

Biennial Report 2014

Our report



Contents

Vision and mission	1
Our history	2
Our values and principles	3
Then and now ...	4
Organisational structure	6
Chairman's report	10
Chief Executive Officer's report	12
Chief Financial Officer's report	16
Fundraising and Marketing Division	24
Human Resources Division	28
Evaluation and Research Division	30
Residential Family Homes Division	38
Family Services Division	42
Residential Services Division	50
Training and Education Services Division	54
Where to find our services	58
Contact information	59

List of abbreviations and their definitions

ABET	Adult Basic Education and Training
ADHD	Attention Deficit and Hyperactivity Disorder
ERS	Evaluation and Research Services
FS	Family Services
GBT	Girls and Boys Town
NACCW	National Association of Child Care Workers
NPO	Non-profit Organisation
PART	Professional Assault Response Training
PGS	Peer Group System
RAP	Regional Assessment Panels
RS	Residential Services
TES	Training and Education Services
WMC	Well-managed Classroom

Registered as a non-profit organisation in terms of the Non-Profit Organisations Act, No 71 of 1997
– **009-244 NPO**

Registered as a welfare organisation in terms of the National Welfare Act, No 100 of 1978

Registered as a public benefit organisation (PBO) in terms of section 18A of the Income Tax Act, No 58 of 1962

SARS reference number 18/11/13/379



Delivering value

We contribute to the community and society through:

- *Socially responsible childcare facilities, programmes, services and initiatives.*
- *A dedicated focus on providing opportunities for our youth to shine where others have given up hope.*
- *Innovative, effective programmes and services that build strengths and meet youth, family and community needs.*

To investors and donors we offer:

- *Programmes that serve youth, families and communities.*
- *Our knowledge, skills and experience in the field of childcare.*
- *Transparency and accountability.*

- **Creating opportunities for youth to grow into responsible citizens who are able to contribute positively to their communities**



- Hard-working and focused staff
- Beautiful residences
- Home environment
- Strong administrative processes

- Reserves maintained at a sustainable level
- Staff who care and go the extra mile
- Youth who succeed, grow wings and shine
- Sustainable debit order base that covers 33% of operational expenditure

The story of the then Boys Town,
and since 2004 **Girls and Boys Town**,
is one of the
most **heart-warming**
tales of human endeavour of
the **20th** century.



The Girls and Boys Town journey has been a tale of everyday life in most societies of the world – the tragedy of fear, loss, despair, abuse, neglect and the triumph of faith, courage and hope that changes the way we care for children. Its legacy is about fulfilling dreams and bettering lives.

In 1958, Magaliesburg saw the first, then Boys Town, residential home established – borne out of the compassion, altruism and social consciousness of its founders, initially providing a home for nine youngsters from a local children's home who had been destined for a so-called trade school.

These boys were soon joined by 17 others from children's homes throughout the country and since then, the organisation has continued to expand exponentially over the following 56 years – including focusing on work with girls.

Six things a child needs to hear



Our commitments

- Belief in the uniqueness and potential of every child to mature and grow to responsible adulthood.
- Promotion of spiritual growth and development in our work with youth, families and communities.
- A firm belief in the preservation of the family and the value of family life for the well-being of the child.
- Commitment to the provision of services based on recognised and legislated conventions on children's rights.
- Adherence to the principle of non-discrimination in all that we do.
- The maintenance of responsible standards in child- and youth-care practice.
- Service delivery that is responsive to social conditions and the needs of youth.
- The sharing of Girls and Boys Town's knowledge and skills.
- Sound corporate governance.
- Transparency and accountability to donors and stakeholders.
- Ethical fundraising and investing.

Then and now...

The first Boys Town opens in Magaliesburg. The facility opened in a vacant mission school run by Dominican Sisters.

1958

1968

First liaison office launched in Johannesburg. Represents a new approach to financial sustainability and sets apart Boys Town's fundraising approach from other charities.

1970

Camp Caroline, a holiday camp, established at Munster, on the south coast of KwaZulu-Natal, for youth unable to go home for the holidays.



1974

First Boys Town Family Home opens in Rondebosch, Cape Town. (More Family Homes opened throughout the country during the late 1970s and 1980s.)

1975

Boys Town Magaliesburg burnt down by an old boy who was later institutionalised.

1993

Old boy Joe Araujo appointed as Executive Director serving until his retirement in September 2007.

1996

Trainers from Boys Town Nebraska, USA visit to train and introduce the family teaching programme to staff. This becomes a nationally standardised childcare practice model for all Family Homes.



1999

Boys Town Kagiso opens. Our national hotline service is launched.

2001

First Training and Resource Centre established in Cape Town. Extensive staff training occurs and training programmes are marketed. Boys Town USA trainers visit to train our staff in the multi-faceted education model. Boys Town South Africa becomes the first certified and accredited site able to implement the Family Home model of care outside of the USA.

2007

Lee Loynes appointed Chief Executive Officer – the first woman to lead the organisation. Lee was formerly Director: Youth Services and has served Girls and Boys Town for 14 years.

2008

Girls and Boys Town turns 50! It now offers youth, families and all those who impact their lives, services from four divisions: Residential Services Division, Training and Education Services Division, Family Services Division and Evaluation and Research Services Division.

2009

Established Research Ethics Committee and engaged in formal research activities.

2010

Achieved direct community outreach services to beneficiaries in all nine provinces. Served: 25 937 beneficiaries. Opened the Kagiso Learning Support Centre on 22 October 2010.

2011

Served: 35 070 beneficiaries. Opened the Magaliesburg Learning Support Centre on 14 April 2011.





1978

Boys Town Genazzano-Tongaat opened in KwaZulu-Natal.

1979

Boys Town Duin-en-Dal (Crossroads, Western Cape) established. Relocated in 1986 due to unrest.

1988

Boys Town merges with Proccess – an organisation that caters for street children – and assumes responsibility for two facilities that provide care for 50 homeless children.



1989

Boys Town Macassar, Western Cape (formerly Duin-en-Dal) opens.

1992

Proccess boys move to new premises in the old Chamber of Mines Training College in Randfontein. Property bought in 1994 and renamed Boys Town Kagiso.

2004

2002

Received site certification and international recognition from Boys Town USA for the first time.

2003

Demand for training on a national level leads to the opening of a second Training and Resource Centre in Gauteng.

Name changed to **Girls and Boys Town South Africa.**

2005

First girls are admitted to our Alpha Family Home in Claremont, Cape Town. Wider services to girls (and boys) continue through community outreach programmes, training centres and national hotline service.

2006

A chemical dependency programme is introduced.

2012

Served: 63 242 beneficiaries. West Rand Chamber of Business and Tourism awarded:

- a) GBT for NPO Large Business: Education, Training and Development
- b) Lee Loynes as Finalist Woman Achiever.

First girls screened and accepted to enter Verulum Family Home for girls, KwaZulu-Natal.

2013

First family home for boys opened on the Kagiso campus, Gauteng. NLB Chairman's Choice Award winner – Social Champions Charities. SACE endorsed 36 GBT educational training workshops for a three-year period.

- "Well-managed Classroom"
- "Administrative intervention"
- "Effective staff development through consultation".

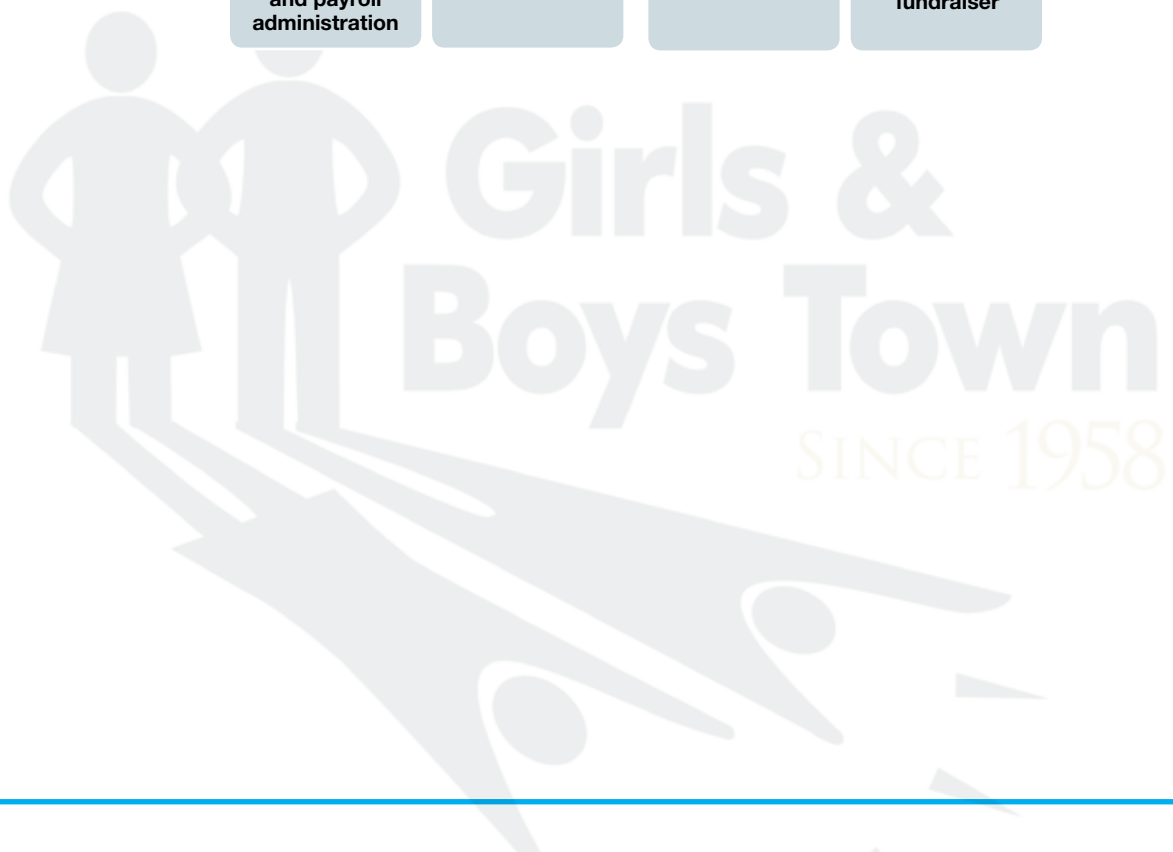
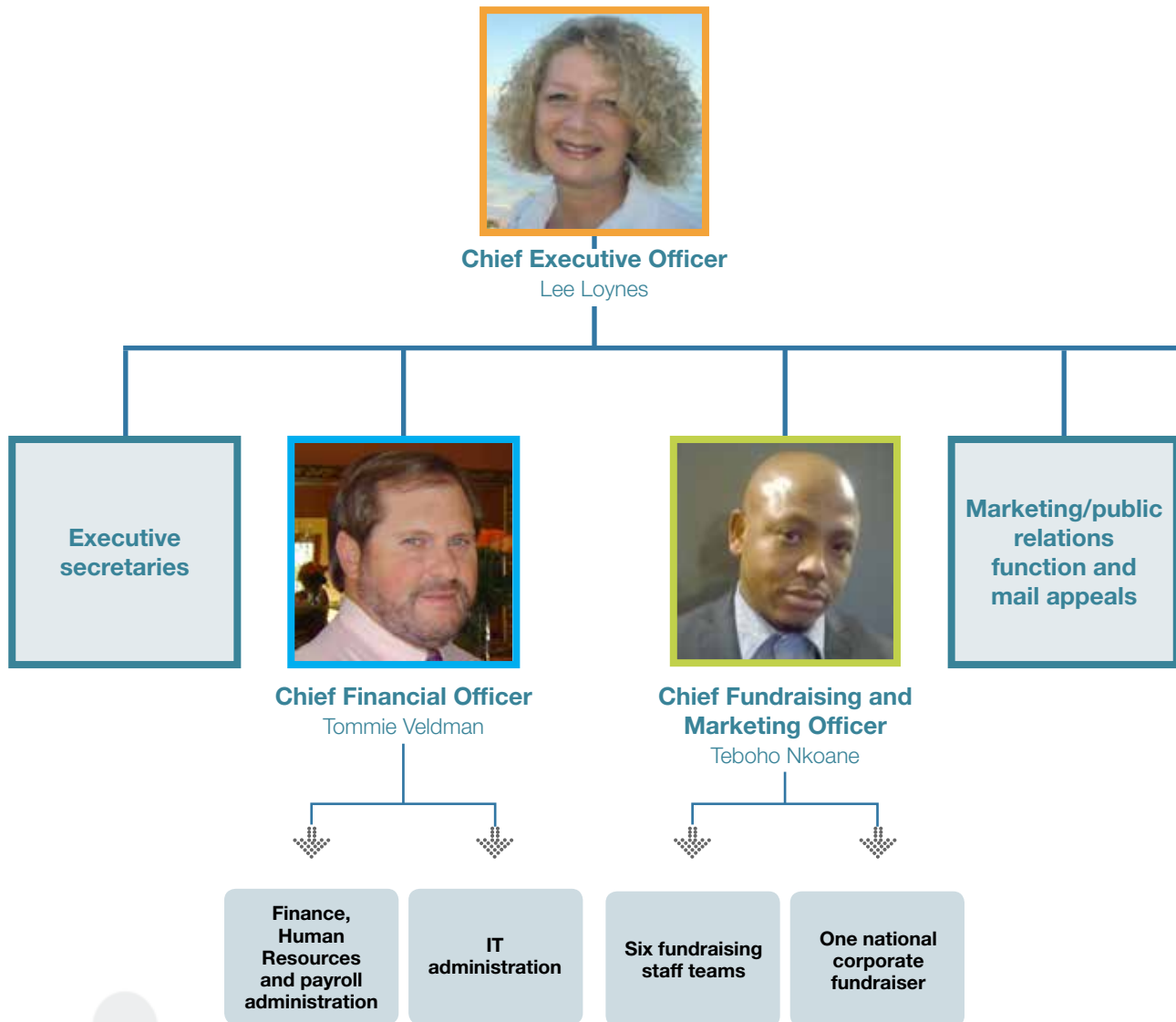
UFS affirmed and awarded GBT for significant impact in the field of education and transformative projects that work.

