

The Paper Plane

The 2025/26 Official Inflight Magazine of Air Badisa™

An Annual Report with a Creative Twist
Exploring the Possibilities of AI

READ INSIDE:

ONE MORE TIME -
JAYDEN NELL ON THE
DISCIPLINE BEHIND
THE DREAM

PAPER TO POSSIBILITIES
OUR FLIGHT JOURNEY

2025/6

Badisa

IN THIS EDITION:

CONFERENCE
AND AGM NEWS

EARLY B

UP WHERE
YOU BELONG

THE CLUSTER
APPROACH

ONE BADISA
TAKES FLIGHT

LIFT *off*

WHY EARLY B AND
LEAH STAY GROUNDED

NETWORK BROKERS

FROM TURBULENCE TO
SOFT LANDINGS

CHICKEN OR BEEF?
CHEF GIVES RECIPES
FOR BOTH



SCAN TO VIEW OUR
DIGITAL ANNUAL REPORT



ISSUE 2025/6



Every journey matters.

We're here to support your next chapter.

Softening the landing during turbulence.

Care that reaches further.

From paper to possibilities

For Badisa, From Paper to Possibilities has two meanings.

Firstly, it reflects our journey from paper-based processes towards greater digitisation, standardisation and integration. By strengthening our systems and exploring new technologies, we are building a more connected, efficient and future-ready organisation.

Secondly, it speaks to the possibilities created when people understand what it means to be part of Badisa's vast, continuous network of care, one organisation connecting 134 Programmes, thousands of staff and volunteers, and communities across three provinces.

Artificial Intelligence forms part of this exploration. This Annual Report was developed using AI-assisted tools alongside human insight, creativity and editorial judgement. It reflects our willingness to learn, experiment and discover how technology can help us communicate more clearly, work more effectively and create new possibilities for the people we serve.



NETWORK BROKERS
MAKELAARS

Official Protection Partner of Badisa

We help to soften the landing during turbulence.

We provide the cover and support you need when it matters most.

Your journey. Our cover.



Your journey.
Our cover.



Take a breath.



Reach out.



Check your cover.



Keep moving towards possibility.

Your journey starts here

Every chapter is a destination. Every page moves possibility forward.

✈️	DEPARTURES	DESTINATION	GATE	PAGE
✈️	01 OVERVIEW		A01	02
✈️	02 MESSAGE FROM THE CHAIRPERSON		B04	04
👥	03 UNDERSTANDING BADISA		B08	06
📖	04 OUR FOOTPRINT		C02	08
🌐	05 DESTINATIONS – CARE ACROSS THE LIFESPAN		C07	09
💼	06 ONE BADISA. ONE LEGAL IDENTITY.		D01	10
👤	07 MESSAGE FROM THE CEO		D05	11
✈️	08 YOUR FLIGHT PLAN		E03	14
📊	09 VISION, MISSION AND VALUES		E08	16
🏢	10 ORGANISATIONAL MAP		F01	17
💰	11 FINANCE		F05	19
❤️	12 OUR PEOPLE AND IMPACT		G01	23
🤝	13 PARTNERSHIPS		G06	24
★	14 MESSAGE FROM THE VICE-CHAIRMAN		H01	26
💬	15 COLOUR YOUR WORLD – 2027		H05	28
🍃	16 LEGACY GIVING		H09	29

NEXT DESTINATION

COLOUR
YOUR WORLD



NOW BOARDING

Care • Dignity •
Integrity • Impact



EXECUTIVE CREW PASS

**REV. CHARL
VAN RENSBURG**

CHAIRPERSON • MANAGEMENT BOARD

ROUTE 2025/26 • STATUS JOURNEY IN PROGRESS



CHAIRPERSON'S REPORT

From the flight deck

Leading an organisation such as Badisa is a responsibility we do not take lightly. We are entrusted with people, resources, relationships and, ultimately, a mission that reaches far beyond the organisation itself.

Our Christian calling remains at the heart of that responsibility. It shapes not only what we do, but how we govern - with integrity, accountability, compassion and courage.

This has been a year of change. Change requires good governance, but it also requires trust: trust in our people, trust in the structures that guide us, and trust that we can remain true to our purpose while finding new ways to serve.

I would like to acknowledge the members of the Governing Boards whose three-year terms came to an end in March 2026. Their time, wisdom and commitment have strengthened Badisa, and we are deeply grateful for their service.



