cycles the programme recorded a Net Promoter Score of 80, reaching 92 in its first year.*

SYSTEMS GAINS

***SAFE-PR** increasingly shifted from information-sharing towards collective problem-solving, stronger referral pathways, practitioner development and shared responsibility between government, civil society, justice, health and community actors.*

*The **SAFE Practitioner Guide** provided a common framework for survivor-centred and trauma-informed practice, while Regional Assemblies created spaces for practitioners to identify systemic barriers and agree collective actions.*

RESPOND SUPPORT AND HEALING

Healing takes time — and survivors need somewhere to continue

For many people, reaching MOSAIC is only the beginning of recovery. Violence can affect a survivor's sense of safety, relationships, parenting, housing, income and ability to imagine what comes next. Our Support and Healing programme therefore provides spaces in which survivors can move beyond immediate crisis and begin the longer process of recovery.

During 2025/26, **2 788 people accessed therapeutic counselling** through MOSAIC's community-based services. Importantly, approximately two-thirds of clients during the final reporting period were returning clients. That pattern tells us something important about the work: trauma recovery is seldom completed through a single intervention. Survivors return to process trauma, strengthen coping strategies, rebuild relationships and make decisions about their safety and future.



Counselling also regularly exposed the wider circumstances surrounding violence. Survivors presented with unemployment, food insecurity, housing instability and other pressures that affected their ability to recover or leave unsafe situations. MOSAIC therefore combined therapeutic support with practical assistance and referrals. During the year, **478 food parcels benefiting an estimated 2 405 family members** and **539 care packs** were distributed, while another **1 487 people participated in GBV psycho-education**.

Group-based healing remained another important part of the programme. Across **18 support groups and 77 sessions, 174 people participated in facilitated group support**. Groups addressed trauma, emotional regulation, boundaries, relationships and coping, increasingly incorporating art, music, movement and mindfulness. Some participants subsequently progressed into Human Rights and Referral training, creating a pathway from receiving support towards strengthening their own knowledge of rights and community referral systems.

Safe shelter when home is no longer safe

MOSAIC's Peonies and Protea Houses provided **safe accommodation to 145 survivors and their children** during the year. Shelter support extended well beyond accommodation. Residents received counselling, safety planning, case management and referrals while rebuilding the routines disrupted by violence. They also participated in **112 skills-development interventions and 111 educational workshops**.

One of the lessons reinforced during the year was that safety during a shelter stay does not automatically resolve the question of what happens afterwards. Housing, employment, mental-health services





and sustainable income remain significant barriers to long-term independence. This has strengthened the connection between shelter services, counselling, case management and MOSAIC's growing economic empowerment work.

2025/26 highlighted:

- healing as a longer-term process;
- stronger integration between therapeutic and practical support;
- increased use of group-based healing; and
- a growing focus on what survivors need to sustain safety beyond the immediate intervention.





RESPOND ACCESS TO JUSTICE

From entering a court to securing meaningful protection

Court Support remained MOSAIC's highest-volume direct survivor service during 2025/26.

Across magistrates' courts in the Western Cape, Gauteng and KwaZulu-Natal, **8 187 survivors entered the Court Support programme**. Court Support Workers assisted survivors to understand the Domestic Violence Act and protection-order process, complete applications, assess risk, develop safety plans and connect to other services. By year-end, **6 572 individualised safety plans had been developed and 5 521 interim protection orders granted**. A further **3 542 people were reached through court awareness activities**.

But the most important development in Access to Justice this year was not simply the number of applications supported.

Frontline experience continued to reveal what happens *after* survivors enter the justice system: delays in opening criminal cases, inconsistent service of interim protection orders, limited judicial capacity, lost or delayed processes and instances of secondary victimisation. MOSAIC consequently strengthened Court Case Monitoring and introduced a dedicated Court Case Monitoring Coordinator role to examine what happens between interim and final protection orders and identify recurring systemic barriers.

This represents an important evolution in our justice work. We are moving beyond asking only, *"How many survivors did we assist?"* towards asking, *"What happened to their cases?"*

That distinction matters. An application completed is not the same as protection achieved. By following survivor journeys further through the system, MOSAIC can use frontline evidence to improve programme practice while contributing to advocacy on the implementation of domestic violence legislation.