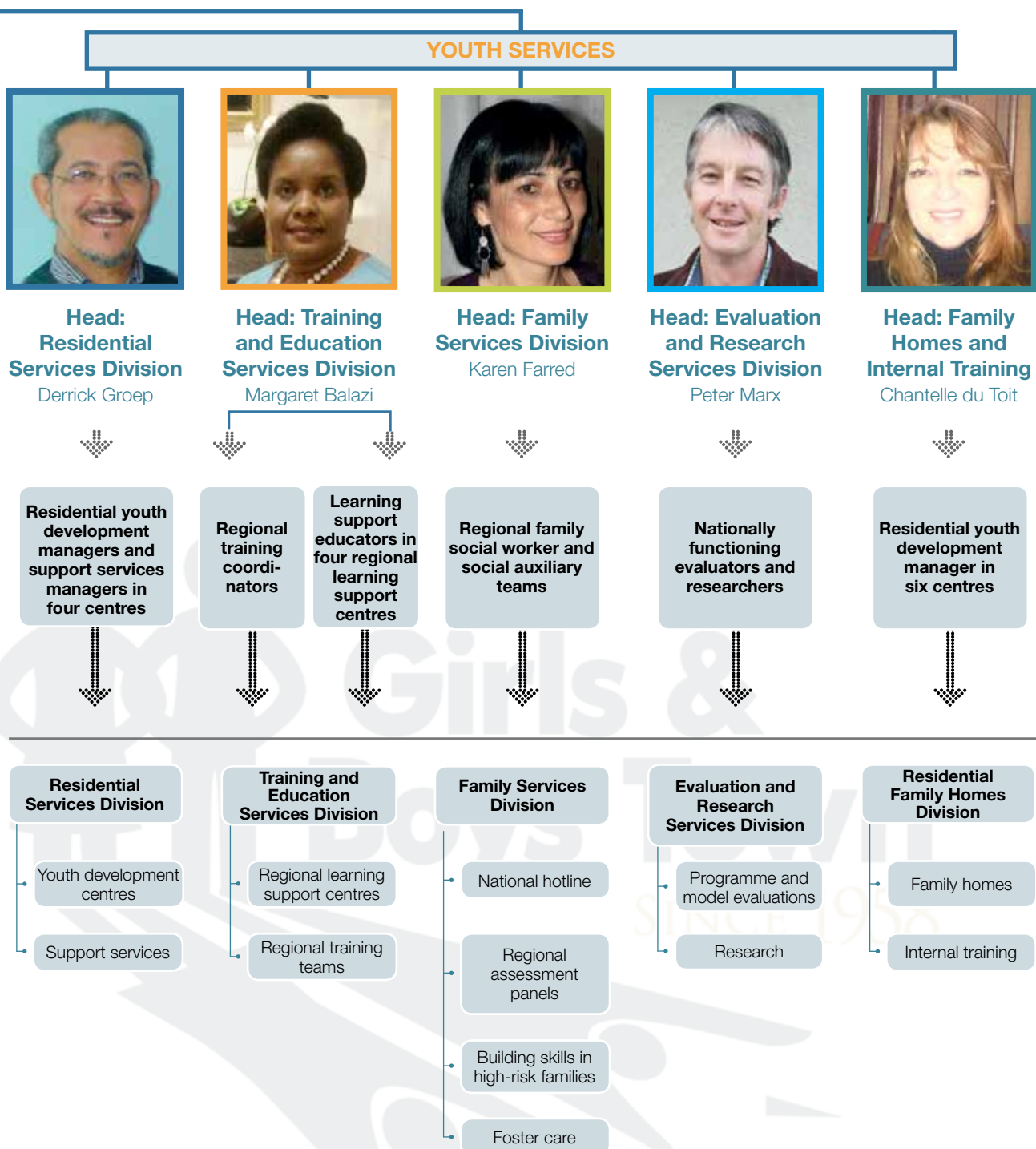
2014

First girls admitted to the Kagiso Youth Development Centre campus and Family Home for Girls, Gauteng. GBT Old Boy Vincent Bones wins Idols SA.



Organisational structure









The Common Sense Parenting and Well Managed Classroom programmes are important components of our comprehensive approach to childcare. Securing adequate funding to run and expand these programmes remains a priority.



Chairman's report

“As an extended family, we were really at a point **where we didn't think there was hope for our child** and this miracle happened and she now has **an opportunity to make a difference** in her own and others' lives.”

“Before GBT, my life was hell. My relationship with my kids was not good. I knew I was heading for problems. I thank the people in GBT for their help and teaching. **We still have a long way to go but I can see light at the end of the tunnel.** I am learning to handle and discipline my kids and just that helps me as a parent. Their support means so much to me. At least I know that my kids are getting the help they need and **I am getting the help I need** to be a better parent. The bad is over, the good is starting.”

One of the core beliefs of Girls and Boys Town is that every girl and boy is unique and, with proper love and care, has the potential to mature and grow to responsible adulthood. We work to realise this principle through all our projects and programmes. However, when the beneficiaries we try to support engage in negative behaviours, this belief can be seriously challenged.

For this reason, it is most gratifying to receive public acknowledgement and recognition for the work we do. In April 2013 Girls and Boys Town was awarded the Chairman's Choice Award: Social Champion Charities by the National Lotteries Board. The award was made in recognition of our long history of taking good care of children and youth at risk, through our key programmes such as Youth Development Centres, Family Homes, Common Sense Parenting and Well-managed Classrooms.

We received encouraging comments from parents after a successful family day hosted in July 2014 in Gauteng.

Against this positive backdrop, it is a pleasure and a privilege to report on progress over the past financial period.



Services and programmes

The behaviour of the boys and girls at our Youth Development Centres and Family Homes is definitely more challenging. Despite this, all services and programmes are on track. The process of admitting girls at Verulam and Kagiso has now begun and staff have been trained to manage this new service offering.

The Common Sense Parenting and Well Managed Classroom programmes are important components of our comprehensive approach to childcare. Securing adequate funding to run and expand these programmes remains a priority.

Education

We understand the reluctance of schools to accept youth who might be two years older than the normal age for a grade, who exhibit negative behaviour and whose school results are poor. However, education is the passport to the future and so we continue to engage with schools to secure a good education for our youth. The Learning Resource Centres, which are now established at all our Youth Development Centres, are helping our boys and girls make up the deficiency in their education and be more integrated into schools in the community.

Property maintenance and management

The planned maintenance programme adopted by the Board in 2010 has been a resounding success and all our properties are functional and looking better. The legal process for the establishment of a company dedicated to managing Girls and Boys Town properties has been finalised.

Finance and fundraising

This has been a key focus area over the past year because of the escalation in the price of fuel, food and other necessities, and the need to pay competitive salaries. The Board has welcomed the discipline displayed by staff in managing budgets. It is clear, however, that drastic action will have to be taken to ensure the long-term financial viability of Girls and Boys Town. Since additional funding from government is unlikely, our income from fundraising will have to increase substantially.

Governance

John Vlotman, a long-serving Board member and Chairperson of the Finance and Investment Sub-committee, sadly passed away during this period. We thank God for John's passion and for the tremendous contribution he made to Girls and Boys Town in South Africa.

We are fortunate that our Board members are women and men with a wide range of skills and expertise in the areas of religion, education, social work, business and finance. All governance structures of Girls and Boys Town are functioning well and contributing significantly to the effective running of the organisation.

Conclusion

Our work is based on faith and so we thank God for his grace, mercy and love for Girls and Boys Town.

We express our thanks to:

- The directors, trustees and members for the unselfish volunteering of their time and talents.
- The members of the Finance and Investment Sub-committee and the Property Committee.
- The CEO of Girls and Boys Town and all her staff for their dedication and commitment.
- The various government departments for their support.
- All our sponsors and donors, without whose generosity this work would not be possible.

David Daniels

Board of Trustees Chairman



Chief Executive Officer's report

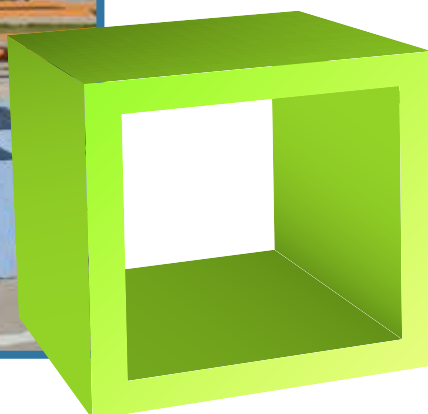
This has been a busy, stimulating and exciting period in the Girls and Boys Town history and a **period of important 'firsts'**.

And we have **our young people** who **challenge us every day and give us the opportunity to grow and develop ourselves**. Our beneficiaries provide focus and purpose in our own lives. The young bring us great joy as they discover themselves, succeed, grow their wings and shine.

Together **with our girls and boys, we are indeed one large family, where each needs and helps the other.**

The past two-year period has seen many new developments – some strategically planned for, and some arising from the contributions made by the organisation and staff.

Girls and Boys Town was historically known for the therapeutic residential work with boys placed with us through the Children's Courts, in accordance with the Children's Act, No 38 of 2005. This was done at first only in Magaliesburg and then spread to 10 residential centres as the organisation grew nationally, and developed over its 56 years of serving youth, families, educators and communities.



Key strategic outcomes for the period

Establishing therapeutic residential services for boys and girls nationally

Once we began to introduce girls into our Alpha Family Home in the Western Cape in 2004 (hence our name change at that time), we identified a national strategic focus to establish residences for girls in both KwaZulu-Natal and Gauteng. This outcome was achieved at the end of 2012 when we secured registration and began admitting girls:

- In late 2013 into the Verulam Family Home for girls.
- In January 2014 into the Kagiso Youth Development Centre for girls.

We established two Family Homes, one for girls and one for boys, in January 2014 on the same Kagiso campus in Gauteng – a first for Girls and Boys Town, with girls and boys sharing the same campus, but housed in separate accommodation.

Today, at Girls and Boys Town we proudly offer residential facilities for girls and boys in:

Western Cape

Alpha Family Home for girls
Dingle Family Home for boys
Macassar Youth Development Centre for boys.

Gauteng

Kagiso Family Home for girls
Kagiso Family Home for boys
Kagiso Youth Development Centre for girls
Magaliesburg Youth Development Centre for boys.

KwaZulu-Natal

Verulam Family Home for girls
Glenwood Family Home for boys
Tongaat Youth Development Centre for boys.

Engaging in formal longitudinal research with Girls and Boys Town leavers

The Girls and Boys Town Evaluation and Research Division, in partnership with the University of Johannesburg, began this three-phased research project in 2012. The first phase of the 'Growth Beyond the Town' grounded theory research project, entitled 'Journey into Independent Living', was completed in 2012 which is when we began tracking our leavers.

The research aims to tell us how successful are we in reaching our mission of helping marginalised youth to become productive, responsible adults in our society in a formal, reliable and measurable way. Phase 2 of the study immediately followed the completion of Phase 1

in 2012. We are now tracking all disengaged youth over several years and examining whether they have built up sufficient resilience for positive outcomes as they adjust to independent living.

Through their life experiences, we are already learning about ways to improve practice and provide better care and support for future boys and girls entering the programme. Our research outcomes and papers have been presented at two international conferences (Scotland and Canada) and we are receiving requests to provide articles for local and international professional journals.

Further extension of existing programmes to address educational challenges

Since inception in 2001, the Girls and Boys Town Training and Education Division has trained 10 510 educators in 1 066 schools and crèches and positively impacted, directly and indirectly, 355 133 learners nationally.

We opened three of the four national Learning Support Centres at Youth Development Centre campuses: Kagiso, Gauteng, on 22 October 2010; Magaliesburg, Gauteng, on 14 April 2011; and Macassar, Western Cape, on 30 May 2012. Plans are afoot to open the fourth and final Learning Support Centre in Tongaat, KwaZulu-Natal, during the next period.

The centres are equipped with a computer room with various learning software programmes, a library, classroom and counselling room, and they are staffed with a remedial educator and an assistant.

These intensive learning environments help to professionally assess youth to identify their educational needs and challenges, prepare remedial plans to bridge knowledge gaps and enable the settling of the learner into the appropriate educational or training environment. Many youth who are placed with us



Chief Executive Officer's report *(continued)*

have not had strong academic performance, have been absent from regular schooling for long periods and have not conducted themselves very well in formal educational environments. Girls and Boys Town's Specialised Classroom Management programme helps us stabilise academic participation and performance among such youth.

Girls and Boys Town governance, standards of excellence and awards

While we are widely recognised for residential therapeutic work, we are less known for educational workshops which have been beneficial to many schools, teachers and parents.

The significance of this work was publicly recognised during this period:

1. The Education Management Association of South Africa (Emasa) recognition, awarded in August 2013 in conjunction with the University of the Free State and Professor Jonathan Jansen, recognised GBT as one of the transformative projects that work, for the significant work done and for the impact made in the field of education.

2. The South African Council for Education (SACE) accreditation recognises the work GBT does in the field of continuing professional educator development, which is becoming a keen focus area for the Department of Basic Education.

Girls and Boys Town received a three-year endorsement for four structured training workshops, which means that educators can earn 10 professional development points for each of them (an educator has to earn 150 over a three-year period).

The official document, 'Design of the Continuing Professional Teacher Development System', is guided by the principle that educators need to have a high degree of responsibility for the identification of their own professional needs and development.

The educator professional development activities are anticipated to lead to the improvement of learner achievements, especially in poorer and disadvantaged communities.

The four GBT workshops which were recognised by SACE, are:

Well Managed Classroom	Promotes learner behaviour in the classroom, enables educators to focus on teaching, builds stronger learner-educator relationships and equips teachers to take control of unruly or violent pupils.
Administrative intervention	Follows through from the Well Managed Classroom programme to deepen and strengthen learnt understanding and techniques.
Specialised Classroom Management	Teaches social skills, incorporating a level motivation system and using a systematic way to address misbehaviour.
Effective staff development through consultation	Skill-based training that equips supervisory staff with tools needed to enhance educator management skills and the successful implementation of skills learnt in other workshops.

3. The West Rand Chamber of Business and Tourism awarded GBT two awards on 7 March 2013:
 - **Achievers Award:** Non-Profit Organisation Large Business: Education, Training and Development.
 - **Lee Loynes:** Finalist Woman Achiever.

4. In April 2013, the National Lotteries Board awarded GBT the Chairman's Choice Award in the category of Social Champions.

Orphaned youth

We continually identify, analyse and devise strategies to meet trends that are relevant to young people coming into GBT care. During the review period, an important trend was growth of orphaned youth – children who had lost or been abandoned by their mother, father and/or both. The orphan trend varied between 65% and 75% over the period. To meet their needs, we adjusted accommodation during holidays and weekends and started to play a more significant parenting role, including additional financial and emotional support as the children prepared to leave us on their journey into adulthood.

Social media

We launched our Facebook page during this period. Like all social media, it is work in progress as we refine our skills and make this an informative and useful page for parents and families. Please 'like' and play a role on our page, which you can access through <https://www.facebook.com/GirlsandBoysTownSouthAfrica>.

Looking ahead at the next two-year period

We have identified four key business goals and plans for the two-year period ahead of us:

- Consolidate our learnings to advance the organisation's growth and new initiatives.
- Increase and sustain income to ensure at least break-even budgets year-on-year.
- Support, grow, recognise and develop staff.
- Attain best-practice models in all function areas to offer beneficiaries the highest standards of care and assistance.

Concluding remarks

This has been a busy, stimulating and exciting period in the Girls and Boys Town history and a period of important 'firsts' – the introduction of girls into regional therapeutic residential care programmes and the development of the Kagiso 'co-ed' campus where we now have the Youth Development Centre peer group system and Family Homes in the same facility.

We have had to deal with various social and economic changes and challenges in our operating environment. Our ability to successfully adapt with effectiveness and confidence has largely been due to our loyal and

committed donors who have understood and supported us as we have faced these challenges while remaining focused on the best interests of children, youth, families, the education system and communities. We are sincerely grateful to each and every donor as without you, none of this would have been possible. It was largely due to your being there for us that has brought significant recognitions and support from new stakeholders. Our success is your success!

The commitment and dedication of our voluntary committee and Board members, and those who have stepped in to assist us through their own wish to help youngsters less privileged than themselves, is truly worthy of our appreciation, so we thank you for your guidance, wisdom, belief and trust.

Our hard-working and focused staff work tirelessly to meet beneficiaries' needs and turn their dreams into reality. Beautiful residences are indeed therapeutic in a holistic way: this home environment is enhanced by nurturing gardens, welcoming meals and supported by strong administrative processes run by staff who really care and go the extra mile. Our work offers young people hope, opportunity and direction.

We also achieve this through teams who work with families, educational environments and communities – and the resilient and driven fundraising teams who approach community members and corporates consistently in order to ensure that we have the funding to sustain this work.

And of course we have our young people who challenge us every day and give us the opportunity to grow and develop ourselves. Our beneficiaries provide focus and purpose in our own lives. The young bring us great joy as they discover themselves, succeed, grow their wings and shine.

Together with our girls and boys, we are indeed one large family, where each needs and helps the other – donors, staff, volunteers and national Board members. For this, we are deeply grateful – each one makes a significant difference in the lives of thousands.

Lee Loynes
Chief Executive Officer

Chief Financial Officer's report

Improving sustainability, managing inflation and maintaining reserves

A previous CEO of our organisation used to say: "We will never run out of customers."

A bold but true statement seeing that the youth of South Africa are the 'customers' – or rather beneficiaries – of Girls and Boys Town.

In our efforts to meet this seemingly endless need for our services, we need to grapple with what I call SIR – three key factors that impact non-profit and public benefit organisations like Girls and Boys Town: sustainability, inflation and reserves.