REV. CHARL VAN RENSBURG • CONTINUED

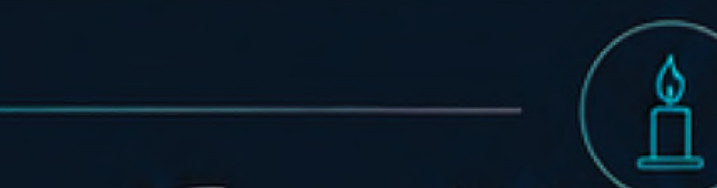
Stewardship in a changing world

As we look to the future, our responsibility is to ensure that Badisa remains a trusted, sustainable and well-governed organisation, one that can adapt without losing sight of its purpose.

The journey from paper to possibilities is therefore not simply about change. It is about being good stewards of what has been entrusted to us, while having the courage to imagine what is possible next.

On behalf of the Management Board, I thank everyone who contributes to Badisa's journey. May we continue to lead with wisdom, serve with humility and remain faithful to our calling.

Badisa



In Memoriam

*Those who have touched our lives
remain part of our journey.*



This year, we pause to remember colleagues and friends whose lives and service enriched the Badisa family. Their compassion, dedication and commitment continue to shape the people, communities and organisation they helped build.

Annemarie Bezuidenhout
Juanita Beukes
Hanna Hopkins
Claudine Sauls
Helena Rossouw
Eva Gertse
James Malgas
Johnny Davids



We honour their legacy with gratitude and remain committed to carrying their work forward with the same compassion and purpose that defined their lives.



Lead with wisdom, serve with humility.





Badisa means “shepherds” in Sesotho.

Our name carries both our heritage and our mission.
It reminds us who we are and why we exist.

TOWARDS BADISA

A place of safety, care
and belonging.

OUTWARDS FROM BADISA

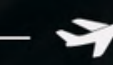
Actively going out to
reach and help people.

BOTH DIRECTIONS ARE TRUE.
BOTH ARE BADISA.



Badisa

Non-Profit Registration: NPO 011-891 | Public Benefit Organisation: PBO 930006348
Approved Section 18A Public Benefit Organisation
B-BBEE Level 1 | B-BBEE SED Recognition : 100%



OUR GOVERNANCE LANGUAGE

Terminal glossary

The shared language of governance

Understanding the structure begins with using
the same terms — clearly, consistently and confidently.

↑ ✈ All Gates

↑ 👤 Check-in
A-D

📄 Information →

✈ 1-16 Gates →



BADISA

A voluntary association with
legal personality, established on
1 April 2003, Registered NPO
011-891 and approved PBO
930006348.



BADISA PROGRAMMES

Service-delivery programmes,
centres and initiatives operating
within Badisa. All form part of the
Badisa legal entity and do not
have separate legal status.
Supported by Badisa Management Board.



CONSTITUTION

The governance framework
within which Badisa operates.
The current Constitution took
effect on 1 July 2025.



FOUNDERS

The Dutch Reformed Church in
South Africa (Western and Southern
Cape) and the United Reformed
Church in Southern Africa (Cape
Regional Synod).



GOVERNING BOARD

The governance structure
appointed for a specific Badisa
Programme in accordance with
the Constitution and governance
framework.



MANAGEMENT BOARD

Badisa's governing body,
responsible for the overall
governance of the organisation.

Our footprint

Badisa connects people and communities through seven operational regions, extending professional and compassionate care across three provinces.



130+
PROGRAMMES



70+
TOWNS



3
PROVINCES



7
OPERATING REGIONS

SOUTHERN CAPE | OVERBERG | BOLAND | PENINSULA |
CENTRAL KAROO | WEST COAST | NORTHERN CAPE |
SELECTED EASTERN CAPE

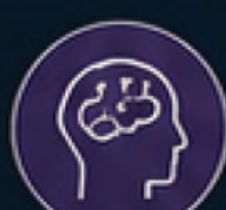


SERVICE-DELIVERY CLUSTERS

Destinations

Care across the lifespan

Badisa works with government, donors, communities, volunteers, businesses and other non-profit organisations to strengthen people and communities.

 GATE	SERVICE DESTINATION	WHAT YOU'LL FIND
B10 	CHILDREN & FAMILIES	ECD and professional social services
B11 	ALTERNATIVE CARE	Foster care, adoption and CYCCs
B12 	DISABILITY CARE	Residential and community support
B13 	SUBSTANCE DEPENDENCY	Prevention, treatment and rehabilitation
B14 	SERVICES TO OLDER PERSONS	Residential and community-based care



DIFFERENT DESTINATIONS.

One organisation.
One commitment to dignified, professional care.





ONE BADISA

Badisa

One Badisa. One legal identity.



Every Programme is part of the same organisation.