Access to Justice also remained closely connected to the wider continuum. A survivor arriving at court may need counselling, shelter, healthcare or material assistance. Court Support Workers therefore function not only as guides through a legal process but as an important entry point into MOSAIC's broader system of care.

"I didn't know I could be protected without losing my dignity."

— a survivor, during a protection-order hearing

A survivor's journey: from a courtroom to a connected system of care

When Thandi arrived at the Paarl Magistrates' Court, she was frightened and unsure of what to do next. Years of emotional and physical abuse had escalated to the point where she feared for her safety and that of her children, and she was uncertain whether the system would protect her. A MOSAIC Court Support Worker met her, helped her apply for a protection order and worked with her to develop a personalised safety plan, then escalated the application so that an interim protection order could be granted while her final order was still being finalised.

But the support did not end when she left court. Thandi was referred to counselling — the social worker phoned her, arranged the appointment and even covered her travel — and she later joined a survivor support group, where she found solidarity with other women facing similar challenges. Today she speaks openly about her experience and encourages other women in her community to seek help. Her journey reflects the principle at the centre of our work: that safety, healing and empowerment are strongest when judicial protection and psychosocial support are delivered together.

(Name changed to protect her identity.)

2025/26 highlighted:

- 8 187 survivors supported;
- 6 572 safety plans developed;
- 5 521 interim protection orders granted;
- expanded court awareness; and
- a deliberate shift towards monitoring the quality and outcome of survivors' journeys through the justice system.

RESPOND THUTHUZELA CARE CENTRES

Care at one of the most vulnerable moments in a survivor's journey

MOSAIC's First Responders were present at four Thuthuzela Care Centres in **Atlantis, Khayelitsha, Mitchells Plain and Worcester**, supporting survivors in the immediate aftermath of sexual violence.

During 2025/26, **3 836 survivors received support through these services**. Women and girls accounted for 3 291 survivors, while children represented a substantial proportion of those accessing care: 672 survivors were aged 12 or younger and another 617 were between 13 and 17.

At a TCC, a survivor may be simultaneously navigating trauma, medical examination, evidence collection, HIV prevention and decisions about criminal-justice processes. MOSAIC First Responders provide emotional containment, information, referrals and practical navigation through these systems.

The health response remained significant. During the year, **1 644 people were tested for HIV, 555 eligible survivors initiated post-exposure prophylaxis, and 3 566 referrals were recorded**. In Khayelitsha, when the team identified a surge in sexual assaults involving minors after school examinations, coordination with partners ensured that **14 children accessed PEP within 48 hours**.

The programme also demonstrated the value of integrating GBV response into health systems. Through the MOSAIC–GSHT partnership, 321 healthcare workers were trained in trauma-informed GBV response and IPV screening, and the training was incorporated into the formal induction programme for intern doctors — an important step towards institutionalising GBV response capability within the health system.

The year was nevertheless one of significant pressure. Funding changes affected some of the linkage and follow-up functions that enable survivors to move beyond crisis care. Yet all four TCC sites remained operational. The experience reinforced why the TCC cannot be understood as an isolated intervention: the effectiveness of immediate crisis response depends on whether survivors can subsequently reach counselling, legal protection, shelter and other services.

One question can change everything

Naledi came to Groote Schuur Hospital seeking treatment for persistent headaches and anxiety. During her consultation, a healthcare worker trained through the MOSAIC–GSHT screening programme asked a routine question about her safety at home. For the first time, Naledi disclosed that her partner had become increasingly controlling and violent over the past year. She had never spoken about the abuse before, and did not know that support was available.

Because the healthcare worker had been trained to respond safely, Naledi was connected to the social worker on site and referred to MOSAIC, where she received counselling and help to apply for a protection order. She later reflected that a single question, asked during a hospital visit, changed the course of her life. It is the clearest illustration of why we invest in equipping the health system to recognise violence.

(Name changed to protect her identity.)

2025/26 highlighted:

- uninterrupted services across four TCCs despite major funding disruption;
- 3 836 survivors supported;
- stronger health-system capacity;
- timely HIV prevention; and
- continued work to strengthen the pathway from crisis response into longer-term care.