Sustainability

We define sustainability as being able to maintain something at a certain rate or level.

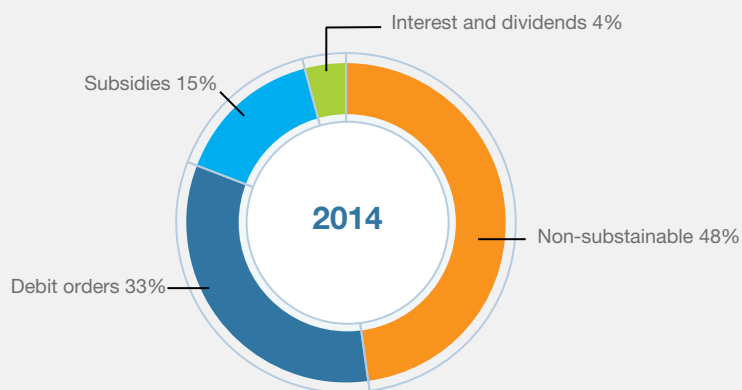
A number of philanthropic institutions start every month with zero income and have to fundraise anew the

income needed to cover their operational expenditure. Over the years, Girls and Boys Town has managed to build a sustainable debit order base that covers 33% of our operational expenditure. Government subsidies contribute another 15% and investment income 4%. So in our case, the balance of 48% needs to be fundraised on a monthly basis.

The financial year under review was again a challenging one for the organisation. An operating deficit of R4,647 million is reported.

Continued stakeholder and donor support, good corporate governance and regular effectiveness and efficiency reviews are essential for survival under the current difficult financial conditions.

ANALYSIS OF ORGANISATIONAL SUSTAINABILITY



Our goal in terms of sustainability is to reduce the non-sustainable ratio to levels that are acceptable for our continued existence.

A major challenge we are facing is to retain existing debit order donors and attract new donors and debit orders.

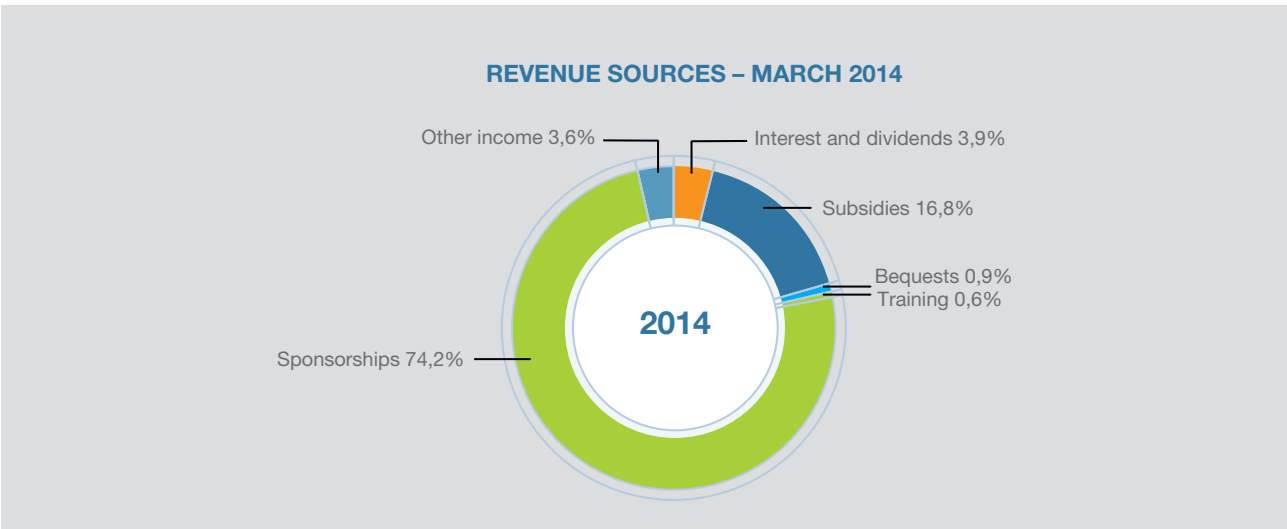
With the increasing use of electronic funds transfers (EFTs) and the individual's concern to stay in control of his or her financials, we are experiencing a concerning cancellation trend in debit orders. This has impacted on our ability to maintain sustainable income – a task we have managed to meet primarily through increases in existing donors' debit orders.

DEBIT ORDER INCOME VERSUS NUMBER OF DONATIONS



Chief Financial Officer's report *(continued)*

The sources of income for the year were as follows:

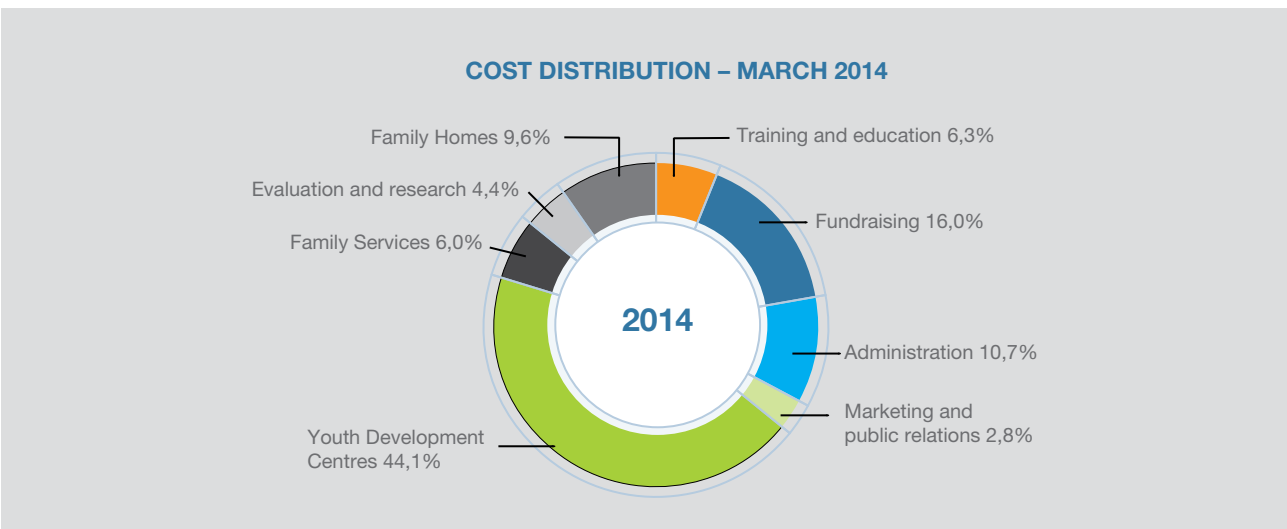


Inflation

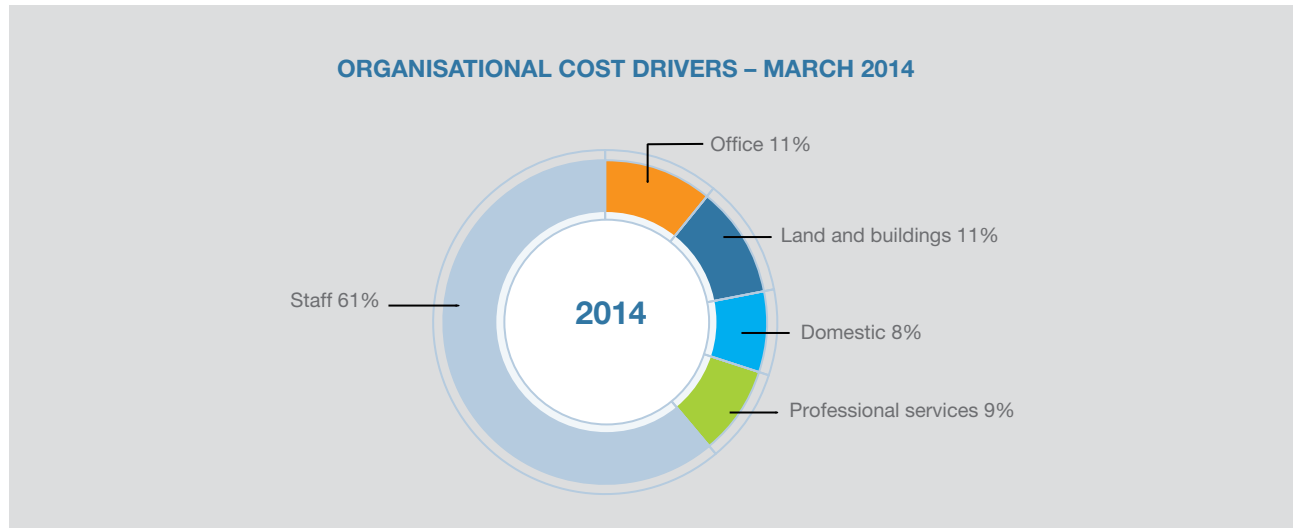
A concerted effort was made to contain costs and the year-on-year increase in total expenditure was limited to 8% (excluding maintenance), despite having to accommodate major cost increases, as follows:

- Insurance 14%
- Salaries 6%
- Municipal services 33%

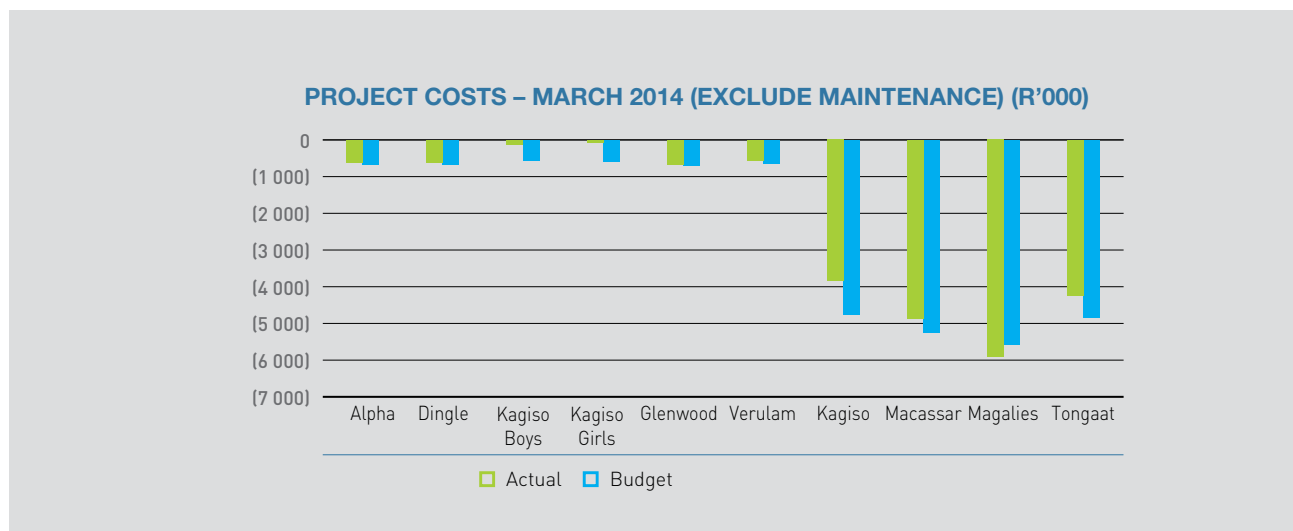
The funds that stakeholders have entrusted to us have been spent on the following operations:



Administrative costs have been maintained at 10,7% in a concerted effort to maximise the proportion of funding that reaches the beneficiaries. Salaries remain the largest expense.



The graph below illustrates the typical costs of a Youth Development Centre and of a Family Home (net of subsidy). This means the organisation needs to raise R17,8 million from donors to cover these costs. This amount excludes the funding required for continued running of Family Services and the Training and Education Division, as well as funds for capital expenditure.

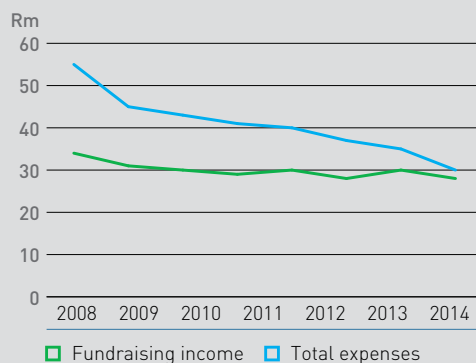


There are two key aspects to the inflation dilemma faced by Girls and Boys Town:

- Continuous rise in expenditure, of which salaries are the key cost driver.
- The main source of income for the organisation, that is individual donations, cannot be as easily increased as most prices in the commercial, profit-making sector. A sustainable donation cannot merely be escalated by a percentage every year. Backed by our value proposition, each increased donation is negotiated with the donor.

Chief Financial Officer's report *(continued)*

INCOME VERSUS EXPENSES TREND – MARCH 2014 (R MILLION)



For the year under review, expenses increased on average by 8%, while fundraising increased by just 1%.

Reserves

How much is too much, and how much is too little?

On its website, www.nonprofit-consultants.org, Executive Service Corps offers the following advice on reserves: In the mid-1990s, the large public accounting firms suggested that non-profit organisations have three- to six-months of budgeted expenses as 'reserves', depending on the situation of an individual non-profit organisation. Certainly the simplicity of this has appeal. For a smaller non-profit organisation that has steady cash flows and cash-based accounting, this seems to be a good approach.

Another source of guidance is Charity Navigator, www.charitynavigator.org, which was founded in 2001 as arbiter of financial ratings for larger US non-profit organisations that raise significant sums from the general public. They calculate a working capital ratio to evaluate the adequacy of cash reserves.

This determines how long, in years, a charity could sustain itself using only its net liquid assets. The working capital ratio is defined as: $(\text{short-term assets} - \text{short-term liabilities}) / 12 \text{ months' expenses}^*$.

In order to garner the most points toward a top rating by Charity Navigator, most non-profit organisations would need a ratio greater than 1. This is the equivalent of 12 months or more of working capital. Food banks and humanitarian relief suppliers can get by with less, while museums and other non-profit organisations that have lots of 'brick and mortar' need much more, according to Charity Navigator. While this is a laudable goal, this is national data for large non-profit organisations that have had decades to build their financial strength. The 2010 data on the Charity Navigator website shows a national average of 0,75 years or nine months for US-based charities.

The Girls and Boys Town ratio is currently at 1,56. We focus our efforts on keeping Girls and Boys Town at that level, and securing the organisation's future financial stability.

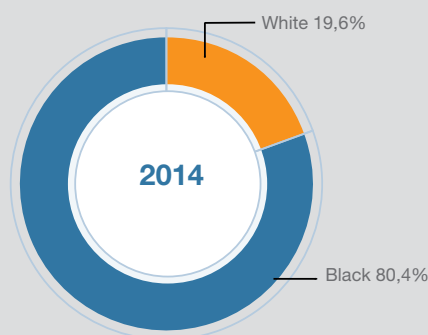
*www.charitynavigator.org

Black Economic Empowerment (BEE) scorecard

The recently published Broad-based Black Economic Empowerment Codes of Good Practice affords Girls and Boys Town's corporate supporters recognition for their contributions to our organisation due to the fact that 75% of our services benefit appropriate beneficiaries. Girls and Boys Town can issue companies with a certificate that will translate their contribution into points on the BEE scorecard.

Our services directly benefit 80,4% of black beneficiaries, all of whom are South African citizens. In addition, much of our outreach work is conducted in previously disadvantaged schools and communities.

DISTRIBUTION OF BENEFICIARIES ACCORDING TO BEE – MARCH 2014



Factors that will sustain and improve Girls and Boys Town's financial standing in the years to come remain the following:

- To increase revenue from sustainable income sources.
- To practise zero-based budgeting.
- To reduce expenses and continue the 'Eagle' (enhanced ability to reduce expenses) initiative.
- To sustain cash-operating reserves of at least 90 days.
- To practise financial flexibility to accommodate changes in service delivery.
- To comply with the guidelines on good corporate governance.
- To maximise the cents in each rand that reach our beneficiaries.

Tommie Veldman
Chief Financial Officer





Once we began to introduce girls into our Alpha Family Home in the Western Cape in 2004 we identified a national strategic focus to establish residences for girls in both KwaZulu-Natal and Gauteng.



