



Restoring the light



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Biennial Report
April 2014 – March 2016

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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

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



Our vision and mission

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.

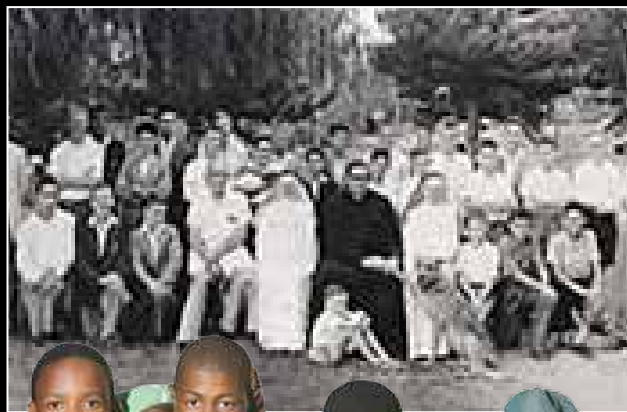


- Creating opportunities for youth to grow into responsible citizens who are able to contribute positively to their communities

- 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 58 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.



1958

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

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.



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

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



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 since 1993.



2006

A chemical dependency programme is introduced.



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.



2004

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



2003

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



2002

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



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.



1999

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



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.

1993

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



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.



2012

Served: **63 242 beneficiaries**. West Rand Chamber of Business and Tourism awarded:
 ■ GBT for NPO Large Business: Education, Training and Development
 ■ 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**.



2015

■ GBT training programmes re-endorsed by SACE.
 ■ The GBT/UJ research partnerships saw the **Youth Ecological Research scale (YERS)** named and validated.

2018

Girls and Boys Town is **60**



The SHINE™ Campaign

Restoring the light

Abandonment. Abuse. Violence. Rape. Some of the reasons that the lights go out in our children. Rape. Addiction. Alienation. Suicide, a few of the paths that some youth choose to cope with overwhelming challenges.

Significance. Home. Independence. Nurture. Education. The things we focus on to empower the young entrusted to us to overcome their difficulties and SHINE™ again.

Of the youth currently served by Gauteng Girls & Boy Town programmes and services:

42%

have been abandoned
by a parent or by both
parents.

38%

are
orphaned.

27%

would be out on the
streets.

- The SHINE™ concept becomes central to GBT's approach and service delivery. GBT Gauteng rolls out the six Legacy Projects of The 702 Sun International CEO SleepOut™ 2015.
- The first "State of the South African Child" Report is launched through partnership between GBT, the Nelson Mandela Children's Fund and Deloitte.

The Girls & Boys Town purpose:

To reignite the light in vulnerable youth

How do we achieve it?

To incorporate the following goals under the social investment umbrella namely:

1. Shelter
2. Nutrition
3. Medical
4. Education
5. Community

The Girls & Boys Town SHINE™ goals:

S-ignificance

Develop a sense of self-worth and unique value.

H-ome

Provide the safety of home and family and the ability to function in these environments.

I-ndependence

Acquire the courage and skills to fare in the world.

N-urture

Harness the sensitivity to care for self and others.

E-ducation

Cultivate the knowledge and practical skills to compete.

GBT Legacy Projects



S-ignificance

Live, Love, Laugh

Our abused youth live under heightened stress and anxiety and struggle to find the joy that produces a balanced mind and life. Girls & Boys Town strives to create the happiness that enables them to believe in their own spark. R1 million will be attributed to designing specific and strategically planned extramural activities and developing our children's unique talents to ignite the light that helps them SHINE™.

H-ome

Buildings as Foundations of Family Life

Girls & Boys Town residential dormitory style accommodation needs to be converted into spaces that give the youth an experience of family, belonging and worth. R7.9 million will be applied to the conversion of open sleeping spaces into family-style living units designed to have youth experience a sense of family membership and the interrelationship skills to SHINE™ at home.

I-ndependence

Preparation for Life

Our youth arrive at Girls & Boys Town having experienced the world as a hostile, unsafe place. To re-address the trauma, holistic, research-based programmes will impact on the positive development of successful, independent young people. R10.4 million will see Girls & Boys Town transform programmes that heal and develop independent young people, as well as refine staff skill sets, in-line with our ground-breaking research outcomes. These outcomes will form best practice models for the wider child and youth care profession in South Africa. Tailor-made treatment plans will meet the developmental needs of each child, ensuring that the youth are able to leave Girls & Boys Town understanding and perceiving the real world as a place worth shining in.

N-urture

Community Outreach

The youth arrive at Girls & Boys Town highly focused on their own predicaments and survival. We work to develop the sensitivity in them to care for both themselves and others while on their journey to developing real meaning, purpose and a sense of appreciation for any fortunes.

R3 million will be spent on organisational youth outreach programmes that will positively impact the quality of life for street children in shelters, disadvantaged schools and struggling families, helping others to also SHINE™.