RESPOND ECONOMIC EMPOWERMENT

Building the conditions for safer, more independent futures

For many survivors, the decision to leave an abusive relationship cannot be separated from the question of economic survival.

Economic empowerment therefore forms part of MOSAIC's Respond pathway. During shelter stays, residents participated in skills-development interventions including sewing and other practical livelihood activities. But the experience of the programme has increasingly shown that **skills training alone is not economic independence**. The challenge is creating a viable bridge between learning a skill and generating sustainable income after leaving a programme.

That learning drove the continued development of **Pieces to Peace** during 2025/26.

The initiative progressed from a primarily sewing-based intervention towards a more structured survivor-led social enterprise. Strategic mentorship strengthened production systems, pricing, inventory management, product development and market positioning. Two product ranges were developed, while work progressed on catalogues, packaging, e-commerce and broader market access.

Three survivor-entrepreneurs completed a structured mentorship and incubation process, and Pieces to Peace fulfilled two significant client orders during the year.

This work also surfaced an important tension that MOSAIC will continue navigating: building an enterprise that is commercially viable while remaining trauma-informed. Production deadlines, recovery journeys, equipment, materials and market demand do not always move at the same pace.

The direction, however, is increasingly clear. Economic empowerment must extend beyond participation in training towards **income generation, enterprise development and genuine pathways to financial independence.**











PREVENT

GENDER EQUALITY & COMMUNITY SAFETY

Working earlier — before violence becomes entrenched

MOSAIC's prevention work asks a different question: what would it take to intervene before violence becomes an established pattern within relationships, families and communities?

During 2025/26, Gender Equality and Community Safety programming worked with children, adolescents, parents, educators, women, men and community stakeholders through Gender Norms training, Imbeleko, Human Rights and Referral training, First Responder Training, Family Strengthening, community dialogues and public engagement.

499 people participated in Gender Norms training, while another **424 people participated in community dialogues and events**, creating spaces to examine relationships, violence, gender, consent, help-seeking and available services.

The year's strongest learning was that prevention requires more than awareness.



Imbeleko: going deeper with children and families

The name Imbeleko comes from isiXhosa and isiZulu tradition: the ceremony that welcomes a newborn into their family, community and ancestral line, and the cloth used to carry a child close on a caregiver's back. It is a fitting name for a programme built on support, closeness and care, delivered to children and adolescents through ten thematic modules using art, storytelling, drama, sport, discussion and play.

Imbeleko engaged **361 children, adolescents, parents and educators**, including 244 participants under 18. The programme creates structured spaces to explore identity, bodily autonomy, consent, relationships, gender, power and violence while bringing parents and educators into the environment surrounding the child.

During the year, Imbeleko was formally evaluated for the first time, drawing on feedback from 92 young people, five youth focus groups and 36 caregivers and educators across Khayelitsha, Mbekweni, Philippi and Tafelsig. The findings were strong and consistent. Ninety-



Imbeleko in young people's own words

"When you say no, you don't need to explain. No is a sentence."

"My body belongs to me. No one may touch it without my permission."

— Imbeleko participants, aged 9–16 (evaluation focus groups, names withheld)

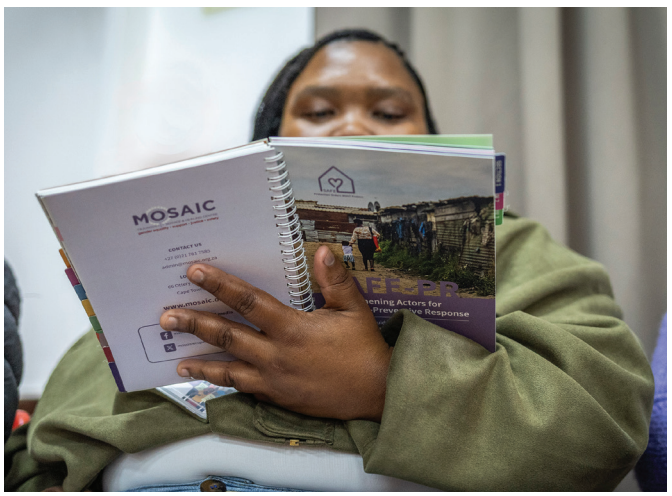
seven percent of young people said they enjoyed the sessions, 95% felt safe, 91% knew where to get help if they needed it, and 89% said Imbeleko had helped them understand themselves better. Across the two delivery cycles the programme recorded a Net Promoter Score of 80 — a world-class level of satisfaction that reached 92 in its first year.