Fundraising and Marketing Division



Areas of development

The past two years proved to be very challenging to this division and a number of strategic ideas were put in place to find solutions.

One of the key decisions made was to strengthen the fundraising efforts through marketing and branding. The latter would act as a support structure to raise awareness and promote the work of the organisation to the general public.

There are few notable developments as a result and we are optimistic that growth is inevitable.

- Our fundraisers worked hard on increasing their contact with donors during the last period, achieving an average of 13 226 entries per month.

- Income remained stable with some improvement amid difficult times, but still lagging against budgeted expenditure. The organisation needed more than R62 million from sponsorships and donations to be fully operational.
- Donor mail and general appeals, one of our sustainable income sources, were prominent as we sent out 38 appeals during the last two years.
- The GBT website has seen increasing traffic during the period under discussion and, as a result, some donors have effected contributions via the 'Donate Button'.
- A core strategy is to increase, in a robust way, the search for new donors to ensure sustainability into the future. The national fundraising team (Gauteng, KwaZulu-Natal and Western Cape provinces) engaged in an average of 965 activities per month as they worked towards achieving this strategy.



Key challenge

Slow economic growth in the country has negatively affected fundraising income and the ability of some long-standing donors to sustain their contributions to the organisation. The stressed financial climate has unfortunately also meant that securing new donors has been a difficult process. The fundraising teams are, however, committed to ensuring that young people are not disadvantaged and have worked tirelessly at pursuing the achievement of this very necessary outcome, which remains work in progress.

Strategic marketing and branding priorities for the period

We have identified more than 10 channels to market and promote the work of the organisation through the next two years. Campaigns planned for the next period include the upgrade of the GBT website, expanding our social media outreach, and targeted marketing projects with our communications and design partners for mass media, outdoor, indoor and online campaigns.

Strategic goals for the next two-year period (2015 to 2016)

The key fundraising objective is to ensure financial sustainability of the organisation by optimising all funding and fundraising opportunities and models. Activities will include:

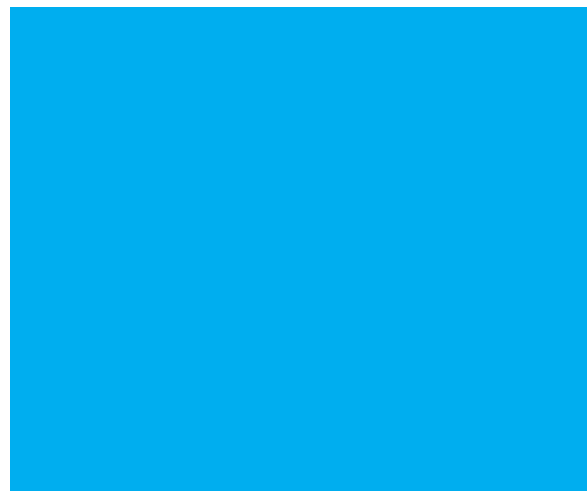
- Securing sustainable funding.
- Servicing the existing donor base regularly.
- Growing the membership and value of the donor base.
- Increasing income from non-governmental resources.

We are aware of the important fact that it is the simple things that motivate us to keep going even when we can only see difficulties. We are truly grateful to the donors who continue to support us as we together help more youth shine – and to our future donors, we would like to say that we are looking forward to opportunities to write new chapters together.

Teboho H Nkoane

Chief Fundraising and Marketing Officer







The opportunity to integrate new and different values coupled with their experience of being cared for and caring for others and other ‘things’ in our environments.



Human Resources Division

Managers and Human Resources have the important job of organising people so that they can effectively perform their activities. This requires viewing people as assets, not costs to the organisation.

Our staff are our most important assets. Without them, Girls and Boys Town would not be as effective. Therefore the focus has been on organisational development, optimising recruitment processes, employee wellness, succession planning and health and safety.

Organisational development

Due to the nature of our organisation and the commitment to our youth, ongoing training to equip and support our employees is of key importance. Regular feedback and dialogue is also critical to the personal growth and development of employees.

Employees who have contact with youth attend compulsory internal training to equip them with the skills and knowledge in the programmes that Girls and Boys Town implement.

When looking at staff turnover and age profile of our employees, a succession plan was implemented to

start the process of developing people for internal growth. Training has been identified in areas of need, namely management, supervisory, financial, child and youth care.

Recruitment

“We recruit for attitude and train for skill.” – Atul Gawande, American surgeon, author, and public health researcher

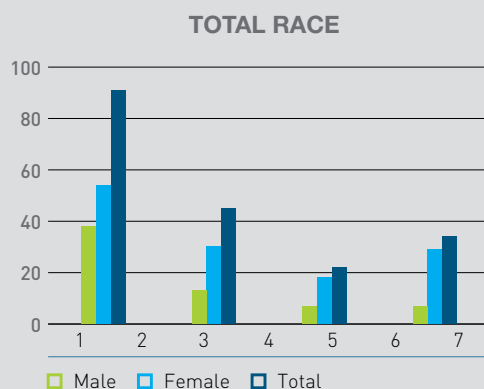
Our strategy is to have the right people in place at the right time. Advertising to attract the right people and to become the employer of choice in our sector is important. In order to achieve this, the following has been put into place:

- Effective and efficient methods of advertising.
- Centralised screening of CVs according to job requirements.
- Panel interviews to ensure objectivity and that the best candidates are selected.
- Competitive remuneration and employee benefits in the NPO sector.
- Timeous feedback and appointment of selected candidates.

Employment equity

Girls and Boys Town complies and aligns itself with the Basic Conditions of Employment Act, No 75 of 1997 and the Employment Equity Act, No 55 of 1998.

The graph below shows the race and gender compilation as at 28 February 2014.



Employee wellness

“You can have the best strategy and the best buildings in the world, but if you don’t have the hearts and minds of the people who work with you, none of it comes to life.” – Renee West, President and COO, Luxor and Excalibur Hotel, USA.

As Girls and Boys Town strives to promote safety and happiness of youth, the health and well-being of our employees is also crucial to achieving this goal. In order to ensure this, Girls and Boys Town has implemented an employee wellness programme to support employees and their families. The programme provides:

- 24/7/365 toll-free professional support telephonic service.
- Life management services including family care, financial and legal advice.
- HIV/AIDS counselling, education and support services.
- Personalised (face-to-face) counselling services.
- Counselling, advice and support on personal, occupational and life management issues.
- Managerial consultancy, referral and training services.
- e-Care online wellness website.

Annual wellness days held across all campuses are in place where employees have access to glucose, cholesterol and blood pressure testing in conjunction with healthy activities and nutrition. Through implementing these wellness days, employees are alerted and enabled to deal with potential health problems.

Health and safety

Health and Safety Committees have been appointed at all campuses and health and safety audits are regularly conducted to ensure that our youth and employees live and work in a safe environment.

Any incident or accident has to be reported and investigations and remedial actions are undertaken by the committees.

Looking towards the next couple of years

While the focus over the past two years has been on attracting the right employees, the focus for the next two years is on retaining and ongoing development of employees. To help us achieve this, we plan to:

- Review and establish an effective performance management system.
- Conduct ongoing internal training and upskilling of employees.
- Implement job profiling and psychometric assessments for key positions.
- Implement an electronic human resources management system.

Lesley Le Roux

Human Resources Consultant



Evaluation and Research Division

International research documents that youth leaving childcare institutions, including our own Girls and Boys Town, are marginalised and vulnerable at this time of transition. Our mission, creating opportunities for youth to grow into responsible citizens able to contribute positively to their communities, is a vital contribution to addressing the inequality these youth face. The quality of our service provision and in fact excelling in how we provide our services is essential in breaking the barriers faced by the youth and families we work with. GBT's commitment to service excellence is demonstrated in the establishment and continual growth in the Evaluation and Research Division.



Through monitoring and evaluation (M&E) processes that are part of evaluation, we answer important questions:

- Are we providing the standard of care/services for youth and families that we aim to?
- What are we doing well and, what do we still need to do to improve our care/services?

Through our research work, we answer the following important questions:

- Is the care/service we provide to youth and families translating into positive outcomes for them once they leave us?
- Which aspects of our care/services are helping to produce these positive outcomes?
- How do we need to change our care/services to improve these outcomes for youth and families?

Answering these questions is crucial in focusing our efforts to achieve service excellence and prevent us from simply working hard but failing to make a significant, sustainable difference.

Research

Exciting developments during the period under review relate to the three-phased research plan which was established in 2011:

- **Completion of Phase 1 – journey towards independent living**

After the establishment of a three-phased research plan in 2011, with the voluntary assistance from Professor Adrian van Breda from the University of Johannesburg, we completed Phase 1 and submitted a report in the first quarter of 2012.

This first phase looked at the experiences of nine young men who left GBT five to six years previously. Research identified key challenges and triumphs in their journeys and made recommendations for our practice.

- **Green light for Phase 2 – growth beyond the town**

With the agreement of the GBT Board of Trustees to fund Phase 2 of the research project, we proceeded with these plans in early 2012. This phase was planned as a three-year project, June 2012 to June 2015. Here the aim is to establish a longitudinal research study to gather information from youth just prior to them leaving GBT and then follow up with them periodically. This will allow us to measure youth strengths and challenges on leaving and track how these are translating into their growth and success.

This work is on track to be completed as planned, and milestones in its implementation include:

- Appointment of a senior researcher, Lisa Dickens. She is a young, dedicated professional who is combining her leadership of this phase of the research with her PhD study undertaken through the University of Johannesburg and under the tutorship of Professor Van Breda.
- Design of research tools and standardisation of the information we want to gather from the youth just prior to their leaving GBT and periodically for the next three years after they have left GBT.

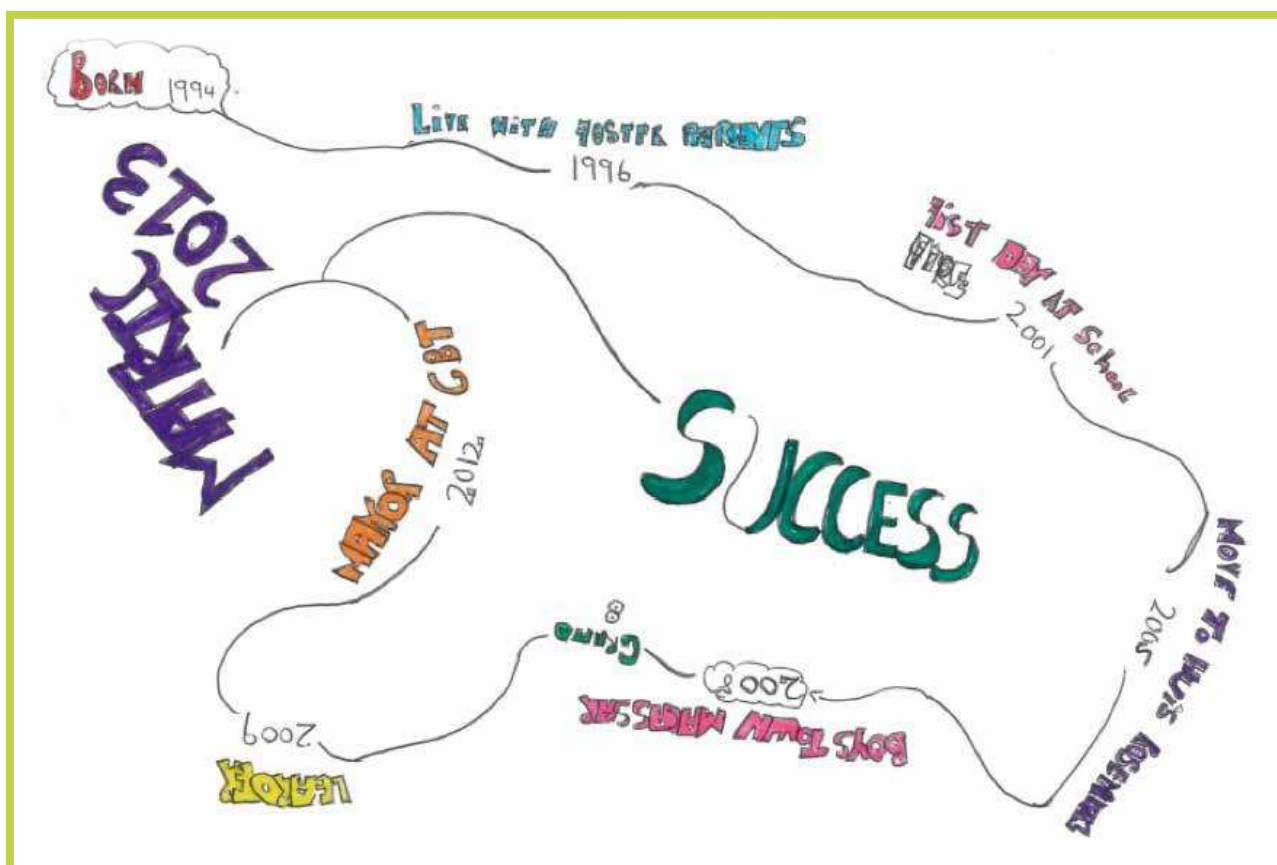
- Tools to use in research with youth who are about to depart from GBT include a qualitative interview tool, a quantitative tool that records accomplishments and challenges during their stay at GBT, and a quantitative tool to measure the youth's resilience levels. This last tool allows us to establish the levels of resilience that are important in predicting successful outcomes for youth once they leave GBT.
- Tools to assist in gathering follow-up data with youth who have left GBT over the next three-year period include a qualitative interview tool that explores the alumni's experiences since leaving GBT and a quantitative tool to measure 'the good life' – factors such as health and well-being, accommodation, employment, further education, relationships, finances, crime, drugs and alcohol abuse. These will give us a measure of how successful they have been in establishing themselves as well-adjusted citizens.
- Interviews with the first cohort of youth took place during October/November 2012 – as they were about to depart from GBT. A baseline report produced useful and interesting findings:
 - 92% of these young people feel well supported by the adults at GBT: "There is an adult who I trust, who believes in me becoming successful, who notices when I am upset, who notices when I do well and who cares for me."
 - But 24% felt ready to leave GBT and as many as 90% wished they could stay at GBT.



For the 'Growth Beyond the Town' project, workshops are held with youth who are planning on disengaging around the country so we can connect with them, keep up with their progress and speak about the research study. Here, planned care leavers work together to solve research-related problems, at Magaliesburg, August 2013.

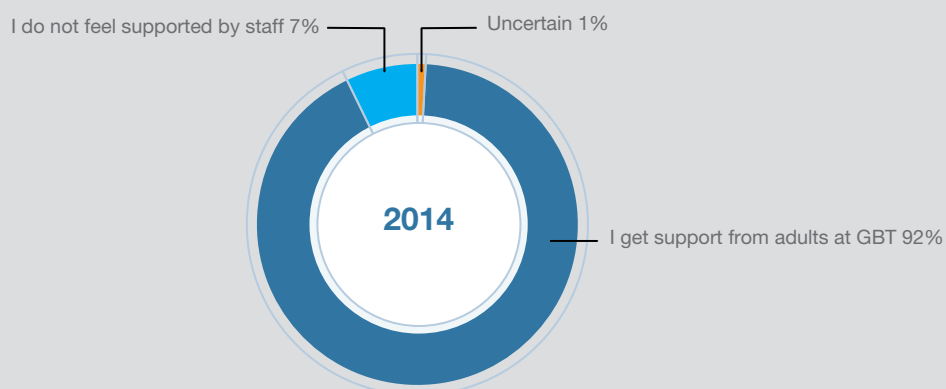


At youth workshops, the youth are asked to draw pictures of their lives so far, with the intention that our project will continue to track their stories once they leave our care. Some of the pictures and stories they told were quite remarkable.