E-ducation

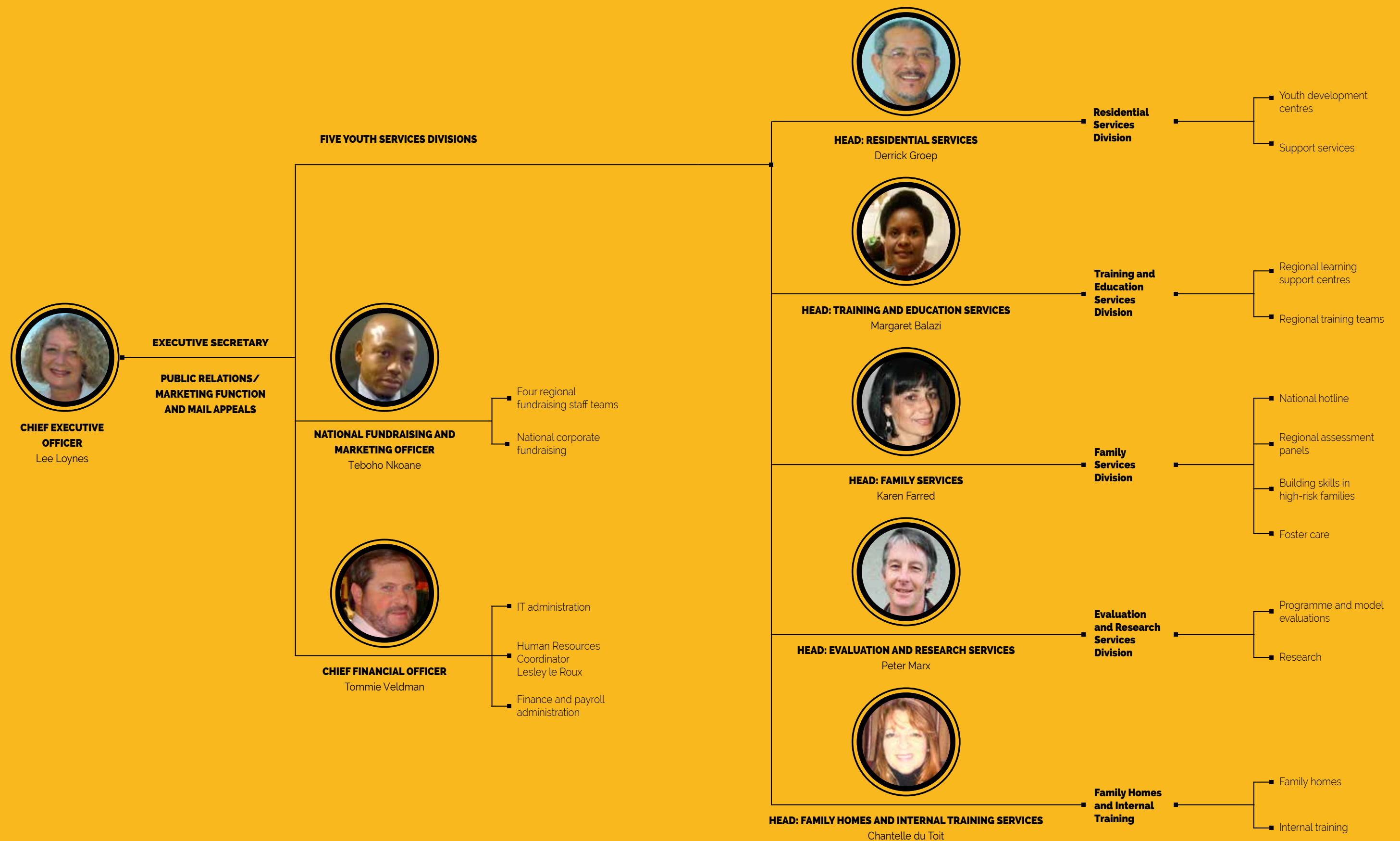
Home Schooling

The circumstances of these youth impact on attendance and attention at school, leaving them at an educational disadvantage. We focus on helping them to close educational gaps and empowering them to continue their studies on an equal footing. R1.7 million will be spent on a model to school insufficiently prepared children and provide learning facilities to help them SHINE™ in the classrooms.

Vehicles

Girls & Boys Town vehicles are limited, constraining the ability to get children to places of education and extramural activity. R2.4 million will be used to purchase new vehicles to help the youth reach places where they can SHINE™.

The 702 Sun International CEO SleepOut™



Meet our Trustees



DAVID JULE BERGMAN

David Bergman was Senior Manager Investments for General Mining Union Corporation and managing director of Genbel Investments Limited, its JSE listed investment arm and Group Financial Director for the Alexander Financial Services Group, and has held numerous board appointments of listed and non-listed companies of which currently he is a non-executive director of HDI Global, Land Bank Insurance and Land Bank Life insurance companies, of which companies he chairs the Audit and Risk Committees and is a member of the Actuarial and Investment Committee. He is a Chartered Accountant (Witwatersrand University) as well as a Chartered Management Accountant and holds a Higher Diploma in Tax Law (University of the Witwatersrand).



SISTER ELIZABETH JANINE COLEMAN

Sister Elizabeth Coleman has been involved in youth care work for over two decades. After completing her studies, Sister Elizabeth gained extensive experience as a high school teacher at Missionary Sisters of Assumption Schools where she served as school principal for 22 years. She was assigned the role of Boarders' Mother at Assumption Convent boarding school. She started and managed the Johannesburg Catholic School Council for eight years. Sister Elizabeth holds BSc and BEd degrees from Rhodes University and has a diploma from the Institute of St Anselm in Mill Hill, London. She also completed a semester programme with the Maryknoll Institute of African Studies at St Mary's University of Minnesota and Tangaza College in Nairobi.



DAVID DANIELS

As a board member for more than 30 years and, having held several terms as a Chairperson, David Daniels formed an integral part of the growth, development and transformation journey of Girls and Boys Town. Some of his key functions include ensuring the overall success of Girls and Boys Town; extension of service offerings; commencement of admission of girls; establishment of new projects at Learner Support Centres in Macassar (Western Cape) and Kagiso (Gauteng) and introducing measures to promote financial sustainability. His qualifications include a Master's degree in City Planning (University of Cape Town); Master's degree in Urban and Regional Planning (Massachusetts Institute of Technology, USA) and BA degree from the University of the Western Cape.



MICHAEL JOSEPH DE KLERK

Michael de Klerk is an experienced educationist who has a long history of serving various schools and institutions across southern Africa. He is a member of the boards at REAP; Christian Brothers Association; Catholic Education Trust; Northern Free State Institute for Community Development and the newly established Catholic Board of Education in South Africa. He is also Province Leader for the Congregation of Christian Brothers. Michael qualified as a teacher in Melbourne, Australia. He furthered his tertiary studies at La Trobe University and University of South Africa.



LEE LOYNES

GBT CEO Lee Loynes joined GBT in 1993 and has been at the helm of GBT organisation since 2007 and prior to that her career has focused on education and counselling. She trained as a clinical therapist and is working towards completing her PhD. Ms Loynes feels honoured to be a role player in the youth-care field where her goal is to find solutions that help challenged youth get a better chance at life. Her educational background includes a Bachelor of Arts Honours Degree in Social Work from the University of the Witwatersrand in Johannesburg and a Master of Science in Child and Youth Care Administration from Nova University in the US.



PAT PILLAY

Pat Pillay has served GBT for over two decades and in that time he has been part of the process to ensure that optimal management of KwaZulu-Natal homes in Glenwood and Verulum homes. In his capacity as principal of the Youth Development Centre, Tongaat, Mr Pillay warmly welcomes youth into their new homes and endeavoured to secure them placement in appropriate local schools. The retired school principal holds several qualifications, most of which are in the education field including a Bachelor of Arts and Bachelor of Education degrees from University of Durban Westville.



GERALD PIETERSE (BROTHER JUDE)

Gerald Pieterse, also known as Brother Jude, serves as a Provincial Councillor at the Marist Brothers, Province of southern Africa. The most profound moments in his career were his roles as Marist Brother; School Principal; Director; Catholic Institute of Education (1985 – 1987); and Secretary General; Southern African Catholic Bishops Conference (1988 – 1995). His academic achievements include a Bachelor of Science degree from the University of KwaZulu-Natal and a Masters in Religious Education from the University of Seattle in the USA.



SISTER LETHIWE MAZIBUKO

For Sister Lethiwe Mazibuko, several positions have been most influential in shaping her career and her contribution to GBT: Administration of Crisis Home for abused and pregnant women; Coordinator for Dominican Sisters in Africa (DSA) Southern Zone; Vocation promotion and mentoring in the Congregation; Congregational Councillor and later Prioress General of the Dominican Sisters of Montebello. Her academic achievements include a diploma in Communication and Office Administration from Pietermaritzburg Technical College, Bachelor of Arts Health Science and Social Services and Bachelor of Arts Honours degrees from the University of South Africa. She is a registered health professional in Trauma Counselling with the Health Professions Council of South Africa and was conferred the Doctor of Humane Letters degree by the Dominican College in New York.