Much of this early work took place in spaces already familiar to young people. Working through sport, MOSAIC reached 54 girls aged nine to sixteen at the iKasi Soccer School in Khayelitsha and 30 boys at the Makhaza Soccer School, using the field as an entry point into difficult conversations about gender, consent, peer pressure and emotional regulation. When we found that caregivers were harder to reach than their children, we adapted: we introduced graduation ceremonies that celebrated young people's participation and, in doing so, drew parents into the programme through pride rather than obligation. It was a small change that told us something important about how families come to trust this work.

The evaluation also listened to the caregivers and educators who take part in a parallel Imbeleko training. Almost all of them — 27 of the 28 who answered — said the training would change how they support their children, and they recorded a Net Promoter Score of 81. For many, the learning was also personal: as one caregiver reflected, the sessions on trauma *"took me back … it made me realise that I still need healing"* — a reminder that breaking cycles of violence often begins with the adults around a child. The evaluation was equally honest about what is harder to shift: some caregivers still held more traditional views about whether a child should be able to say no to an adult, which is precisely why this work must reach adults and children together.

Importantly, prevention also creates opportunities for disclosure. Conversations about bullying, violence, gender and family relationships can result in children or adults revealing experiences requiring intervention. Imbeleko's position within MOSAIC's Continuum of Care therefore matters: prevention is connected directly to counselling, Court Support, TCC, shelter and referral pathways.

MOSAIC also strengthened the adults surrounding survivors and children. **40 women participated in Human Rights and Referral training, 65 people completed First Responder Training and 13 participants took part in the more intensive Family Strengthening programme**.



Imbeleko in young people's own words

"I am no longer fighting with people — I just communicate and fix things by talking."
"Imbeleko is a safe place for children. Everybody is welcome."

— Imbeleko participants, aged 9–16 (evaluation focus groups, names withheld)

2025/26 highlighted:

- movement from once-off awareness towards sustained gender-transformative programming;
- deeper work with adolescents, parents and educators;
- increased engagement with boys; and
- stronger connections between prevention, disclosure and referral.

ACTIVATE SAFE-PR

Strengthening the system around the survivor

A survivor rarely interacts with only one institution.

She may need a police station, health facility, magistrate's court, social worker, shelter, counselling service and community organisation — sometimes within days of one another. When those institutions do not communicate, the burden of connecting the system falls onto the survivor.

SAFE-PR — ***Strengthening Actors for Effective Preventative Response*** — is MOSAIC's response to this fragmentation. As the backbone organisation in a collective-impact model, MOSAIC convenes and coordinates the platforms rather than delivering every service itself.

During 2025/26, **seven SAFE-PR Platforms operated across Paarl, Mitchells Plain, Philippi, Albertinia, Heidelberg, Riversdale and Soshanguve**. Across the year, the platforms convened **56 engagements and recorded 1 586 stakeholder participations**. The measure is intentionally participations rather than unique individuals because the model depends on the same actors returning, building relationships and taking collective responsibility over time.

In SAFE-PR members' own words

"Through SAFE I have been introduced to so many organisations in our area that I didn't know existed."

— A SAFE-PR platform member (evaluation questionnaire, 75 respondents across 51 organisations)

The platforms brought together government departments, police, justice stakeholders, healthcare practitioners, municipalities, NGOs, community organisations and other local actors. Regular meetings increasingly moved beyond networking towards analysing service barriers, solving referral problems and coordinating responses to survivor needs.

Practitioner development was strengthened through Domestic Violence First Responder training and the new **SAFE Practitioner Guide**, creating a shared framework for trauma-informed, survivor-







centred practice and referral. Regional Assemblies provided a further opportunity for practitioners to examine their local response systems, identify systemic barriers and develop collective commitments for improvement.