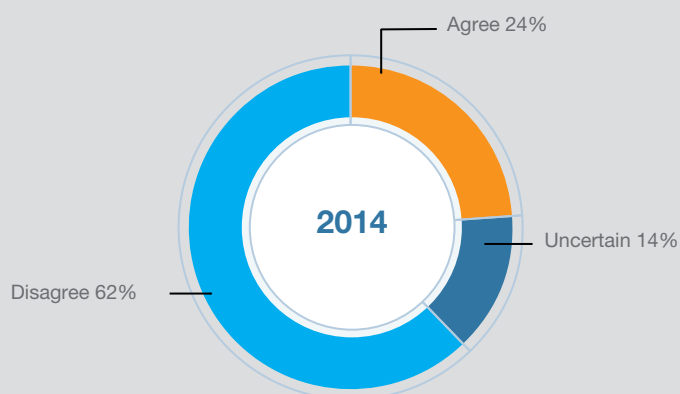


This information underscores that GBT is successful in caring for youth while they are with us, but also emphasises the need to focus on preparing the youth for life after GBT.

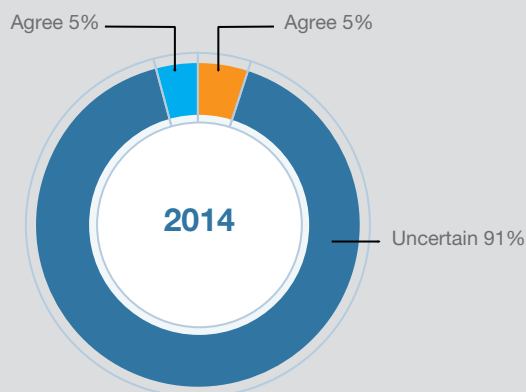
SUPPORT FROM GBT STAFF



PREPAREDNESS TO LEAVE GBT



I WISH I COULD STAY AT GBT LONGER



I am bit scared but I did not tell anyone I am scared. Everybody that asked I tell them that I am excited, but if you think about it, you are going to be all alone . . . it's a big responsibility.

I have been institutionalised my whole high school life so it is like a new experience... I know there is a lot of new challenges coming along and stuff I am not used to. All I know is the single structured lifestyle at Girls and Boys Town. But I am ready for any new challenges . . .

I wouldn't say I am worried, not really, because I mean Girls and Boys Town has equipped me with everything I need to know, so I am not really worried about it, but there is a little bit of concerns. How am I going to deal with certain situations you know?

- First follow-up interviews with youth who left GBT for six months to a year were completed during 2013. This information is currently being analysed and a report is due to be submitted in mid-2014. Heart-warming stories of courage and resilience of these young people, who are pursuing successes under mostly difficult circumstances are part of the tale. Sadly, but realistically, there are also stories of struggle, failure and occasionally, tragedy. Opposite are two quotes reflecting the extremes experienced by our youth leaving our care.
- Training and developing a team of experienced and confident fieldworkers who can gather quality data through interviews and self-administered questionnaires. The fieldworkers' mandate also includes a crucial element of maintaining contact with the youth once they leave GBT.

The own decisions you can always make for yourself but when you do not have someone to look over you and you know that you have got to make sure that you have got food and stuff like that, it makes you work harder, you know what I mean.

I pay rent and if I want food, I can add additional money on to the rent and the people in the house will help me out, I am busy buying the small necessities like an oven and stuff which I should be doing next week. And once that happens, eventually I am trying to get myself as independent as possible.

I have not dealt with any challenges seriously. Whatever challenges came over the past year, I did not even think about it. My step father was punching and punching me in the face. And it was on Christmas. Then I left home, I took my bags, and that came up with my mind to think about the old Christmases, I want to be with my father . . . my real father . . . My father wasn't there. Now I am without a house, what is actually going on now, because I am asking myself all these questions. Okay, I went to go live by friends, he just came out of prison . . . and then I started to do drugs. I started taking tik and mandrax and all this stuff because all this stuff is going through my mind, and for me I can't believe it.

We have also continued to establish GBT's research within the field and to look for opportunities to present our research nationally and internationally. This is important so that we can gauge the value of our research, learn from others, position our research as professional and demonstrate its value to the field. This helps to obtain sustainable funding to develop and maintain the research work.

National and international platforms where we presented our work include:

- June 2013: International Child and Youth Care Conference in Canada.
- July 2013: NACCW Conference in Johannesburg.
- September 2013: World Social Work Conference in Johannesburg.
- October 2013: Western Cape 'Leaving Care Forum'.
- Article by Professor Adrian van Breda on our research 'Youth at the Crossroads – Transitioning out of the care of Girls and Boys Town SA' was published in the journal *Relational Child and Youth Care Practice* (volume 26, issue 4, <http://www.cyc-net.org/Journals/rcycp/rcycp-26-4.html>).

- April 2014: GBT's abstract was accepted for presentation at the International Winelands Conference in Stellenbosch, which will cover various fields of business and government under the theme 'Innovation for the Urban Age'.

An important result of these efforts is a sponsored invitation to Lisa Dickens to attend a workshop on youth leaving care in Belfast, Ireland, which will bring together some 20 PhD students from around the world who are focusing on this research. The workshop will be facilitated by two of the leading world authorities in this area, John Pinkerton from Ireland and Mark Courtney from the USA.

Our research goals for the upcoming period will focus on:

- Developing a team of part-time fieldworkers to sustain the data-gathering requirements of the research.
- Sustaining the pace of progress on the Phase 2 'Growth Beyond the Town' research project.
- Identifying potential articles for publication from Phase 2 research.
- Presenting a proposal to the Board for Phase 3 of the research by the end of 2014.
- Accessing additional funding for our research, especially for Phase 3.

Evaluation

Evaluations are conducted at least annually at each of GBT's residential facilities to assess three broad areas:

- Each young person at GBT is interviewed to assess their safety, as well as their satisfaction with the care they receive while at GBT.
- Consumers of residential facilities are surveyed to gather their opinions on the work being done.
- A professional evaluation by trained evaluators is conducted, where the care being provided for youth at each campus is assessed and measured against specific standards.

Reports and procedures are in place to follow up on the outcomes of these evaluations.

These procedures provide demonstrable benefit for the youth, staff and the organisation. They afford

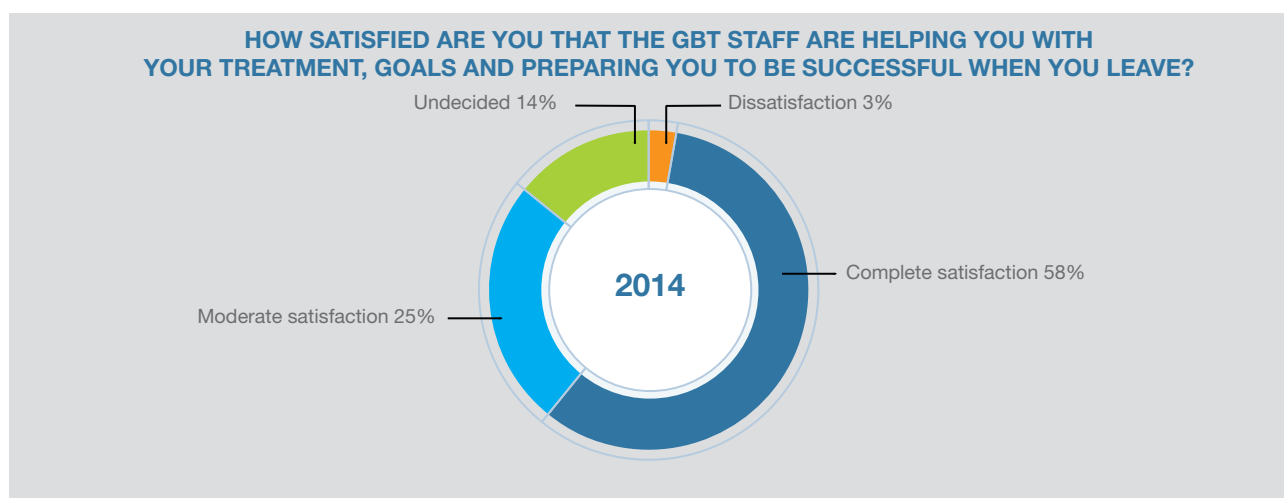


Evaluation and Research Division *(continued)*

opportunities to campus staff and management to reflect on the quality of the care being provided at a particular campus and enable us to develop action plans to further enhance the care. Management is regularly made aware of the excellent work that is happening so managers can reinforce good practice, but is also informed of areas of concern so that they can respond promptly.

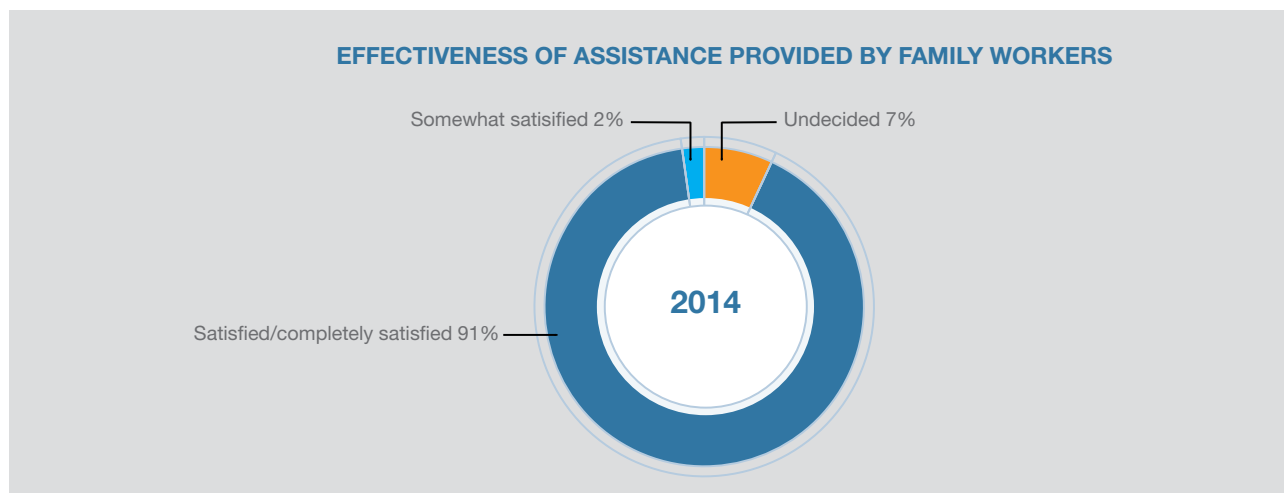
A highlight from these evaluations in the residential settings has been the generally high levels of

satisfaction expressed by our youth for the care they receive at our campuses. The graph below indicates youth's satisfaction levels with residential care during 2013.



The Family Services Division works with the families of the youth placed in our care, as well as other families experiencing difficulty. The Evaluation Division has been surveying the parents of these families for four years to assess their satisfaction with the services provided to them by the family workers. It has been wonderful to see how these families have appreciated the help they have received from the family workers in all three regions (KwaZulu-Natal, Gauteng and the Western Cape).

Below are the satisfaction levels expressed by these families in 2013 for the effectiveness of the assistance provided by the family workers.



What is important to note is that there were no families indicating any dissatisfaction with the effectiveness of the help they received. Correlating these high levels of satisfaction with the positive comments that are received by the family workers illustrates the importance and benefits of this service.

“The family worker has been like a mother to me although she is younger than me.”

“She has assisted me like a family member would do.”

“As I said, all round, most helpful. She covers all the areas where I needed help, always followed up, to see if things were going well. She even worried about my health.”

“I couldn’t ask for a better family worker. She is always there for me and makes time whenever I need help. She is always sensitive about my feelings. She has also helped me deal with my problems.”

“She shows a lot of compassion towards my son and our family. We love her and appreciate what she has done for us.”

“The family worker must keep up the good work she is doing. I have been to many places for help and it is only at Girls and Boys Town that I have been helped so effectively.”

We feel excited by some of the other developments within this area of our work:

• ***Development of a consultation evaluation:***

An evaluation tool for assessing the supervisors of all direct care staff (youth care workers and social workers) has been designed. The first evaluations using this tool were conducted in 2012. Some adjustments were made to the evaluation tool and the adjusted tool was again used in 2013. These evaluations have given supervisors the reports that specify where their support of staff is strong and where it needs improvement. These supervisors/consultants play a crucial role in supporting the direct care staff. Providing care for the carer enables the carer to care.

(Pictured right): *The team of fieldworkers who collect data from youth all around the country at a research workshop and training in Cape Town, February 2013.*

• ***Assessing the outcomes of the Learning Support Centres:***

The new Learning Support Centres have been set up in each region to ensure that our youth are well supported in their education. The evaluation and research team, led by Kashiefa Kader, is establishing an evaluation tool to assess the progress in education by learners using these facilities. We are confident that our youth’s academic achievement will improve with the active functioning of the Learning Support Centres, and we will soon be able to measure this improvement. The first report will be for the academic year 2014, and will be available in April 2014.

Our evaluation goals for the period ahead will focus on:

- Playing a leading role in the development and implementation of a staff performance levels structure. This initiative will design various levels and goals for development especially for youth care staff, so they need not aim to be promoted ‘out of’ the direct care of youth in order to earn satisfactory salaries, instead, through enhancing their effectiveness in direct care, they can strive to be better rewarded. This initiative will hopefully keep the talented people in youth care remaining to work with the youth.
- Developing capacity within the department to meet the growing need to expand our evaluation services.

Peter Marx

Head: Evaluation and Research Services Division



Residential Family Homes Division

Introduction

In 2012, the Residential Family Homes Division's aim was to provide youth with a safe, caring and healthy home environment. We also focused on enhancing relationships with different role-players in the youth's communities, empowering youth to gain self-discipline and self-control, helping the community to become more attuned to making young people feel wanted and important, becoming more therapeutically focused and working with a disengagement plan in mind from the youth's first day at the campus. Another goal was to stabilise positive and nurturing staff teams and to provide on-the-job support to staff members in the difficult task of taking care of troubled and vulnerable youth.

Although there have been ongoing challenges in achieving these goals, the Family Homes have demonstrated extreme resilience, creativity, care and courage in working with more and more challenging youth that are being admitted into our care.

During the past two years, the Family Homes Division has been committed to implementing best practices and ensuring good outcomes for the youth in our care.

In order to realise some of our aims, we have concentrated on providing staff with pre-service training within a two-month period from their appointment date.

We work hard to continually revise and improve our childcare strategies and have prioritised relationships with youth within this framework. Our focus has been on establishing values of friendship, trust and respect, as well as nurturing the youth's physical, emotional and spiritual lives.

We are aware that problems youth face today are very different from the ones the youth faced a couple of years ago, especially with regards to emotional parental/family support and availability, big gaps in educational development, easy availability of substances leading to severe chemical dependency – and understandably under these circumstances, a general disregard for adult authority and trust in adults to care and meet the youth's needs.

So with this in mind, the Family Homes Division would like to report the following challenges and best practices that have been identified and put in place.

Challenges

Staff structure: the Family Homes have been staffed in a way to show youth a 'normal/traditional' family home where one parent stays at home and another parent works away from home.

Having one staff on duty to manage six to 10 youth at one time has its difficulties, especially when one or more youths are acting out, are in crisis mode, just having a bad day, arguing with a peer, or when the staff member has more than one activity to attend at the same time.

Different staff teams have come up with solutions to manage such times. I would like to commend the KZN Family Homes team as they have on numerous occasions taken on different roles to ensure that youth needs are prioritised. The administrator will often sit with youth to help them with homework or take over shopping and financial duties if staff have to help a youth in crisis. Other staff teams have been able to share staff between homes when youth are going through tough periods.



Staff vacancies were experienced for several reasons. Crucially, we noticed that staff needed better preparation for the role of running a Family Home. Without it, the combination of challenging and disruptive youth, running of a Family Home and consistent implementation of the Family Home model, including financial accountability, can become overwhelming and lead to resignations.

We realised that managers had to identify the staff's needs and extensively consult with staff at inception and during the early days of appointment. How we work as integrated teams has become much more reflective and strategies and practices are being thought through, monitored and provide for regular sharing of feedback.