PATRICK DILLON

Patrick Dillon previously worked as a manager at Impala Platinum, is a shareholder at Nimag Limited and member of Lions International. He holds a BSc Chemical Engineering degree from the University of Cape Town.



ROBERT GORE

Father Robert Gore's rich background in the education field as a teacher and principal has equipped him for his contribution to GBT. Father Gore's experience includes being the director of a Cape Town-based child care programme and the Bosco Youth Centre in Gauteng. He holds an Honours degree from Maynooth University in Ireland and Bachelor of Arts and education qualifications from University of South Africa.



ROS HALKETT

Ros Halkett is a Social Science (Hons) graduate from the University of South Africa and has a wealth of expertise in the world of business, who has fulfilled previous positions as Chairperson, Vice-Chairperson and member of the Finance Committee. She is a retired social worker with career highlights that include working at Child Welfare South Africa and National Programme Manager: HIV/AIDS, followed by an impressive list of private contract work in the diverse areas of policy development and organisational development.



DONALD KAU

Currently the Chairperson of Girls and Boys Town Board, Shimi Donald Kau has a long history of serving young children lacking home support. A scholarship from the Gifted Child Programme instilled in him the values of mentorship and stewardship of young children lacking basic home-care. Donald previously worked as a Communications Officer in Transnet's Corporate Social Investment division and was an Executive Director at Meropa Communications. He holds a national diploma in Public Relations Management from the University of Johannesburg.



JABULILE SIBANYONI

Jabulile Sibanyoni currently works as a Human Resources Director at Hatch and Goba, having also served as a senior HR adviser at the same company. She was previously a project manager and training consultant for youth development at First National Bank's Technology Division. Her educational background includes a Masters in Human Resources; Industrial Psychology (Rand Afrikaans University); and BAdmin and BAdmin (Hons) in Industrial Psychology (University of the Western Cape).





Meet our Senior Management Team



LEE LOYNES

CV on page 11



MARGARET BALAZI

Margaret Balazi is the Head of External Training Services at GBT. She previously worked as an educator for nine years. She has held numerous positions at GBT, having started out as a Trainer and then her dedication and commitment enabled her to take on the roles of first Regional and then National Training Coordinator. Margaret's career highlight was setting up suitable resources for GBT Learning Support Centres. She obtained numerous qualifications from the University of Johannesburg including an Honours degree in Education; BED; ABET diploma and Education Training and Development Practices as well as a Bachelor's degree in Ministry from CFCI Bible College.



CHANTELLE DU TOIT

Chantelle du Toit is the Head of Residential Services and Internal Training at GBT. After spending time as a social worker in the Family Homes, she headed up the Internal Training division in the Western Cape. She finds gratification in seeing GBT alumni making a success of their lives. She takes seriously the need to promote a safe environment in which youth can flourish and be a role model to her staff. Chantelle has a BA Honours degree in Social Work from the University of Stellenbosch.



TEBOHO NKOANE

Teboho started his career in direct sales, marketing and door-to-door selling campaigns. His passion for the arts has led him to a Performance Art organisation where he studied Dramatic Arts and ended-up facilitating, writing and producing playlets as well as marketing productions to schools, companies and government departments. He has also worked as a part-time radio presenter and producer at an in-house radio station. He joined IMM Group as a temporary telemarketer and soon got promoted to student consultant promoting undergraduate and postgraduate programmes. He has worked for Joburg Ballet theatre as a Stakeholder Relationship Manager responsible for the fundraising strategy, implementation as well as special projects management. He joined GBT in 2013 to lead a national team of well-seasoned fundraising managers. His journey has been that of great learning and challenges, but the hard-work and resilience has been paying-off. He holds BA degree in Communication Science (UNISA), International Navigator Certificate in Leadership (Common Purpose Global) and has embarked on several short courses in sales, marketing, events, customer relationship management and stakeholder relationship management.



KAREN FARRED

Karen Farred is the Head of Family Services at GBT and she has 29 years of experience as a social worker. She specialises in therapeutic work with emotionally and behaviourally challenged children and youth in different settings, including clinical settings; shelters for street children and children's homes. Karen assisted the Director of Youth Services in policy development which was done in consultation with senior residential care staff. Prior to joining GBT, she worked at the Child and Family Unit at Lentegeur Psychiatric Hospital where she served as the Unit Manager, and was the Manager of Claremont Children's Shelter, a project of Child Welfare. She conducted research in the treatment of Conduct Disorder and the findings of her research were presented at the National Child and Adolescent Psychiatry Conference. Karen has a Degree in BA Social Work from the University of the Western Cape.



DERRICK LLYWELLEN JOSEPH GROEP

Making a difference, adding value and being of service to colleagues and youth are Derrick Groep's sources of daily motivation for fulfilling his role as Head of Residential Services at GBT. Derrick cites as a career highlight his Observation and Training visit to the original Boys Town in Omaha, Nebraska, USA in 1996. He completed two decades of service with GBT in 1999 and in 2008 he was appointed Head: Residential Services. He holds a BA Social Work (Honours) degree from the University of the Western Cape and a BSc (Honours) degree in Social Planning and Social Administration from the University of Cape Town. A range of roles and responsibilities have shaped his professional career. As a Social Worker/Probation Officer with the Department of Social Development, he received valuable in-service training on the Children's Act. During his time at the Cadet Training Centre for unemployed youth, he equipped them with essential skills for adulthood and good decision making. He worked at De Novo Rehabilitation Centre for Alcoholics where he supervised a team of three social workers and realised the importance of preventative work after working with adults who were affected by long-term alcohol abuse.



LESLEY LE ROUX

Building healthy relationships with her colleagues and playing a crucial role in implementing an Employee Wellbeing Programme have been some of the highlights of human resources consultant Lesley le Roux's tenure at GBT. Her educational background includes a diploma in labour law from Global Business Solutions and the Wits Business School's Management Advancement Programme (MAP). Lesley's position affords her the opportunity to contribute to the amazing work that GBT does in the child and youth-care field.



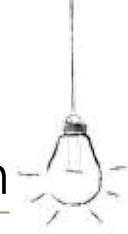
PETER MARX

Peter Marx has been in service at GBT for over 20 years. Prior to his appointment as the Head of Evaluation and Research, he held numerous positions including Child and Youth Care Worker at St Johns Hostel where he was involved in direct youth care work and Vice-Principal at GBT Macassar campus where he combined youth care work with the supervision of staff and overall campus management. He considers the development of life-changing resources for the organisation that result in the upliftment of communities as the most important aspect of his work. His educational achievements include a BA with Majors in Psychology and Human Movement Studies and Honours in Clinical Psychology from Rhodes University. He is currently studying towards a Master's degree in Research Psychology.