The year also produced signs of a deeper shift: from MOSAIC coordinating a network towards stakeholders increasingly seeing themselves as **co-owners of a local response system**. Platform members began taking greater initiative in collaborative activities, decision-making and maintaining relationships across institutions.

During the year the platforms were formally evaluated for the first time, drawing on 75 members from 51 organisations across all seven sites — among them government departments, police, health, justice, NGOs and community groups. The findings affirmed what our teams were seeing on the ground. **SAFE-PR recorded a Net Promoter Score of +76, a world-class level of satisfaction.** Among participating members, 88% reported using the network to strengthen services for survivors, 92% were actively referring survivors, and 96% were confident those survivors would receive trauma-informed, survivor-centred care; 84% were actively collaborating across organisations and 80% reported stronger relationships with other providers. Members' own rating of their ability to refer a survivor rose from 6.6 to 8.7 out of ten after joining. Taken together, the results suggest that SAFE-PR is not simply convening stakeholders, but changing how they work together.

SAFE also continued to surface the problems that collaboration alone cannot solve — insufficient shelter capacity, inconsistent after-hours services and barriers within justice and other public systems. These recurring barriers are increasingly being documented as evidence for advocacy and broader systems reform.

In SAFE-PR members' own words

"Survivors are treated in a more humane way when reporting to the police, and the courts give clearer guidance on their cases."

"As a survivor, it has empowered me to help others in the situation I was in."

— A SAFE-PR platform member (evaluation questionnaire, 75 respondents across 51 organisations)

2025/26 highlighted:

- seven functioning platforms;
- 56 engagements;
- 1 586 stakeholder participations;
- strengthened practitioner standards;
- regional collective-learning processes;
- stronger referral relationships; and
- an emerging transition from coordination towards shared local ownership.





ACTIVATE NETWORKING

Making connections, strengthening ties















DONORS AND COLLABORATIONS 2025 | 2026

Donors & Corporate Partners

African Women's Development Fund	Co-Impact Gender Fund	Dis-Chem
Ford Foundation	GBVF Response Fund1	Heinrich Böll Foundation
Kolisi Foundation	Karuna Charitable Foundation	NACOSA/Global Fund
Numun Fund	The ELMA South Africa Foundation	Western Cape Provincial Department of Social Development
This Day: Tshikululu	Valterra	

Collaborations

Forums and Coalitions

SAFE Platform Philippi
SAFE Platform Paarl
SAFE Platform Mitchells Plain
SAFE Platform Albertinia
SAFE Platform Heidelberg
SAFE Platform Riversdale
SAFE Platform Soshanguve
Sakhimpilo
ASIJIKI
End GBVF Collective, Pillars 2, 3 and 4
Community Local Networks of Care
Provincial Victim Empowerment Programme Forum
GBV Prevention Network
Gender Justice Forum
Groote Schuur Hospital Trust
National Violence Prevention Forum
Western Cape Violence Prevention Forum
Western Cape Women's Shelter Movement
National Shelter Movement
Shukumisa Coalition
Spring Impact
Thuthuzela Care Centres Implementation Teams
Victim Empowerment Law Coalition
Vital Voices Global Partnership
Me Too Global Network

Government Departments (National & Provincial)

Department of Policing and Community Safety
Department of Justice and Constitutional Development
Department of Correctional Services
Department of Health
Department of Social Development
The National Prosecuting Authority (NPA)
The South African Police Service (SAPS)
The City of Cape Town

Voluntary Agencies

Centre for International Exchange (CIEE)
Connect 123
Stanford University

REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY FINANCIAL STATEMENTS

To the Members of MOSAIC Women's Training Service and Healing Centre NPC

The accompanying summary financial statements, which comprise the statement of financial position as at 28 February 2026, the statement of comprehensive income, statement of changes in reserves and statement of cash flows for the year then ended, are derived from the audited financial statements of Mosaic Women's Training Service and Healing Centre NPC for the year ended 28 February 2026. We expressed an unqualified audit opinion on those financial statements in our report dated 11 September 2026.

The summary financial statements do not contain all the disclosures required by the International Financial Reporting Standard for Small and Medium-sized Entities. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Mosaic Women's Training Service and Healing Centre NPC.