Comments from staff indicate they feel more supported and enabled to try and work alongside difficult and traumatised youth.

As the teams grew stronger and more attentive to addressing different behaviours in the home, staff became more confident in addressing really challenging and at times aggressive behaviour. Team members have proven to be dedicated, hard-working and adamant to find solutions for young people. There have also been some teams that have done fantastic work, enabling youth to move forward, and to achieve academic, emotional and personal successes.

We would like to commend the staff teams who have embraced and displayed phenomenal child and youth care qualities. They have identified the need for additional training in certain areas, taken on roles beyond their normal job descriptions and worked extra-long hours.

Our mandate encompasses the need to make decisions regarding referral behaviours. Due to a number of factors, this has steadily become more complex. Obtaining an accurate and full picture of the youth's and his or her family's behaviour and situation is a prerequisite for trying to find placement for the youth.

Yet, the widespread and growing abuse and dependence on substances impact the ability to adequately assess the situation and frequently only becomes apparent after a youth has been admitted to GBT, making it more difficult to manage the youth's behaviour on campus. Some of the young people also have underlying mental health problems which may be related to substance use or other experiences the child had before joining GBT.

These factors – coupled with the closure of some more secure facilities that were run by government or other agencies – affects our referral procedures and we are finding ourselves in a situation where we have to



Residential Family Homes Division *(continued)*

accommodate young people who would in the past be referred to a more secure facility.

We are also noticing and trying to manage the inconsistency in approaches applied by external medical and social work professionals, as this impacts the comprehensive and best possible care provided to the youth.

To help us manage the well-being and progress of the youth in our care, we have deployed two particular tools which are shared among all key staff working with a young person: daily morning reports and monthly reports of incidents. These enhance team-work approach, improve preparedness prior to new youth arriving to one of our facilities, grow our evidence of effectiveness of different strategies and measures, and inform needs for staff support, training and development.

Another aspect that has been a significant struggle in most regions is finding appropriate schooling for the young people who are admitted to the Family Homes. Some of the schools in the area do not want to take GBT youth, often due to their initial poor academic performance and inadequate social skills. The schools, even when they take the children, frequently display minimal tolerance and patience towards these youth, which in turn causes setbacks for the youth and affects the work being done in our Family Homes.

As part of ongoing reflective practices the teams have used monthly data from incident reports, school and home notes, card reviews, as well as looking at how certain incidents have been dealt with, what has been helpful and what has been lacking or not getting the desired outcomes.

Overall, while we cannot ignore the challenges, there were many highlights and encouraging stories about youth who have joined or subsequently left GBT, and are happy and well settled.

KZN Family Homes opened a home for girls in January 2013 and subsequently, Kagiso opened a Family Home for girls and boys. As this has been a novelty for both KZN and Kagiso, there have been many different challenges for teams to work through – which the teams have met with exemplary enthusiasm and determination.

The Kagiso campus is a first for GBT where YDC and Family Homes are on the same campus. Despite teething problems that will need to be worked through, it is a very exciting time as there are many advantages for the youth when using all the resources on the same campus. Heart-warming tales of being able to keep siblings of different gender on the same campus can only bode well for these children. This campus will be one of the Family Home Divisions which will need high-level support throughout the next three-year strategic plan.

Looking into the future

We have identified the following key focus areas for the work of the Family Homes Division for the next two-year period:

- ***We want to consolidate and maximise service excellence and impact for youth.***
To achieve this:

- The division will be working towards consolidating all the models implemented in running and supporting the Family Homes.
- Implementation will be monitored to ensure that action plans are drawn up and regularly monitored and evaluated.
- Staff will be imparted with adequate knowledge of relevant residential policies and procedures.
- Strategies to manage escalating challenging behaviours of young people need to be developed and adopted.



- **To ensure financial sustainability, we will explore programme funding options including those from the Department of Social Development, and monitor and maintain good financial governance.**
- **We will work towards stronger branding and marketing of the organisation so it is more visible and becomes the social partner of choice.**
- **Retaining and sustaining human capital will help us achieve organisational objectives. In this regard, we plan to:**
 - Optimise current recruitment practices and source alternative recruitment solutions.
 - Introduce job profiling and psychometric assessments for key positions.
 - Implement procedures that address staff conduct, performance levels and non-adherence to policies.
 - Establish an effective performance management system.
 - Develop staff support groups, where staff have opportunities to debrief, reflect and share support.

Conclusion

The Family Homes have strong and dedicated staff teams who continue to prioritise youth's needs, sometimes under difficult and challenging circumstances.

Our focus for the following two to three years will be on providing staff with a strong network of support. We will be introducing significant changes to how we work in order to stabilise staff in their positions, enable them to meet the new kinds of psychosocial and physical conditions which the children are facing, and to nurture stable Family Homes that advance the wellness and progress of youth in our care.

Chantelle du Toit

Head: Family Homes Division



Family Services Division report

Overview

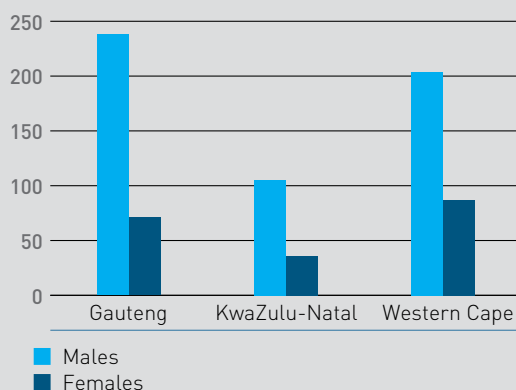
In the past two years, the Girls and Boys Town Family Services Division strove to meet the goals established in 2012. Through continuous processes of reflection and evaluation, the division has been able to sustain its services and branch out into uncharted territory. Some goals established in the previous period have been reviewed and refined. The team has remained in tune with the needs of beneficiaries and has made adaptations to services to better meet the needs of hundreds of beneficiaries.

Accessibility

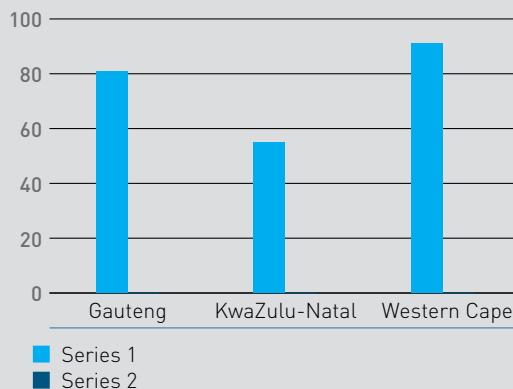
The Family Services teams nationally provided services to 6 911 individuals through different services options. In 2012, the Family Services division adopted a goal to provide all levels of care as per the Girls and Boys Town service options.

The graphs below depict the key areas of Family Services work: assessment, hotline and strengthening of families who are at risk.

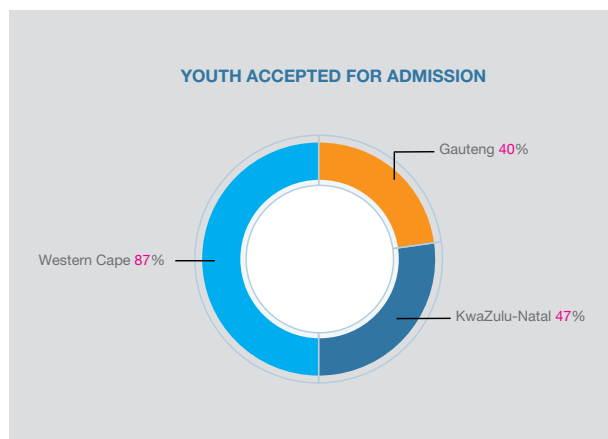
APPLICATIONS RECEIVED PER REGION



ASSESSMENTS PER REGION



It is especially pertinent to note that Girls and Boys Town has increased accessibility of services to girl children. Since 2012, girls are being admitted to the Verulam Family Home, Kagiso Family Home and the Kagiso Youth Development Centre. The Family Services have a key role to play in ensuring that residential placement options for girls remain available.

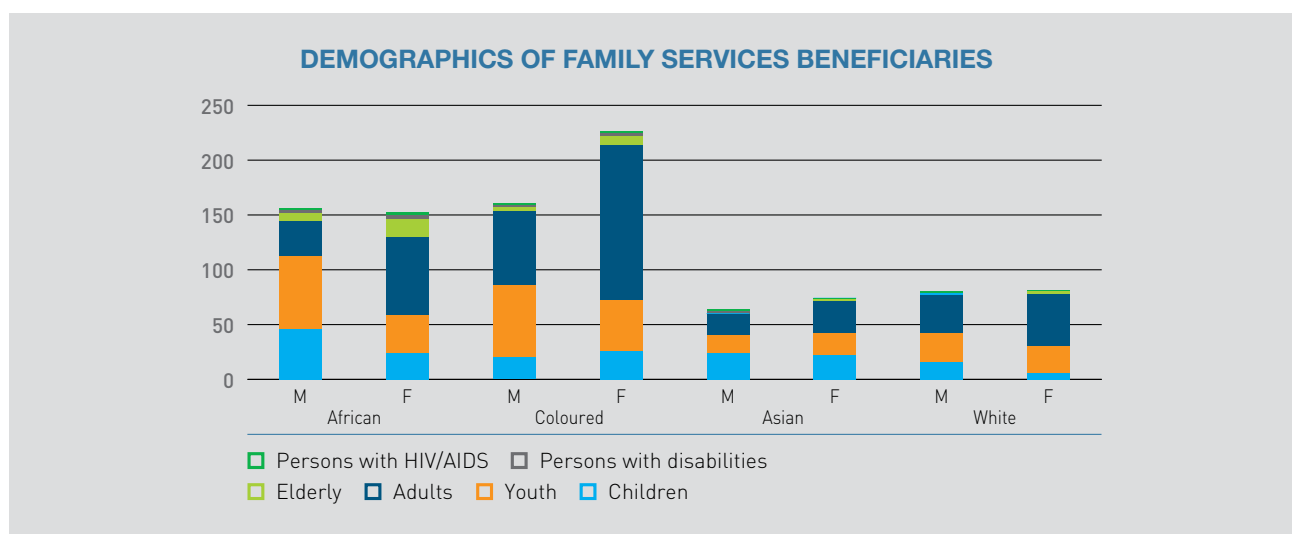
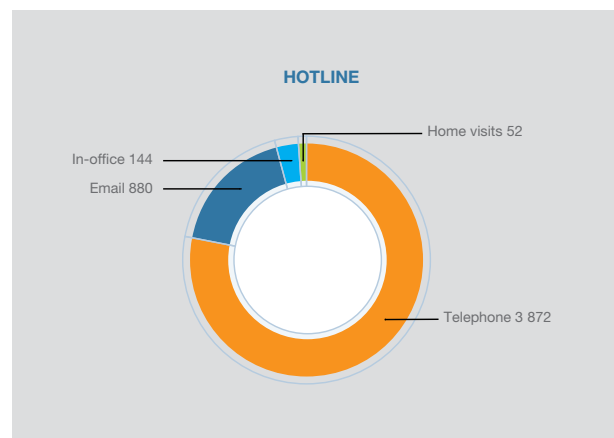


Demographics of Family Services beneficiaries

The family strengthening programme has through direct or indirect means strengthened 995 individuals during the period under review. The beneficiaries are representative of the full spectrum of South African society.

Hotline

The performance of the hotline service illustrates how the organisation has been able to innovate and ensure its services are accessible to those who need help. The hotline has served 4 948 individuals through different communication platforms. The service continues to evolve as it incorporates technological advances, so it has moved beyond the telephone and now responds to callers through email, Facebook and WhatsApp – which are backed in a small number of cases by home visits.



Dynamic approach to identifying and meeting needs of beneficiaries

It has been incumbent upon the Family Services team to find ways to overcome bureaucracy or lack of resources which interfere with a young person's or family's ability to access the services they need. The team identifies such barriers and provides solutions, among them:

- External social workers are provided with the documentation they require before they go to court.
- Family Services remains the case manager until the point of admission.
- Family workers are present at the admission of the youth, till which point the family worker has been the sole representative of Girls and Boys Town and it is important for them to introduce the child and family to the residential team who will be caring for him/her.

As the Family Services team is the first contact for most people seeking help, the team is attuned to the changing social needs and trends. Collecting and sharing this information across GBT divisions is essential so that all our services sectors can be proactive.

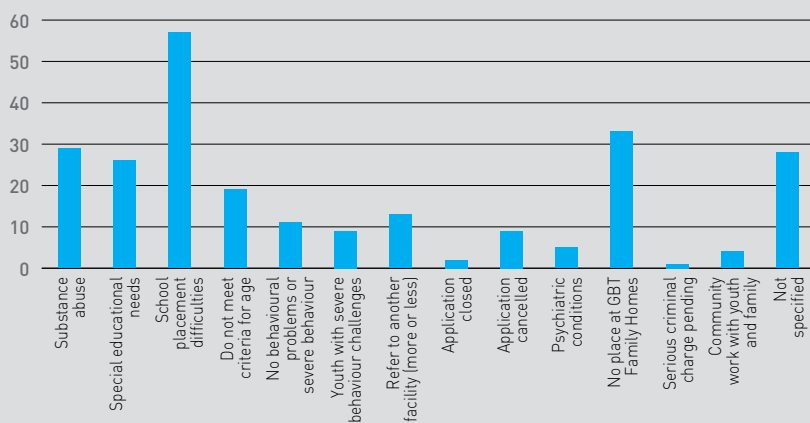
The graph below is an example of such information. It captures the reasons why youth are screened out, that is, why Girls and Boys Town do not offer programmes to meet the needs of these youth. This data provides the foundation for making decisions about adapting its services to meet the changing needs of young people and their families.

Another goal established in 2012 was to respond to needs of families by partnering with community organisations and accessing GBT resources for the benefit of families and youth.

To this end, the Western Cape Family Services team entered into new waters and initiated an intervention which helped strengthen women in the Strand community. This initiative evolved from our work with one individual who had been screened and recruited as a transitional parent for a young man moving from a Girls and Boys Town residential centre to the community. The Girls and Boys Town family worker recognised the woman's strengths: she is community-centred, aware of the challenges faced by people in the community where she lives and has been involved with community organisations and programmes that aim to empower women. She has shared her skills with other women in her community, teaching them to use a sewing machine, make basic garments and other items, cut patterns and make alterations to garments.

When the organisers of the International Child and Youth Care Conference needed conference bags, this group was recommended without hesitation. It was an opportunity for the women to use their skills to generate income by producing the bags – and it stimulated further opportunities. International conference goers were impressed by the bags and the ladies were approached to produce bags for two other conferences.

REASON FOR SCREENING OUT





*Using their skills, making bags,
earning an income*



The women were linked to a women's empowerment group (WHEAT) that will empower them further by developing their business skills and project management.

KZN and Western Cape Family Services teams successfully initiated food garden projects with families, members of the community, youth, and staff of Tongaat and Macassar Youth Development Centres.

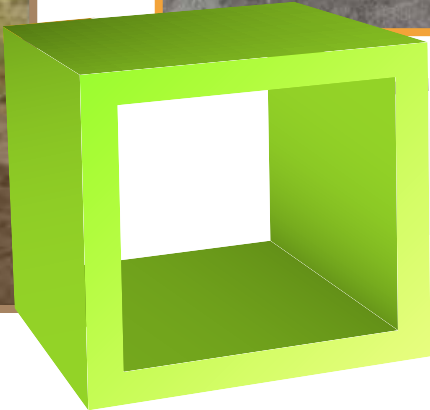
These projects aimed to:

- Equip families with basic skills for growing food.
- Provide seed hampers.
- Start home gardens that will provide a source of food for their families and raise income from the sale of surplus produce.