TOMMIE VELDMAN

Tommie Veldman has over two decades of experience in financial management. He has worked for Telkom SA for 11 years as a Regional Finance Manager. He also served as the Financial Manager for Basil Read Homes (Pty) Limited; was appointed the Head of Inspections for the South African Revenue Service; and is an article clerk with Ernst & Young. Since taking up his position at GBT, he has been devoted to the pursuit of the organisation's financial goals in order to safeguard employees and ensure the availability of resources to serve the youth entrusted in its care in the short and long term. With a BComm Accounting degree from Rand Afrikaans University, Tommie has also completed a Senior Management Programme at the University of Pretoria; the qualification of Associate General Accountant with the South African Institute of Chartered Accountants SA and has completed Articles of Clerkship with the Institute of Chartered Accountants.





Biennial report

From the Chairman and the CEO

Dramatic changes

It is an honour to reflect on the gains and philanthropic achievements for Girls and Boys Town SA, an organisation that has served young people and those who impact positively on their lives since 1958.

It is nearly 60 years since GBT started in South Africa. During this period, we have seen dramatic social, political and economic changes in our country, which have impacted on our organisation and the 16 000 to 18 000 beneficiaries that we serve annually. Within this environment, what sustains GBT is the core belief that every boy and girl is unique and with love and care, has the potential to mature and grow into responsible adults. This principle applies to all our projects and programmes as we help vulnerable youth tackle their life challenges and SHINE™.

Against this demanding, but positive and strength-based backdrop, it is our pleasure and privilege to report on progress over the past period.

Services and programmes

Youth achievements

We have been exceptionally proud of many of our young people during this period, as we have watched them face and overcome their challenges to achieve. For some, advancement happens in small steady steps and for others in leaps. The

most publicly noted success was by Vincent Bones, who prior to coming to GBT, lived on a street, but worked hard, took advantage of his talents and opportunities – and then went on to win Idols in 2014. For our vulnerable young people and challenged families, positive shift and healthy change requires perseverance and great courage.

Therapeutic residential campuses

Our new boy and girl admissions to the four Youth Development and six Family Home therapeutic residential campuses have definitely seen our staff across South Africa working with more challenging and vulnerable young people. Despite this, all services and programmes are on track and staff are continuously trained and supported to manage different situations.

A key strategic development with regard to our therapeutic residential environments is the decision to move away from dormitory-style living and adapt our centres to accommodate young people placed into care in smaller family-style living facilities. The process to achieve this has been initiated in Magaliesburg and Tongaat and the next reporting period should see this strategic goal fully in place by 2018.

Longitudinal research study

The local and international impact of our "Growth Beyond the Town" GBT/ University of Johannesburg (UJ) partnership longitudinal research study, which began in 2009, continues to achieve the strategic outcomes. It is impacting positively on the success of young people as they transit into independence, the ongoing



16 000 to 20 000
youths assisted
annually



Biennial report

From the Chairman and the CEO



KZN Evaluator, Anna-marie with the GBT boy at the follow up interviews.



Our youth showcasing their talents.

"Courage is not the absence of fear, but rather the judgement that something else is more important than fear"

Ambrose Redmoon

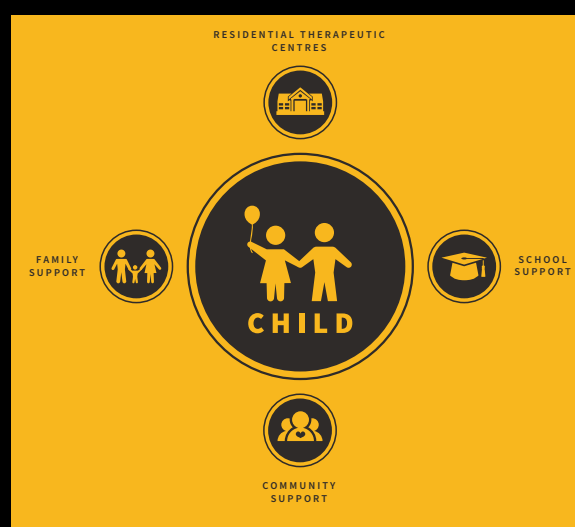


Our GBT girls taking part at the Durban fun run.



Our youth proudly represent GBT at function in UKZN.

Operating principles



GBT is committed to working with vulnerable children placed into our therapeutic residential campuses nationally, via the Children's (not criminal) Courts.



Crawford invited our boys for a friendly match. It was a fun filled and an exciting game. Our boys played their hearts out, although they did not win. Not only is this a very good initiative, as our boys get the opportunity to be exposed to positive role models, these networks enable them to interact on another level and friendships can evoke from these games.



development of increasingly effective evidence-based responsive practice, and growing contributions towards the professional knowledge-base within the field, both locally and internationally. The depth and breadth of these strategic goals will be maintained over the next period, as we strive to improve practice and outcomes for vulnerable young people and families.

Community outreach: Family Services

Our community-based Family Services outreach programmes have GBT "out-of-office" Family Workers support and strengthen vulnerable and at-risk youth and families in their own homes and communities, to develop sustainable family independence and prevent family disintegration. Community members are able to access short-term counselling and referral services via our national hotline service.

This service offering has seen strategic growth, having reached more families in more communities, more effectively – the evidence of which is best demonstrated via heartfelt family feedback, such as:

"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 and the good is starting."

Part of this strategic focus was to establish meaningful partnerships as we reach and serve needy and disadvantaged families, children and youth. The launch of the GBT/Nelson Mandela Children's Fund/Deloitte "State of the South African Child" Report in 2016 followed a thorough research process, and is developing into a valuable, ongoing partnership. It is also the foundation for a novel GBT service offering, working to create circles of protection and safety for vulnerable young people living in at-risk circumstances and communities. The intention is to follow through with this partnership to identify and build sound and sustainable solutions to safety and protection factors for children.

Our young people have also been actively engaged in reaching out and assisting and supporting others more vulnerable and less fortunate than themselves. These generous and nurturing activities form part of the therapeutic and development programme with our youth.

Community outreach: Training

The GBT "Common Sense Parenting" and "Well-Managed Classroom" training workshops and programmes are important components of our holistic and comprehensive approach to child care, since many of our youth are placed into our care as a result of their educational challenges and lags. Since the beginning of this service in 2014, we have trained 881 schools, 11 772 educators and 1 266 parents and impacted positively on the learning and educational experience of 466 208 learners nationally – a total impact of 480 127.

Further growing this service will remain a strategic goal for the next period. A very real challenge remains adequate funding for these programmes as we reach out and support disadvantaged and vulnerable schools via this initiative.



Educational development of 466 662 learners nationally



Biennial report continued

From the Chairman and the CEO



Education

We understand the reluctance of schools to accept youth who may be significantly older than the normal age for a grade, who exhibit challenging behaviour and whose school results are poor. However, education is the passport to their futures and we engage with the schools to secure a good education for our youth. The four GBT Learning Resource Centres, which are now established on all Youth Development Centre campuses, are helping our girls and boys to make up the deficits in their education, facilitating reintegration into mainstream schools and access to skills training opportunities in the community.