Directors' Responsibility for the Summary Financial Statements

The directors are responsible for the preparation of the summary of the audited financial statements in accordance with the criteria as required for the annual report as set out by the directors.

Auditors' Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810, Engagements to Report on Summary Financial Statements.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Mosaic Women's Training Service and Healing Centre NPC for the year ended 28 February 2026 are consistent, in all material respects, with those financial statements.

Our unqualified audit opinion states that those financial statements present fairly, in all material respects, the financial position of Mosaic Women's Training Service and Healing Centre NPC as at 28 February 2026, and of its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities.

MGI Bass Gordon

MGI BASS GORDON
REGISTERED AUDITORS
CHARTERED ACCOUNTANTS (SA)

PARTNER: DAVID DONNINGER
REGISTERED AUDITOR
CHARTERED ACCOUNTANT (SA)

CAPE TOWN
2 OCTOBER 2026

Statement of Financial Position

ASSETS	2026 R	2025 R
Non-Current Assets		
Property and equipment	3 741 502	3 862 533
Intangible asset	5	5
	3 741 507	3 862 538
Current Assets		
Trade and other receivables	120 157	259 203
Cash and cash equivalents	7 581 321	9 689 511
	7 701 478	9 948 714
Total Assets	**11 442 985**	**13 811 252**

RESERVES AND LIABILITIES	2026 R	2025 R
Reserves		
Revaluation reserve	1 360 855	1 360 855
Non-distributable reserve	5 565 150	6 600 952
	6 926 005	**7 961 807**
Liabilities		
Current Liabilities		
Trade and other payables	662 936	402 092
Deferred income	3 854 044	5 447 353
	4 516 980	**5 849 445**
Total Reserves and Liabilities	**11 442 985**	**13 811 252**

Statement of Comprehensive Income

	2026 R	2025 R
Revenue	27 861 249	25 114 857
Other income	68 116	220 404
Operating expenses	(29 476 833)	(24 209 139)
Operating (deficit) surplus	**(1 547 468)**	**1 126 122**
Investment revenue	511 666	352 521
(Deficit) surplus for the year	**(1 035 802)**	**1 478 643**

Statement of Changes in Reserves

	Revaluation Reserve R	Non-distributable Reserve R	Total Reserves R
Balance at 01 March 2024	**1 360 855**	**5 122 309**	**6 483 164**
Surplus for the year	-	1 478 643	1 478 643
Balance at 01 March 2025	**1 360 855**	**6 600 952**	**7 961 807**
Deficit for the year	-	(1 035 802)	(1 035 802)
Balance at 28 February 2026	**1 360 855**	**5 565 150**	**6 926 005**

Statement of Cash Flows

	2026 R	2025 R
CASH FLOWS (USED IN) FROM OPERATING ACTIVITIES		
Cash (used in) generated from operations	(2 437 671)	3 982 465
Interest received	511 666	352 521
Net cash (used in) from operating activities	**(1 926 005)**	**4 334 986**
CASH FLOWS USED IN INVESTING ACTIVITIES		
Purchase of property and equipment	(182 185)	(96 821)
Cash receipts from disposal of property and equipment	-	23 500
Net cash used in investing activities	**(182 185)**	**(73 321)**
Total cash and cash equivalents movement for the year	**(2 108 190)**	**4 261 665**
Cash and cash equivalents at the beginning of the year	9 689 511	5 427 846
Total cash and cash equivalents at the end of the year	**7 581 321**	**9 689 511**

DONATIONS

Join us in the
“Together for Equality: Thirty Million for Thirty Years”
campaign — a collective effort to secure transformative funding that safeguards our essential programmes and fuels new, innovative projects aimed at creating lasting safety, dignity, and equality.

Find us at:

https://mosaic.org.za/donate/

or scan our QR code to donate

MOSAIC
TRAINING SERVICE & HEALING CENTRE
gender equality • support • justice • safety

+27 (0)21 761 7585 | 0866 518 662 (SA Only) | 66 Ottery Road, Wynberg 7800, Cape Town, South Africa | email: info@mosaic.org.za
www.mosaic.org.za