01

ONE
ORGANISATION

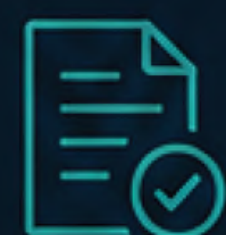


All Programmes form
part of the same
Badisa legal entity.



02

DELEGATED
AUTHORITY



Programme Governing
Boards exercise
authority within an
approved mandate.



03

SHARED
FRAMEWORK



Policies, strategy and
governance standards
apply across Badisa.



04

ULTIMATE
ACCOUNTABILITY

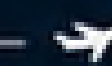


Legal, financial and
governance
accountability
ultimately rests within
Badisa.



Badisa is the legal entity.

Delegation enables local governance;
it does not create separate legal status.



Badisa

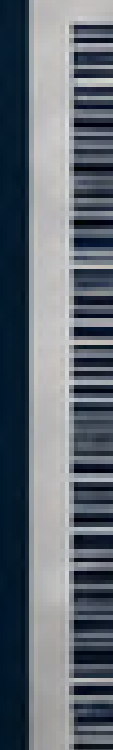
• EXECUTIVE CREW PASS



BASIE
VAN WYK

CHIEF EXECUTIVE OFFICER

ROUTE 2025/26 • STATUS ON BOARD



This is your captain speaking

This year has been one of organisational renewal and rejuvenation. While maintaining our long-standing commitment to professional social services, we have intentionally invested in strengthening the organisation. We continued refining governance systems, improving internal collaboration, strengthening communication, expanding partnerships and advancing our digital capabilities.

These investments are not about changing who we are, but ensuring that Badisa remains relevant, responsive and sustainable for decades to come. One of the strategic priorities shaping this work is our commitment to One Badisa. Our programmes are deeply rooted in their local communities, each with unique histories, strengths and identities.

Together, however, they form something far greater than the sum of their parts. By strengthening collaboration, sharing expertise and building common systems, we are creating an organisation that is more connected, more efficient and better equipped to respond to the increasing complexity of South Africa's social challenges.

One Badisa: connected, professional and ready

Equally important has been our renewed focus on how we tell our story. Many people know Badisa because of a local programme, a residential facility or a community project. Many, however, do not realise these projects form part of one of South Africa's largest faith-based social development organisations. During the year, we began repositioning the Badisa brand to better reflect the professionalism, compassion and scale of our work. This includes the development of our new ecosystem identity and the Social Services message:

Dignified. With Heart.

Together, these initiatives will help communities, partners and donors better understand the breadth of our impact and strengthen support for our shared mission. None of this would be possible without partnerships. We remain immensely grateful to our church partners, government departments, donors, corporate supporters, volunteers and the countless individuals who continue to place their trust in Badisa. Their confidence enables us to extend our reach and respond to growing needs across the Western, Northern and Eastern Cape.

I wish to express my sincere appreciation to every member of our Management Programme, our programme managers, governing boards and every Badisa employee. Your professionalism, compassion and commitment continue to inspire me. I have the privilege of visiting many of our programmes throughout the year, and I am continually reminded that the true strength of Badisa is found in its people.

Prepared for the future, grounded in care

We also recognise the Governing Boards of Badisa whose three-year terms concluded at the end of March 2026, as well as colleagues who retired after many years of dedicated service. Thank you for the wisdom, commitment and leadership you invested in Badisa.

Looking ahead, I believe that Badisa is at an exciting point in our journey. The social challenges facing South Africa continue to increase, and so too does the need for trusted, innovative and collaborative organisations. We remain committed to strengthening our financial sustainability, embracing digital transformation, expanding strategic partnerships and building an organisation that is prepared for the future, but without ever losing sight of its values.

We remain guided by our vocation to care, to restore hope and to build stronger communities. Every report we publish, every strategy we develop and every decision we make must ultimately lead to one outcome: creating new possibilities for the people we serve. Thank you for sharing this journey.

BASIE VAN WYK
Chief Executive Officer



**Creating new possibilities
for the people we serve.**

YOUR FLIGHT PLAN

Explore our journey
2025–2026

Click on any destination
to discover more about
our impact, our people
and our future.



Social Services for All.
Dignified. With heart.





VISION • MISSION • VALUES



OUR PURPOSE IS ON THE MOVE.
WE ARE NOW BOARDING THE NEXT CHAPTER.

A NEW VISION ON THE HORIZON

From a neighbour to all, to being called to care.

Enabling dignity, restoring hope and
building sustainable communities.



PROPOSED MISSION

Badisa delivers professional, integrated
and sustainable social development
services to vulnerable individuals
and communities.