On admission into care, some youth have considerable educational and behavioural deficits. To address such situations, GBT has sought and received approval for registration from the Provincial Government to conduct home-schooling. This is helping GBT and the youth achieve the important priority of improved educational outcomes.

Property maintenance and management

In serving our growing population of beneficiaries, we have grown extensively since our humble beginnings in 1958. All of our services are housed in buildings that are relatively old, yet some of those buildings are really old, dating back to the early 1800s. While there are many

benefits to owning our own infrastructure, such old buildings also come with a heavy maintenance burden. We recently identified significant structural defects in several of the buildings on the Tongaat campus in KwaZulu-Natal. The safety and viability issues of this latest challenge will be considered and addressed as a matter of urgency in the next period.

Finance and fundraising

This has been a key focus area over the past period because of the steep escalation in the prices of essentials. Factors that affect our budget in particular are the costs of fuel, electricity and food; the requirement to pay competitive salaries in order to retain good and experienced staff; and the desire to effectively meet the deteriorating circumstances of our beneficiaries. 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 GBT. The prospects of additional funding from government appear limited, and our income from fundraising will have to increase substantially.

GBT was the founding beneficiary of The 702 Sun International CEO SleepOut™ 2015, which was a resounding success. We express our sincere appreciation and gratitude to every single person involved in

this outstanding initiative, which enabled the financing of a number of projects for GBT's Gauteng operations.

Without detracting from the magnitude and benefit of the event, it is significant to note that GBT is faced with unexpected fundraising challenges. The funds received through The 702 Sun International CEO SleepOut™ 2015 were less than 50% of the annual national operating costs. We had to align operations with the condition that this income was to be directed at identified Gauteng Legacy Projects and that 25% of the total income raised through the event had to be allocated to new projects.

The situation is made more complex by the fact that a significant number of established GBT donors were under a misconception that we now had sufficient funds to operate without their assistance and hence they withdrew their support. Some donors believed that GBT will be a beneficiary of the future CEO SleepOut™ events, which is not the case.

These difficulties have prompted GBT to review and reinvigorate its fundraising strategies. New plans include the optimisation of fundraising opportunities; the establishment of a dedicated Corporate Service Investment (CSI) Division with targets set for the substantial growth of this new function; extended performance targets set for each fundraiser and all fundraising offices; implementation of zero-based budgeting; close monitoring of the income and expenditure of projects by the regional committees; and building capacity in the organisation's marketing function.

Governance

We are most fortunate to have a Board made up of individuals who voluntarily offer their wide range of skills and expertise in the areas of religion, social work, business and finance. All the governance structures

function well and contribute significantly to the effective running of the organisation. The regional committees in the Western Cape, KwaZulu-Natal and Gauteng continue to provide valuable advice and oversight to the campuses, divisions and projects in those areas. The recruitment of more skilled volunteers to serve on these committees remains a challenge and a strategic objective.

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

Conclusion

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

We express our thanks to:

The Directors, Trustees and members for their unselfish volunteering of their time and talents.

The members of the Finance and Investment Sub-committee and the Property Committee.

The CEO of GBT and all her staff for their dedication and commitment.

The various government departments for their support.

All our sponsors, donors and partners, without whose ongoing generosity and support this work would not be possible.

David Daniels

Chairman: Board of Governors

Lee Loynes

Chief Executive Officer



Over 1 347
parents trained



Training and consulting to over 982 partner schools and institutions and 12 521 educators

Sustainability is key

The environment where non-profit organisations (NPOs) and public benefit organisations (PBOs) find themselves, remains challenging.

Sustainability is the keyword for organisations such as ours in the daily struggle to obtain and retain funding, particularly with inflation escalating the costs.

Income

Our sources of funding are depicted in the graph on the next page.

We have become more reliant on the government subsidy, with 18.4% of income from this source, while 74.6% is sourced from the private sector and the South African public.

Donors who contributed through monthly debit orders make up 50% of sponsorship income, and remain core to the sustainability of the organisation. Although the number of monthly debit orders fell significantly, we have managed to sustain the Rand value. The retention and growth of the number of debit orders are a strategic driver for the organisational sustainability.

Expenditure

The organisation managed to contain the year-on-year increase in expenditure to 6%, which is purely inflationary. Salaries and salary increases are the biggest cost

driver, accounting for 65% of the costs. Competent, appropriately trained social, child and youth care workers are in limited supply at present and this adds pressure on our cost structures.

The "crocodile jaws"

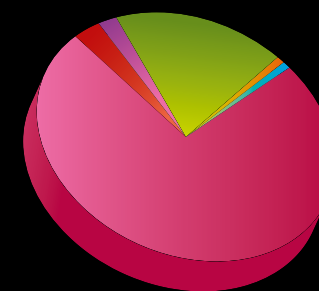
The fundraising income and total expenses can be illustrated as the open jaws of a crocodile. The trend graph on the next page shows how the expenses have been increasing as the income remains steady. What is a priority for the immediate future is to close the crocodile's jaws by lowering costs and increasing funding, in order to return to short-term sustainability. This is the task for all of us – management, employees, youth in our care, families we serve and our existing and future donors.

Black economic empowerment

We are firm believers that we should not turn away any youth in need of care and GBT is proud to be contributing to the national transformation agenda. Hence, as was the case during the previous reporting period, most of the beneficiaries have come from previously disadvantaged communities – understandable as they are in greatest need of assistances and services.

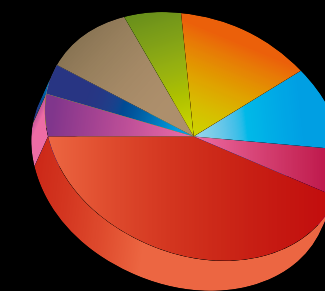
Tommie Veldman
Chief Financial Officer

Income



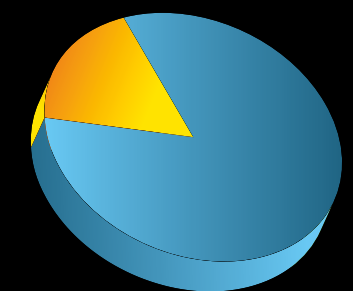
Subsidies	18.4%
Bequests	0.8%
Training	0.9%
Sponsorships	74.6%
Other income	3.3%
Interest and dividends	2.1%