Family Services Division report *(continued)*

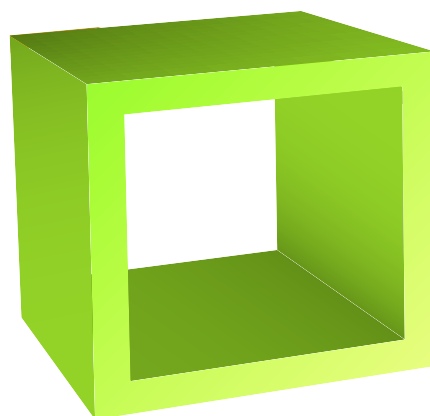
The following photos illustrate some of these successful and rewarding projects



The **Gauteng Family Services team** undertook a beading project with families, youth, and staff. The idea was to **assist the different generations** to bridge the gaps between them by getting them to do something together.

We invited mothers, grandmothers, foster mothers, aunts and their daughters, granddaughters, nieces, daughters-in-law... to take part in a beading workshop where they were taught different techniques in beading. Each person made a charm bracelet, an elastic three-string bracelet, a necklace and a pair of earrings.

All the participants were given starter packs so that they could continue beading at home and sell their products for income generation.



Family Services Division report *(continued)*

Here we share some of the comments from the beading workshop participants:

“I am still making the bracelets. I cannot see properly, but Martha helps me. I wore some stuff to a wedding and my family is very happy.”

“I enjoyed being at Girls and Boys Town and it keeps me busy when I am bored.”

“I enjoyed the workshop and have even bought more beads for doing extra jewellery.”

“My eyes give me trouble sometimes, but I enjoy sewing the beads when I get bored. My children also like to wear the beads.”

All of the projects that the teams embarked on required cooperation and collaboration with community networks and resources to improve impact and sustainability. Among them are conference organisers, the Department of Agriculture and other government departments and WHEAT (Women's Hope Empowerment Advocacy Trust).

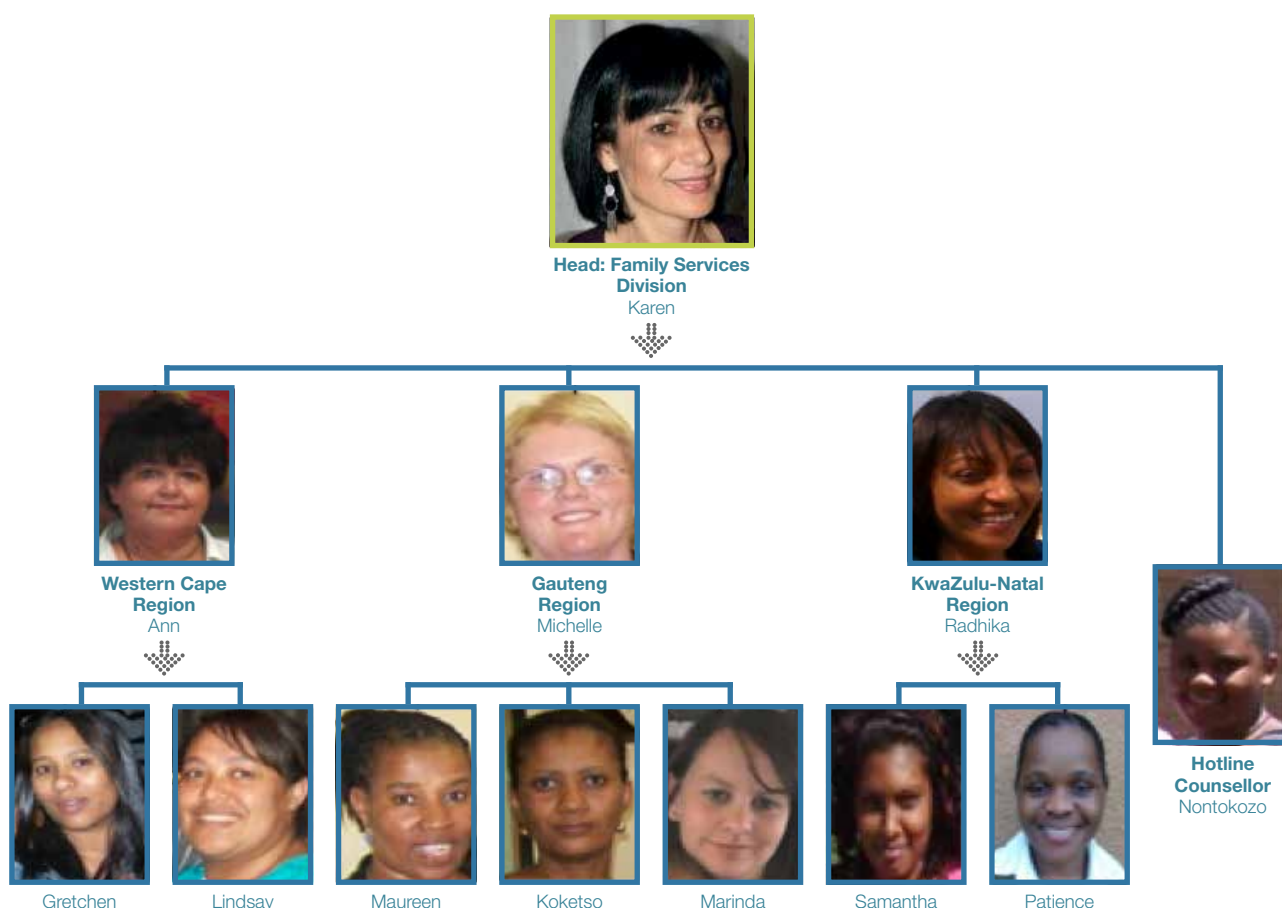
Service excellence

The Family Services team has been rated highly by their beneficiaries. The services are evaluated annually by surveys conducted by the Evaluation and Research Division.

The national Family Services team gathered in 2012 for a week-long imbizo focused on improving the team's implementation of the “Building skills in high-risk families” model.

Care

All programmes and services discussed in this report are examples of care. The teams are all focused on providing care to and for others. They in turn are supported by the organisation, and the Family Services team has been bolstered by the reorganisation of its structure to provide direct and immediate consultation to its national teams. The organogram below represents the current structure.



Attending to and caring for our human resources, increases the potential and capacity of the national team. The team has remained relatively stable, staff movement has been limited to one resignation and one staff member who was transferred to Residential Services when a full-time position became available.

Looking into the future

The following objectives, aligned to the organisational strategy, have been determined by the Family Services Division for 2014 to 2016.

Key objective 1: To consolidate and maximise service excellence and impact for beneficiaries of the Family Services Division.

- Fully consolidate the different models of intervention used within the Family Services Division.
- Develop Family Services policy and procedure manual.
- Develop a blue-print for the GBT chain of care/beyond permanency model.
- Develop strategies to assess full spectrum of challenging behaviours of young people.
- Conduct consistent, accurate and professional assessment of risk to youth.

Key objective 2: To ensure financial sustainability

- Optimise all funding and fundraising opportunities.
- Monitor and maintain good financial governance.

Key objective 3: To retain and sustain human capital to support the organisational key objectives.

- Ensure we have the right people in the right places at the right time.
- Establish an effective performance management system.
- Ensure a culture of a well-balanced, recognised, focused workforce.
- Explore the strengths of the high-risk model and assess the applicability of HR principles to the GBT consultation model.

Karen Farred

Head: Family Services Division

Youth Development Centres Residential Services report

Introduction

Girls and Boys Town's Youth Development Centres (YDCs) provide care, protection and treatment to youth, and strive to create a safe, caring home environment that supports personal and emotional growth, development and independence.

The programme assists the adolescent youth in their efforts to live more responsibly and to equip them with the necessary skills to reintegrate back into the community.

The GBT programme also offers the benefit of working with parents to empower them with new parenting skills and how to work together as a family.

In consideration of the strategic direction adopted by the Board of Trustees two years ago, the following priorities were identified by Residential Services for the period under review:

- Fully implement and consolidate the long-term residential programme, the peer group system and the consultation model at all campuses.
- Provide support services to staff to equip them to manage more challenging young people.
- Review and implement programmes to assist young people who are faced with the challenge of chemical dependency.
- Increase the occupancy rate of all centres.
- Operationalise services for girls.

The long-term residential programme

Girls and Boys Town works with youth facing various difficulties, and the common links that bind all our children together are their behavioural and life-skills deficits that impact many aspects of their lives.

Thus, the objectives of the Girls and Boys Town programme are to assist youth to develop skills to overcome these deficits and challenges, and ultimately return to their families or independent living managing their own behaviour in such a way that it is consistent with general social norms.

Girls and Boys Town provides holistic care which includes strategies that assist:

- Personal growth and development.
- Emotional, health and physical well-being.
- Supporting relationships of significance.
- Maintaining links with culture and religion.
- Meeting the youth's spiritual, educational and vocational needs.

Implementation of the Girls and Boys Town long-term residential programme, including teaching of social skills and motivation system, is crucial to the positive development of relationships between the staff and the youth, which in turn leads to the healthy development of the youth themselves.

Where the programme has been implemented, we have found remarkable progress with the youth in all areas of their development, particularly emotional, behavioural and academic progress. If we expect progress from our children, we must provide them with required tools and support.

The very same can be said of staff. Consultants were appointed and trained in the consultation model at all the campuses to ensure the implementation of the model and support for staff.

Social work services

The social work staff play a key role in providing youth with individual and group therapy in order to help them deal with the hurt, abuse, neglect and rejection they may have suffered prior to coming into care. The teams work in a strength-based way with the youth. The youth participate actively in putting together individual development plans, which are reviewed every six months under the guidance of the social worker.

The individual and group therapeutic sessions focused on social, emotional, educational, health-related and other developmental concerns. Equine therapy formed part of the therapeutic intervention for youth at the Macassar YDC. These sessions are supplemented by partnerships and referrals to educational, clinical and counselling psychologists, psychiatrists, rehabilitation centres, occupational therapists and other specialists.

The peer group system

The peer group system (PGS) is one of the pillars of the Girls and Boys Town programme. It is widely accepted that peer influence is a powerful force during adolescence. It is, however, generally associated with a negative connotation.

At Girls and Boys Town we have harnessed this force to generate positive results in creating productive group living environments that enhance problem-solving and positive leadership. Youth are empowered to become partners in decision-making in issues involving the youth. Mayors and councillors are elected by the boys/girls and elected at campuses twice a year, subject to the availability of candidates.

An ex-Magaliesburg mayor reflected: **“The most important lessons I learnt here are that we need to take responsibility for everything we do, and that we have choices. I’ll be honest – I enjoyed being the person I was before I came here but it is nothing compared to the person I am today.”**

The peer group system workbook has been revisited during the period under review and is in the process of being rewritten, and staff have been trained in the application of the model. Harry Prince, a Magaliesburg old boy, spent at least five days at each YDC to assist with the development and implementation of the PGS. The mayors and councils for Tongaat and Macassar are in training and should be ready to take full responsibility during the third term of 2014. We are looking forward to the installation of the first female mayor and councillors at Kagiso by 2015.

Extending services to girls

The strategic decision to extend residential services to girls in Gauteng was taken in 2012 and the Kagiso campus was earmarked for this purpose.

Finding the correct alternative placement for 35 boys who were still resident at Kagiso YDC was a challenge and took longer than a year to complete. Some boys were disengaged to their families and others were transferred to Magaliesburg YDC. The Kagiso team managed to maintain contact with those boys and most of them are doing well.

The first girls were admitted to the YDC in January 2014 following an orientation weekend for new youth, and simultaneously their parents attended a Common Sense Parenting weekend. This was a great success

and has set a very cooperative tone for the programme. Parents have formed a support system among them, met each other’s children, the youth met each other over the weekend and although they were not all admitted immediately, it has made them less anxious about their admission as they know the other youth on campus.

Most, if not all the adolescent girls, admitted having had negative and unwanted sexual experiences before being admitted to Girls and Boys Town. They present as vulnerable, daring, and challenging and are more likely to act out their feelings than boys do. Some of the symptoms presented by girls include suicide ideation, suicide attempts, runaway behaviour, school refusal, sexual promiscuity, aggression and reluctance to relate to adults.

Working with adolescent youth is not easy at the best of times, and it requires a special type of person who can manage the situation, especially in our current social environment where children are exposed to a lot of domestic violence, abuse and neglect. It requires staff to be resourceful and creative.

The establishment of the internal training department in 2012 ensured that all new staff were trained in the long-term residential programme soon after being employed. Skilled and supported staff are more likely to offer excellence in service to the youth in their care.



Youth Development Centres Residential Services report *(continued)*

Core child and youth care

During the period under review, the residential centres have experienced several challenges which include:

- Admissions where increasing numbers of youth demonstrate chemical experimentation and addiction issues.
- Admission of youth who present problematic behaviour.
- Finding suitable school placements.

Substance use and abuse

Increasing numbers of youth applying to our programmes are faced with chemical dependency. Research shows the direct link between poor academic performance, inappropriate behaviours at school, criminal acts, suspensions, expulsion and substance abuse.

All campuses have subsequently been encouraged to step up the implementation of the chemical dependency programme to educate and motivate youth to stay chemical-free and/or seek in-patient treatment.

A number of youth were referred to state and private rehabilitation centres prior to their admission in order to stabilise and gain full benefit from our programmes in addressing their underlying problems. Access to state rehabilitation centres has been a problem due to long waiting lists. In cases where youth needed urgent admission, the more costly private rehabilitation centres were accessed.

In order to further assist the youth with managing substance abuse, we introduced the 'Certainty in Change' programme at Kagiso YDC in 2013 and are continuing with it in 2014, and it may be extended to the other YDCs if it proves to be beneficial. This programme consists of a 14-day early intervention toolkit to assist young people to gain more certainty in taking back control. It also provides vital information about drug addiction, as well as some important factors that will affect recovery. The youth are provided with food supplements to replace the nutritional deficiencies as a result of continued substance abuse.

Ensuring adequate occupancy

The national occupancy rate at YDCs dropped during the 2012/2013 period due to the expansion of our programmes to include girls. We stopped admitting new boys to Kagiso during 2013 in order to have the campus renovated and ready for the admission of our first girls in January 2014. Many of these boys were introduced and then moved to Magaliesburg Youth Development Centre.

Admission of new girls to the Kagiso project will be gradual in order to give the girls who are admitted

sufficient opportunity to be integrated into the new setting and to build trusting relationships.

The difficulty in finding suitable school placements for youth has also negatively impacted our occupancy figures over the past two years. The assistance from the Department of Education in some of the provinces helped in part to address this problem. The YDC staff will continue to strengthen working relationships and partnerships with schools over the next two years.

Admission of youth with more challenging behaviour

We have set a strategic goal to ensure that our services and resources are more inclusive and accessible to all youth who are disadvantaged and at risk. We have admitted an increasing number of youth who, as a result of extreme abuse and/or neglect and/or unsafe experiences in their young lives, engage in various forms of acting out behaviours, such as aggression, lack of impulse control, and display other forms of negative emotional, mental and educational conduct as they struggle to understand their worlds. These intensified behaviours test staff capacity and strain limited human and financial resources in varying degrees.

Staff training, skills development and staff support had to be stepped up and better cooperation between GBT and external specialist resources had to be put in place. This aspect will have to be developed and implemented at a faster pace.

The therapeutic staff teams participated in workshops on the therapeutic use of daily life events and outcomes that matter, facilitated by two child care experts, Thom Garfat and Leon C Fulcher. All staff were also retrained to implement the Individual Development Plans for youth in our care as prescribed by the Children's Act, No 38 of 2005.

Crises as opportunities

We, at Girls and Boys Town, see the above-mentioned crises as opportunities and will focus on using these to further fulfil our mission of breaking barriers that challenge youth at risk – and helping them to shine.

Achievements, activities, adventures and community involvement

Our young people have overcome considerable environmental, social, emotional and educational obstacles to achieve relatively good academic results. 83% of our matric learners passed in 2012 and we achieved a 100% pass rate in 2013. Indeed an achievement to be proud of!

Two youth from Magaliesburg represented their school in a Sevens rugby tour to Mauritius.