Innovation • Partnerships • Strong governance

OUR VALUES ARE NOT DECORATION. THEY ARE COMMITMENTS.



SERVICE

We serve with
compassion, respect
and care.



JUSTICE

We uphold the dignity,
rights and worth of
every person.



EXCELLENCE

We pursue quality,
effectiveness and
meaningful impact.



STEWARDSHIP AND ACCOUNTABILITY

We manage every
resource responsibly,
ethically and
transparently.



i Vision and mission wording is currently under review as part of organisational strategy refinement.

ORGANISATIONAL MAP • 31 MARCH 2026



Our network of care

Badisa connects governance, leadership and specialist support with
134 local Programmes. This map shows how responsibility and
expertise move through the organisation.



134

BADISA PROGRAMMES
including Little Seeds



3 789

STAFF MEMBERS
across the network



836

GOVERNING BOARD MEMBERS

01



Members' Meeting

23 members

02



Management Board

12 members

03



Chief Executive Officer

Mr Basie van Wyk

04



Senior Management Team

Strategic leadership

05



Programme network

Boards, managers and staff

BOARDING NEXT	STATUS
DESTINATION	ON TIME
STRATEGY	ON TIME
GOVERNANCE	ON TIME
ACCOUNTABILITY	ON TIME
IMPACT	ON TIME
SUSTAINABILITY	ON TIME



Leadership hub

The Senior Management Team links strategic direction with the specialist functions that support every Badisa Programme.

SENIOR MANAGEMENT TEAM

Four specialist routes



FINANCIAL OVERVIEW

Fuel for the journey

Income generated through welfare activities covered 58% of operating costs and capital expenditure. The remaining gap was bridged through subsidies, donations and fundraising.



OUR MISSION IN MOTION

R354m

FUNDING GAP

Before additional funding sources were applied

CONTRIBUTIONS THAT HELPED BRIDGE THE GAP



R218.5m
GOVERNMENT
SUBSIDIES



R127.8m
DONATIONS AND
FUNDRAISING



R3.4m
FOUNDING
CHURCHES



THE GAP WAS BRIDGED

With the support of partners and funders, Badisa secured sufficient additional income and ended the year with a net surplus.

 FLIGHT PLAN

A stronger financial position

Badisa closed the year with higher income, a larger operating surplus and stronger reserves. That stability gives the organisation room to continue its journey of care, while many Programmes still face significant financial pressure.



R880.9m
TOTAL INCOME · +7% ↑



R846.8m
TOTAL EXPENDITURE · +7% ↑



R49.6m
NET SURPLUS



THE YEAR SUMMARISED IN ONE SENTENCE

Our partners helped Badisa secure the additional “fuel” needed to keep essential services in the air.



R560.6m
TOTAL ASSETS · +R61.5m ↑



R469.9m
CAPITAL & RESERVES · +R50.3m ↑



PRESSURE STILL BENEATH THE SURFACE

The combined position is healthy, but financial strength remains uneven across Programmes. Statements to follow.

SYSTEM STATUS

FINANCIAL HEALTH **STABLE**
RESERVES **STRONG**
OUTLOOK **POSITIVE**


 RESILIENCE and PRESSURE

The combined position is healthy

Current assets were R86.6 million and total liabilities R90.8 million. Capital and reserves reached R469.9 million, although financial strength remains uneven across Programmes.



Cleared for careful take-off

Reserves grew by R50.3 million. They provide a buffer in difficult years and help fund critical maintenance across Badisa's facilities.



Capital and reserves by service category

R MILLION

Service category	Capital and Reserves	Net surplus / (Deficit)
 Elderly Care	185.7	23.4
 Disability Care	140.0	11.5
 Sponsor Bodies LSEN Schools	21.1	0.9
 CYCC's	64.3	8.5
 Social work and adoption	30.0	4.3
 Substance dependency	8.9	(0.0)
 Early Childhood Development	3.7	0.8
 Corporate and Other	16.1	0.3
TOTAL	469.9	49.6

Conference made possible by Network Brokers



COST OF CARE

People remain our greatest investment

Caring for people is at the heart of everything we do.

Badisa's services depend on a large, skilled and committed workforce. Employment costs represent 61% of operating expenditure; domestic costs account for 15% and land and buildings costs for 15%.