Cost distribution



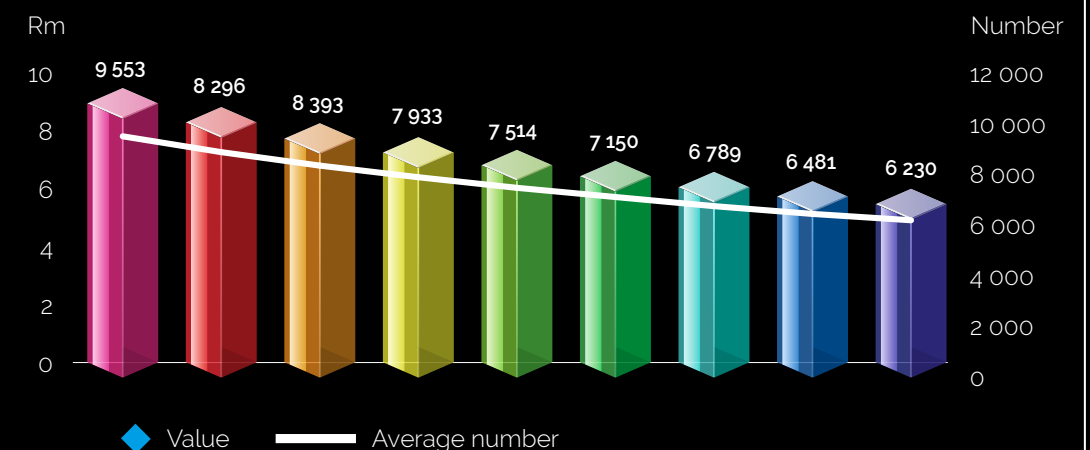
Training and education	6.4%
Fundraising	14.4%
Administration	10.5%
Marketing and public relations	6.3%
Youth development centres	42.1%
Family services	5.3%
Evaluations and research	4.4%
Family homes	10.6%

BEE beneficiary children distribution as at 31 January 2016

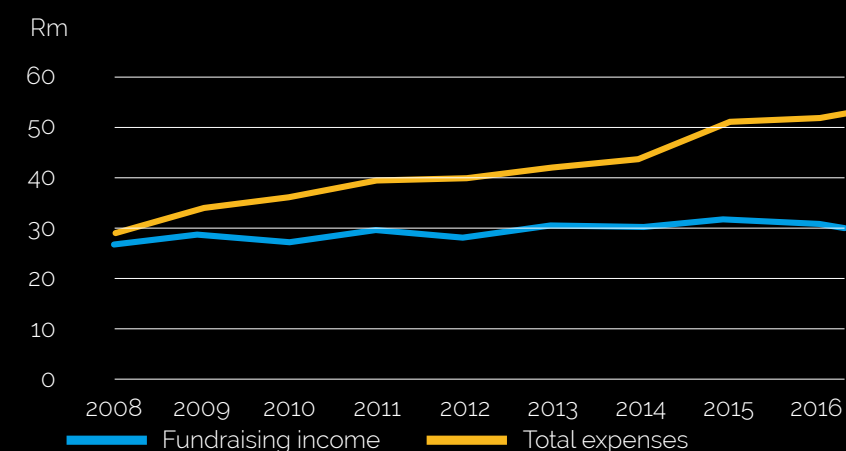


Black	82%
White	18%

Debit order versus number



Crocodile jaw project – income versus expenses trend – budget dilemma





Restoring the light

Abandonment. Abuse. Violence. Rape: Some of the reasons that the lights go out in our children. Rage. Addiction. Alienation. Suicide: A few of the paths that some youth choose to cope with overwhelming challenges. Significance. Home. Independence. Nurture. Education: The things we focus on to empower the young entrusted to us to overcome their difficulties and SHINE™ again.

You see, success is in our Bones



has come from, the valuable life lessons he gained, and how this gave him the perseverance and strength to deal with life's challenges.

"Sleeping on the streets is scary at first. It is a challenge you get used to," he said. Fortunately, he was taken off the streets and put into our care. Here, he did not have to worry about surviving or where his next meal would come from. Instead he was able to finish school, develop his musical talents and fully turn his life around. "I believe what I went through in my life is enough to carry my character," he said recently while entering Idols.

Having a good and secure home at GBT instilled in Vincent the appreciation for what so many take for granted. He said: "The first thing I need is a house. That is one of the only things on my mind at the moment, so that I can get a stable place for my family."

Vincent says he will not forget where he comes from. "I have people around me that constantly remind me who I am and where I come from. So for me, I feel safe because I have those people that will always be there for me."

He won a great monetary prize – and a coveted recording contract to further spur his musical career on.

Vincent selected GBT to be his chosen charity and he began inspiring our current youth to seize opportunities given to them – and never lose hope.

Our children attended all of his live shows throughout the 2014 season of Idols. It is part of our commitment to continue to support our youth after they leave GBT.

Vincent, you truly are our idol, and we – and our donors and supporters – are proud of your well-earned success!

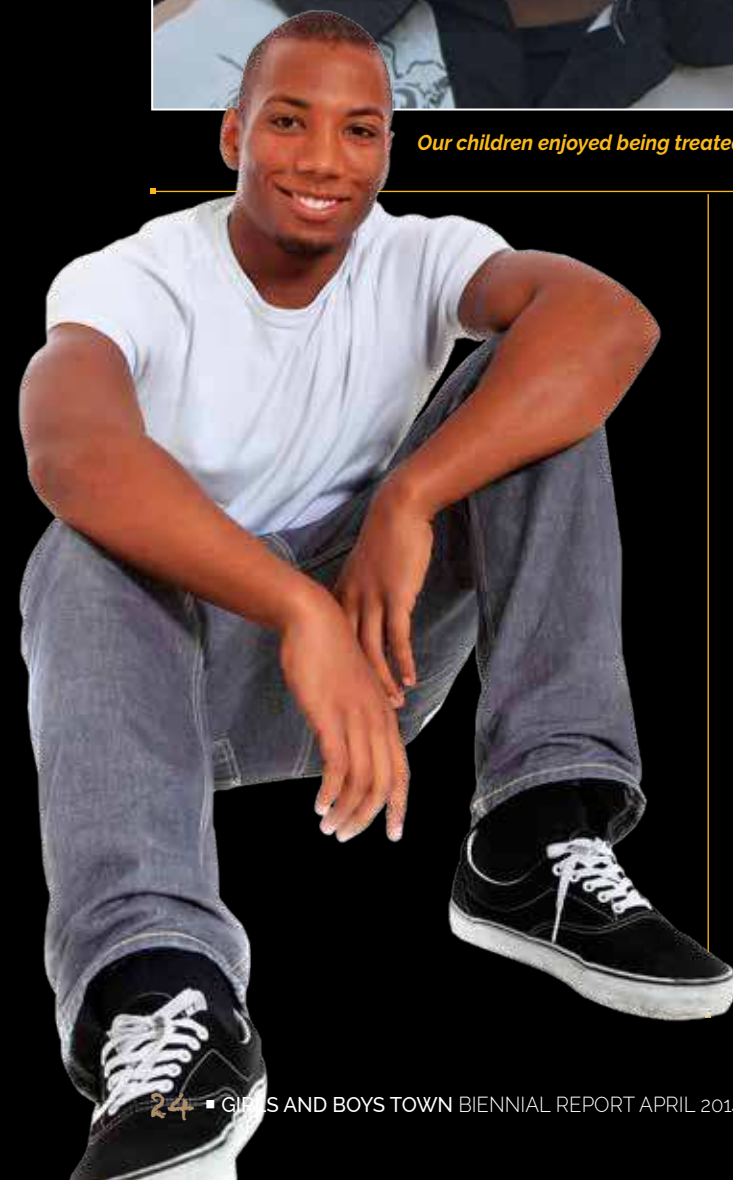
Before he came to Girls and Boys Town, Vincent Bones had lived on the streets of Sunnyside, Pretoria, for two years.