Fifty youth (excluding 35 boys from Kagiso) were disengaged back into the care of parents, extended family, or independent living during this period. The 35 youth from Kagiso were successfully placed in care of parents, extended family or admitted to the Magaliesburg YDC.

The four YDCs provide daily programmes which include school attendance, study and homework sessions, individual therapy, group therapy and activity programmes. These scheduled activities provide structure to each day and youth are encouraged to actively participate. The benefits include enjoying pleasurable activities, supporting youth in pursuing outside activities and participating in fun and joyful living. It also has the positive effect of increased bonding/relationships between adults and youth, as well as emotional, physical and intellectual stimulation of the youth we work with.

During the period under review, the GBT activity programmes included experiences such as:

- Arts: performing arts including music (rap and hip pop), gumboot dance, modern jazz, ballet, brass band and theatre.
- Outdoor-oriented activities included outdoor cooking, shelter building, nature hikes, gardening, rock climbing, swimming, cricket, rugby, athletics, ice-skating, mountain hikes, outdoor challenge games, art and sport.
- Educational outings to aquariums, museums, botanical gardens, science centres, the Observatory, and workshops on careers and financial planning.
- Youth at Magaliesburg and Kagiso participated in the President's Awards.
- The youth at GBT campuses regularly receive invitations to Super and Vodacom rugby, T20 cricket, and soccer matches.
- During this period, two groups of boys and girls had the opportunity to attend the Wilderness Leadership Trails at mFolozzi in KwaZulu-Natal. This adventure allows youth to go into nature to embark on a journey of self-discovery, an opportunity to confront their fears and overcome them. They also get an opportunity to explore ideas about conservation, water consumption, wilderness and our carbon footprint on planet Earth.

One of the youth had this to say:

"Night was falling and we all had work to do. We had to get the fire on for supper and my job was to collect fire wood with the other boys. It was hard work but it felt good when the fire was lit and what we did not realise was, even though we had been there for only one day, the whole group were learning to work as a team. I would like to take this opportunity to thank you for providing me with this exciting experience. I feel that I developed not only as a leader but as a person. I will keep the memories with me forever. Thank you for making this camp possible and teaching us skills for the future."

Outcomes and goals for the next two years

The consultants will continue over the next period to focus on programme implementation and sharpening the skills of staff – including how to help youth with chemical dependency or other challenging behaviours. We would like to consider alternative strategies on how to deal with the issues presented by chemical dependency, finding school placements and escalating challenging behaviours of youth.

Thanks and appreciation

We are deeply grateful to all our donors, benefactors and partners, including the Department of Social Development, the Department of Education and the National Lottery Fund which have made it possible for us to continue our work of caring for the youth of South Africa. Without your support we would not have been able to remove the barriers that challenge youth at risk.

Our thanks go to the Board of Trustees and Regional Committees for their dedication, insight, foresight and leadership in steering Girls and Boys Town in fulfilling its mission and purpose.

Last but not least, special thanks to the staff that are at the frontline of caring for the youth in our care.

Derrick Groep

Head: Residential Services Division

Training and Education Services report

“We would like to say thank you for giving us the **wonderful opportunity of visiting the zoo for educational purposes**. We really enjoyed the outing and we are very thankful to our sponsors! **THANK YOU.**”

Tremaine, Sikhalo (group leader),

Jacob, Thato and Nkululeko

“We would like to thank you for the outing to the zoo. We learnt about animals that we never knew about and new things about the animals that we already know **we also learnt about different habitats.**”

Tyler (group leader), Sergio, Jody,

Walter, Brandon and Tiaan

“We would like to say a big thank you for **making this day of the outing to the zoo possible** and we would also say we got a bit of an educational part with animals and how they are brought up and we would also say **thank you for making the outing possible** by using your time and effort and we would also say we would enjoy more outings to places like the Zoo. Thank you.”

Xolani (group leader)

In 2010, Girls and Boys Town started launching its Learning Support Centres, and by 2012 we opened two in Gauteng and one in the Western Cape. The main reason for this was to have small intensive remedial classes for learners who are struggling in mainstream education. The intention of these Learning Support Centres is to mainstream these learners back to the school from which they were initially referred as soon as possible following interventions. One of the interventions was to have tutors in all these centres to offer individualised tutoring per subject.

We managed to source tutors for key learning areas such as maths, English and Afrikaans for periods after school and during school holidays. We have seen a difference due to these services and we had a 100% pass rate of our matriculants in 2013! Thank you to our sponsors that help our youth shine.



To reward our youth for their hard work, Girls and Boys Town introduced academic awards days where the following categories are acknowledged:

- Top 10.
- Top achievers.
- Most improved learner at school.
- Most behaved learner at school.
- Most promising learner.

They are given certificates and gift vouchers followed by a treat.

During the school holidays, some of our youth from Tongaat YDC visited the Western Cape botanical gardens and the theatre. The day was fun, as well as an educational experience and ended with some 'lekka' treats at KFC.



Training and Education Services report *(continued)*

We would like to say thank you to all the sponsors for giving us the opportunity to go to the Johannesburg Zoo. We all enjoyed seeing different animals: the black spider, monkey, Max junior, all the birds you can find like the Flamingos (it is a very beautiful bird to look at) and the African rhino, hippos, elephants, snakes, chimpanzees and other animals. The boys and the YCWs would like to thank you all and may God bless you. Now we know a lot about animals. Without you, we would not know anything. We really thank you for what you did and we thank Sipho (group leader) for taking care of us.

Sello, Duvan, Isaac, Hendry, Prince, Niabulo, Sakhi

Our success stories . . .

My name is Janie Strong and I am currently a grade 5 learner at Melton Primary School. I was first prepared in the LSC Macassar for about four weeks by Mr Neil. This was not a very easy time for me as I was not understanding why I should go and attend school every day. I have learned to master some skills that I had to apply in the classroom. I am really thankful for the staff and Mr Neil for getting me another school as this was my second school. I hope that I will obey all the rules and make a success.



"We at Girls and Boys Town would like to thank the Department and Head office and Lotto for the pleasant day we were given at the Zoo, it meant a lot to us boys. It was a wonderful experience. I do not have a lot to say but we thank you. May the Lord bless you.

Sandile, Thapelo, Thomas, Kendrick

Educators Well Managed Classroom training

Training of schools and other organisations continued to grow through the generosity of our sponsors. The excitement of the schools is overwhelming when educators received their certificates which are SACE-accredited – and once it happened during the Heritage Day celebration! Teachers had an opportunity to share what they have been implementing within a month after the training and reported some calmness in the school, with special thanks to our facilitator Maggie Josko.

Open days

It was freezing cold in the Western Cape on this day but that did not stop the committed educators, parents and other professionals to come to one of our open days, which are held quarterly by the staff teams to make our communities aware of our programmes.

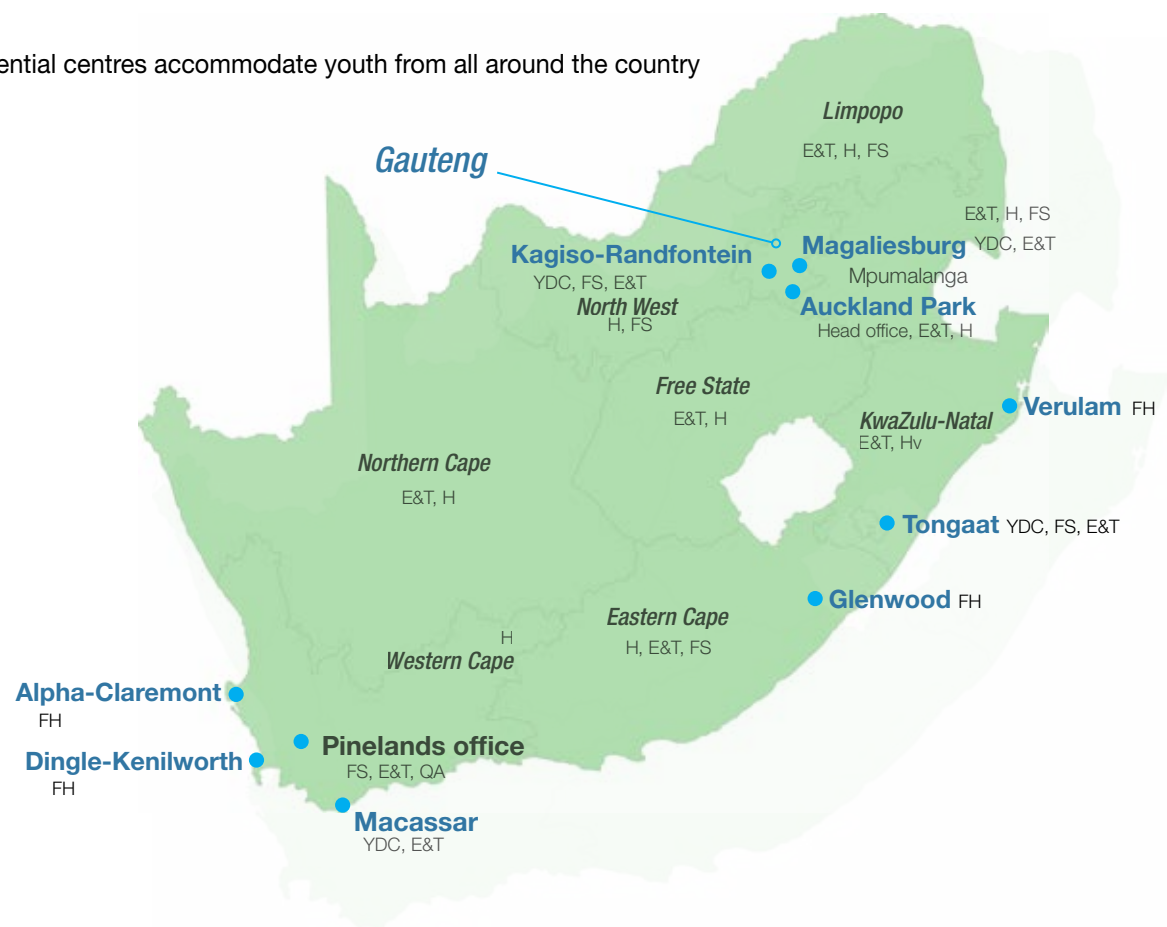
Margaret Balazi

Head: Training and Education Services Division



Where to find our services

Residential centres accommodate youth from all around the country



KEY

- YDC Youth Development Centre
- FH Family Home
- FS Family Services
- E&T Education and Training Services
- QA Quality assurance and research
- H Hotline and counselling service

Contact information

Address	Telephone	Facsimile	Contact person/email
NATIONAL OFFICE			
11 Lemon Street, Sunnyside, Auckland Park, 2092 PO Box 91661, Auckland Park, 2006	011 482 2655	011 482 6059	jds@gbtown.org.za
NATIONAL HOTLINE			
11 Lemon Street, Sunnyside, Auckland Park, 2092 PO Box 91661, Auckland Park, 2006	0861 58 58 58		Koketso Moloto kt@gbtown.org.za
FUNDRAISING DIVISIONAL OFFICES			
Division Head	011 482 2655	011 482 6059	Teboho Nkoane tn@gbtown.org.za
<i>Cape Town:</i> 8 Lonsdale Office Park, Lonsdale Road, Pinelands, 7430	021 200 8024	021 534 5431	Patricia Roberts patr@gbtown.org.za
<i>Durban:</i> 25 Tunny Avenue, Sea Tides, Tongaat, 4399	032 943 3189	032 943 3689	Denise-Ann Wearne dwearne@gbtown.org.za
<i>Gauteng:</i> 11 Lemon Street, Sunnyside, Auckland Park, 2092	011 482 2655	011 482 6059	Ingrid Dyzel ig@gbtown.org.za
<i>Port Elizabeth:</i> 7 Conventry Street, Sydhams	041 484 2575	041 484 2575	Susan Blom sb@gbtown.org.za
RESIDENTIAL SERVICES DIVISION			
Division head	021 200 8024	021 534 5431	Derrick Groep dg@gbtown.org.za
<i>Gauteng province</i> Girls and Boys Town Kagiso – Randfontein	011 692 4355	011 692 2253	Jaqui Michael jaxnads@netactive.co.za
Girls and Boys Town – Magaliesburg	010 593 9069	082 522 3006	Leandi Erasmus lerasmus@gbtown.org.za
<i>Cape province</i> Girls and Boys Town – Macassar	021 857 3930	021 857 1168	Jacqueline Abrahams jabrahams@gbtown.org.za
Girls and Boys Town <i>Family Homes:</i> Alpha – Claremont Dingle – Kenilworth	021 671 3204 021 671 5041	086 610 4320	Cynthia Du Plessis cdp@gbtown.org.za
<i>KwaZulu-Natal province</i> Girls and Boys Town Tongaat	032 943 3055	032 943 3058	Jaqueline Naidoo jnaidoo@gbtown.org.za
Girls and Boys Town <i>Family Homes:</i> Glenwood Verulam	031 201 5301 031 533 6063	031 201 5301 032 533 4355	Trevor White tw@gbtown.org.za
FAMILY SERVICES DIVISION			
Division head	021 200 8024	021 534 5431	Karen Farred kf@gbtown.org.za
<i>Hotline</i> 11 Lemon Street, Sunnyside, Auckland Park, 2092	0861 58 58 58	011 482 6059	Koketso Moloto kt@gbtown.org.za
<i>Western Cape province</i> 8 Lonsdale Office Park, Lonsdale Road, Pinelands, 7430	021 200 8024	021 534 5431	Ann Jacobs aj@gbtown.org.za
<i>KwaZulu-Natal province</i> 25 Tunny Avenue, Sea Tides, Tongaat, 4399	032 943 3145	032 943 3058	Radika Fakir rf@gbtown.org.za
<i>Gauteng province – Kagiso</i> Corner of Main Reef and Battery Roads, Randfontein, 1759	011 692 1003	011 693 2253	Michelle van Deventer mvd@gbtown.org.za

Contact information *(continued)*

Address	Telephone	Facsimile	Contact person/email
TRAINING AND EDUCATION SERVICES DIVISION			
Division head	011 482 2655	011 482 6059	Margaret Balazi gptr@gbtown.org.za
<i>Western Cape province</i> 8 Lonsdale Office Park, Lonsdale Road, Pinelands, 7430	021 200 8024	021 534 5431	Howard Stevens hs@gbtown.org.za
LEARNING SUPPORT CENTRE			
<i>Gauteng province</i> <i>Kagiso:</i> Corner Main Reef and Battery Roads, Randfontein, 1759	011 692 4355	011 692 2253	Justice Mahafha jmahafha@gbtown.org.za
<i>Magaliesburg:</i> Old Magalies Road, Magaliesburg, 1739	010 593 9069	082 522 3006	Victor Molefe victorm@gbtown.org.za
<i>Cape province</i> Off Kramat Road, Macassar, 7130	021 200 8024	021 534 5431	Neil Oortman no@gbtown.org.za
<i>KwaZulu-Natal province</i> 25 Tunny Avenue, Sea Tides, Tongaat, 4399	032 943 3846	032 943 3846	Mackey Moodley mackeym@gbtown.org.za
EVALUATION AND RESEARCH SERVICE DIVISION			
Division head	021 200 8024	021 534 5431	Peter Marx pm@gbtown.org.za
<i>Cape province evaluator</i> 8 Lonsdale Office Park, Lonsdale Road, Pinelands, 7430	021 200 8024	021 534 5431	Hassiem Heuvel hh@gbtown.org.za
<i>KwaZulu-Natal province evaluator</i> 25 Tunny Avenue, Sea Tides, Tongaat, 4399	031 201 1870	0865 923 399	Anna-Marie Horsefield horsefield@gbtown.org.za
RESEARCH DEPARTMENT			
<i>National researcher</i>	021 200 8024	021 534 5431	Kashiefa Kader kk@gbtown.org.za
<i>Researcher</i>	021 200 8024	021 534 5431	Lisa Dickens lisa@gbtown.org.za