R517.6m

EMPLOYMENT COSTS • 61% OF OPERATING EXPENDITURE



Employment

61%



Domestic

15%



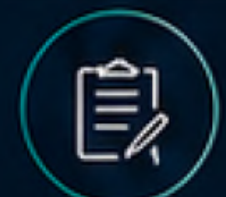
Land and Buildings

15%



Office and
Administration

5%



Other cost

4%

Badisa



OUR SPECIAL CARGO

Our people and impact

PEOPLE
HELPING
PEOPLE
GO FURTHER



3 789

STAFF



2 532

VOLUNTEERS



836

GOVERNING BODY
MEMBERS



People reached through Badisa's services

620 203

PEOPLE REACHED THROUGH
FIVE SERVICE CLUSTERS



IMPACT MANIFEST



Children and family services

575 697



Services for older persons

25 870



Substance dependency

12 900



Disability care

2 925



Alternative care

2 811



People who keep the journey moving
Volunteers

2 532

VOLUNTEERS



Child and youth care programmes

156



Programmes for older persons

812



Service centres

233



Magdalenahuis

47



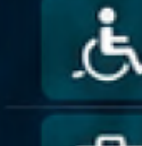
Governing boards

836



Substance dependency programmes

20



Programmes for persons with disabilities

39



Social work offices

151



Little Seeds ECD

238



2 532

VOLUNTEERS



Thank you to every person who
helps us create safer journeys.



✈️ THANK YOU TO OUR PARTNERS

Connecting possibilities

GATE
B26



Together
we go further.



PARTNERSHIPS

Every journey needs trusted partners. Thank you to the organisations, businesses and individuals who helped move Badisa forward during 2025/2026.



Together, we turn paper into possibilities.





EXECUTIVE CREW PASS



REV. MSA
NTSHONGWANA

VICE-CHAIRPERSON • BADISA MANAGEMENT BOARD

ROUTE 2025/26 • STATUS JOURNEY IN PROGRESS



A MESSAGE FROM THE VICE-CHAIRPERSON

Next destination: COLOUR YOUR WORLD

*Every meaningful journey is guided
by purpose, not chance.*

While this Annual Report reflects on our From Paper to Possibility journey, it also marks the beginning of something much bigger for Badisa. Since January 2026, we have been laying the foundations for a carefully planned three-year organisational journey. Aligned with Badisa's governance cycle, it reflects our commitment to intentional growth, sustainability and long-term impact.

Colour Your World is more than a creative campaign. It is a strategic framework that will guide how we tell our stories, build partnerships, strengthen our organisational culture and inspire communities over the next three years. At the heart of the journey are 12 values that express who we are and the difference we want to make.

Each month, one value will be interpreted through an original artwork commissioned from a South African artist. Together, these artworks will form a lasting collection celebrating hope, dignity, compassion and possibility.



REV. MSA NTSHONGWANA • CONTINUED

A journey designed to create lasting value

The collection is not an end in itself. It will provide the foundation for a growing sustainability initiative in which art, storytelling and purpose come together through products, experiences and partnerships that support Badisa's mission.

The journey has already started. Its foundations were laid during the first months of 2026. Over the coming months, new artworks will be revealed, more stories will be shared, and further opportunities for collaboration will emerge.

Every step forms part of a broader vision that extends beyond a single financial year. It is a journey designed to grow alongside each three-year governance cycle and create value that can be carried into the future.

As a glimpse of what lies ahead, we have included a printable 2027 calendar featuring the values that will guide this journey. We hope it finds a place on your wall, desk or in your planning sessions - reminding you that every day offers another opportunity to colour the world with kindness, courage and care.

At Badisa, we know that transformation rarely happens overnight. It happens one conversation at a time. One partnership at a time. One community at a time. When paper becomes a plan, when a plan becomes action, and when action is sustained over time, lasting impact becomes possible.

REV. MSA NTSHONGWANA

Vice-Chairperson: Badisa Management Board



Thank you *for choosing to journey with us.*





2027 COLOUR YOUR WORLD

A printable year at a glance

JANUARY M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	FEBRUARY M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28	MARCH M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	APRIL M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
MAY M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	JUNE M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	JULY M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	AUGUST M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
SEPTEMBER M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	OCTOBER M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	NOVEMBER M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	DECEMBER M T W T F S S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

Colour your world with kindness, courage and care.



Some journeys start long before...

And the most meaningful ones continue long after we let go.

LEAVE A LEGACY OF POSSIBILITY



For every child.



For every parent.



For every caregiver.



For every community.



For generations
to come.

HOW LEGACY GIVING WORKS



- Include a gift to Badisa in your will.
- Choose a percentage, a specific amount or an asset.
- Update your existing will or create a new one.
- Please let us know if you wish to do so. We would like to thank you and ensure that we honour your wishes.
- Your family remains your priority, while your legacy will continue to change lives.

Start the conversation

Contact:



021 957 7130



reception@badisa.org.za



www.badisa.org.za