In 2014, he was the SA Idols winner!

His talent and powerful, soulful singing kept viewers voting for him week after week, but what clinched the hearts of South Africans was his amazing story, who he is, where he



Our children enjoyed being treated to face painting and other fun activities during our birthday anniversary.



Our kids were thrilled in exploring some of the tricks that the comic entertainer was sharing with them.



SIGNIFICANCE

We help young people develop a sense of self-worth and unique value, helping our youth SHINE™.

HOME

We provide the safety of a home and family and the ability to function as one – skills to SHINE™ at home.

INDEPENDENCE

We help young people develop the courage and skills to be fair in the world – understand and perceive the world as a place worth shining in.

NURTURE

We help young people develop the sensitivity to care about themselves and others – helping others SHINE™ too.

EDUCATION

We give young people the knowledge and practical skills they need to compete – SHINE™ through achievement.

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.





Removing the barriers

The Evaluation and Research Division is dedicated to ascertaining how successful GBT is in achieving its mission – to remove the barriers that challenge youth at risk. The information that is provided by the division affects most other organisational strategies and implementation of divisional programmes.

Research

Growth Beyond the Town: A longitudinal study on youth leaving care

In an effort to continually improve GBT's work and provide our youth with the best possible care, we strive to critically evaluate our performance and ascertain how successful we are in preparing youth for their post-care futures.

For this reason, GBT partnered with the University of Johannesburg (UJ) to conceptualise and launch the Growth Beyond the Town longitudinal research project. Our partnership began in 2009 and the formal research study in 2012. The study is designed to capture the care-leavers experiences, including the challenges and successes they face on their journeys. We also measure how they do in different areas, such as their accommodation, work, education, relationships and general well-being. We try to understand what factors, while they are with us in care, are most likely to facilitate positive outcomes after leaving care, so that we can do everything possible to improve their chances of success in later life.

We have a well-established, rigorous research study

We are now in our fifth year of collecting information from previous GBT youth and therefore our longitudinal study is well-established.

Longitudinal research collects information continually over time from the same group of people and is recognised as one of the most useful types of social research.

There are now over 100 youth who are part of our study and we have valuable data which shows us the changes, achievements and trials they go through over the years after they leave GBT.

We have been invited to present our findings at 15 local and international conferences; have written a chapter for an international book on best practices regarding youth leaving care; published our work in seven journal articles; and written eight research reports which are sent to GBT staff and other local and international role-players interested in care-leavers. Generous funding from the Anglo-American Chairman's Fund was received in support of our research.

Making it count: Putting our research into practice

We constantly endeavour to bring our findings to practice in creative ways, so we can improve the way we work with our youth and strengthen their chances for success. We do this with the internal GBT staff, as well as externally within the broader child and youth care field:

- At GBT, we run workshops with GBT staff to discuss the research findings and to identify ways to integrate the results into work with youth. We include the youth



Youth field workers during follow-up interviews in 2015 and 2016



Staff and youth during a research activity in the Western Cape





in these workshops so the staff can hear directly from them about their experiences.

- Beyond GBT, we have established a working group in Gauteng with other Child and Youth Care Centres (CYCCs) to discuss practice issues for care-leavers and share resources.
- GBT hosted a seminar on international practice for Gauteng CYCC, focused on youth leaving care. The seminar, held at GBT's head office in Auckland Park, was facilitated by Professor John Pinkerton and his colleague, Steve Mack from Northern Ireland. Professor Pinkerton is one of the global leaders on the subject of youth leaving care.

Plans for the future

As we look to the future of our research, we intend to continue to collect information from care-leavers around the country to understand their journeys after leaving GBT.

A number of other exciting developments that expand the project beyond our borders and collect other types of information from our youth are under way:

- In 2016, the study will move to the next phase to measure youth resilience when they first enter and then leave care at GBT. The results of these measures will show us where they have strengths and where they need development in their resilience. These results will be shared with the GBT clinical teams, who will use that information in the youth's treatment plans to strengthen interventions and to better prepare youth for sustainable, independent life.
- We will implement peer research, where the care-leavers themselves complete interviews with youth leaving care. We will invest in training the peer researchers so that they are able to complete these interviews with the quality and depth that we get from current fieldworkers.
- As there has been considerable interest in our research locally and in Africa, we will begin to replicate this study in other African countries,

including Ghana, Ethiopia and Zimbabwe. This will give us very important comparative information which we can use to see how GBT care-leavers are doing compared to youth from other developing countries, including the challenges they face and strategies used to mitigate them.

Youth Academic Outcomes Research

Education is essential for fostering healthy connections and a sense of belonging with peers, adults, school and community. Education is essential to good citizenship and is associated with positive life outcomes, such as employment, accommodation, stable relationships, and mental, physical and social well-being. It has also been extensively reported that youth in residential care experience academic and behavioural challenges that make them vulnerable to poor educational outcomes.

In order to help GBT youth receive the schooling they deserve and to improve educational outcomes, GBT tracks the academic progress of youth. This enables us to identify areas that need attention, and provide learners with the support they need to do well. We are continuously refining the data system that has been developed to track GBT youths' academic outcomes. This has been vital in helping to determine which programmes and support methods are most effective.

Staff workshops are used to track and reflect on the youth's progress and results:

- The different type of academic challenges the youth deal with.
- The staff's experiences in trying to address these challenges.
- Factors that need to change for academic progress to occur.
- The gaps or limitations in the intervention that are affecting positive academic outcomes.
- Practical options for staff to follow.



L to R: Peter Marx, Lisa Dickens, Steve Mack (Northern Ireland), John Pinkerton (Northern Ireland), Lee Loynes and Adrian van Breda (UJ) were joined by 80 delegates at a seminar on practice for care-leavers.



Attendees of the practice seminar for Gauteng CYCCs in July 2016 work together in groups to examine issues faced by care-leavers in South Africa.





Family Services Research

As an organisation serving the most vulnerable members of society, where decisions about their safety, well-being and future are made for them every day, evaluating the quality and effectiveness of services provided to these children and families is essential.

The research team is in the early stages of developing a new tool that determines the quality and impact of the services that GBT Family Services provide to the family and communities of the youth in their care. More extensive and accurate information will inform further strategic decisions about this service.

Evaluation

At GBT we truly believe that

"feedback is our friend, the cereal of champions".

Evaluations conducted at least annually at all GBT residential facilities assess three broad areas:

- Each young person is interviewed to assess their safety and satisfaction with the care they receive while at GBT.
- Other significant role-players, like parents and educators 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 opportunities for 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 thus regularly made aware of the excellent work that is happening in order to reinforce good practice, but is also informed of areas of concern to facilitate prompt intervention.

Our evaluation goals for the period ahead will focus on developing specific evaluation tools to improve the support for key areas of our work, namely:

- The peer group system (PGS): This system of youth empowerment to lead themselves and take real responsibility has been a hallmark of GBT's approach for many years. We will be designing an evaluation tool that more specifically measures the standards required to provide an effective PGS.
- Consultation evaluation: The consultants are critical pillars of support for staff who work directly with the youth and families and help them deal with emotive issues and experiences. By further developing the evaluation of their consultation roles, we will stimulate a focus and be able to prioritise the crucial aspect of their contribution to GBT staff and the work of GBT.

Peter Marks

Head: Evaluation and Research



Community families' satisfaction with our family workers' assistance

On an annual basis, the Evaluation Division surveys all the families that are enrolled in the specialised "Building skills in high-risk families" methodology, provided by the Family Services Division.

It has been inspiring to see how satisfied these families have been with the effectiveness of family workers assisting them over the last two years (2014/15). With over 70 families being involved in this intensive programme and with a response rate of 80%, their belief in the effectiveness of the intervention is very impressive.

65%

of families indicated complete satisfaction with the effectiveness of the services.

29%

indicated their satisfaction with the services.

4%

indicated some satisfaction with services.

2%

indicated any dissatisfaction.

The Verulam Home for Girls - the epitome of family-style living

Girls and Boys Town residential facilities for youth seek to resemble the warmth and care of typical family-style living. This refers to an environment that is well maintained and clean, but also has the "lived-in" atmosphere of homeliness and good relationships between staff and youth, and the youth themselves. We give great importance to developing family-style living environments, believing that these are in themselves therapeutic and role model the kinds of homes the youth will hopefully create for their families one day.

During this period, the evaluations that have been conducted at the Verulam Family Home for Girls have shown that they have not only consistently achieved high standards of family-style living, but achieved the highest-ever rating for this important factor of family life.



While we have become accustomed to seeing that the home is clean, well decorated and has the "lived in" atmosphere of a good family home, what has been most impressive has been the engagement and interaction between the members of this "family". This showed tolerance and acceptance of their varied circumstances and cultures, as well as an appreciation and caring for each other. Understanding the extent of the life challenges that the youth coming into our care face, it has been both heart-warming and inspiring to be a visitor in the Verulam Home. Well done to the girls and staff of the Verulam Family Home for reaching exceptional standards in family-style living.



The best interests

The Residential Services provide care, protection and treatment to youth, and are devoted to the goal of creating a safe, caring home environment that supports personal and emotional growth, development and independence.

The best interest of the child is the focus of all we do. Youth are assisted in their efforts to live more responsibly and to develop necessary social and independent living skills to be reintegrated back into the community as contributing members of families and communities. The GBT programme offers the benefit of working with the parents in order to equip them with effective parenting skills.

Three strategic priorities were pursued by Residential Services during the period under review: consolidation of service excellence and how it impacts beneficiaries; taking steps to ensure financial sustainability; and retaining human resources to support key objectives of GBT.

Youth Development Centres

Services to girls at the Kagiso Youth Development Centre

The Kagiso campus is unique to GBT as it is the only YDC for girls nationally and also the only campus where the peer-group system (PGS) model and the Family Home Model run on the same premises. The development of this has

posed some interesting challenges over the past two years, but has also provided some important learning opportunities for the team.

The first girls were admitted in January 2014 and the numbers have steadily grown to 28. More girls could not be admitted because of structural changes that had to be made to make provision for family-style living. The funding has now been secured, plans to renovate the cottages have been drawn up and construction will start in 2017.

Working with adolescent youth is testing at the best of times, and it requires a special type of person who is able to rise up to the task, especially in our current social environment where children are exposed to domestic violence, abuse and neglect. Staff need to be resourceful and creative to manage these circumstances.

Long-term residential programme

We are in the business of protecting and nurturing children and of creating small miracles. It is through the application of evidence-based interventions and in the context of positive relationships and a welcoming environment that we help young people to develop competencies to overcome behavioural and life-skills deficits that impacts on their lives.

All staff are trained in the long-term residential programme and implement it under the guidance of trained consultants. The impact of this work is evaluated annually by the Evaluation and Research Division. The service delivery was in some areas affected by staff turnover and the delay in finding and training new staff. However, where we have stable staff teams, we have witnessed remarkable



Three strategic priorities were pursued by Residential Services during the period under review: consolidation of service excellence and how it impacts beneficiaries; taking steps to ensure financial sustainability; and retaining human resources to support key objectives of GBT.





progress by the youth in emotional, behavioural and academic areas. If we expect greatness from our children, we must provide them with tools and support to be great. This is confirmed by the evaluation reports.

Peer group system of self-government

The peer group system is a key pillar of the GBT programme. It is a unique empowerment system that involves youth in decision making about their own affairs and daily management of their programme. Twice a year, youth elect their mayor and councillors. With the help of an alumnus, the principles of this method have been documented, and form the foundation for training that will now be rolled out to all campuses to ensure effective functioning of the system.



The peer leaders are taken on leadership camps twice a year where their skills are honed and teamwork is fostered.

Therapeutic services

Social workers, child youth care workers, final year social work students and community partners provide therapeutic interventions and support to youth in our care. This includes individual counselling, group work sessions, recreational activities, art, music, gardening and equine therapy. External providers offer psychological and psychiatric consultations, treatment for substance abuse, admission to rehabilitation centres and after-care support. We are thankful for the partnerships with many community resources that assisted our youth. These include the Teddy Bear Clinic, Baragwanath and Tara psychiatric units, Patch, Lentegur Adolescent Unit, Newlands and other local clinics, general hospitals and numerous doctors and dentists who provide pro bono services.

Pre-admission conditions include use of substances, highly sexualised behaviours among girls, many of whom have been sexually abused, and school-related challenges such as difficulty in placing youth in mainstream and special school settings, and providing remedial support for learners with cognitive deficiency. We intend to approach the Department of Social Development to seek funding and sustainability of resources.

Ensuring financial sustainability

All staff and youth have been made aware of the challenge to our financial sustainability and have been asked to engage in a process of EAGLE (enhanced ability to generate lower expenditure) without sacrificing the quality of care.

Campuses have had to reduce non-essential staff, engage youth in developmentally appropriate activities such as cooking, washing and ironing of clothes, and pursue cost-effective recreational activities.



Year-end award ceremony with children handed with certificates and trophies.



Fun family day where some of the children were visited by their families.



Our very own 2014 Idols winner, Vincent Bones visited our kids during his roadshow in KZN.



The Youth Care Team organised a swimming gala for youth at Tongaat campus.



Youth striking a pose after a fun filled activity day in WC.



The Department of Social Development required that all previously registered child and youth care centres, including GBT, be re-registered in terms of the Children's Act No. 38 of 2005 (section 197). This requirement drew heavily on financial resources and entailed compliance with unexpected and more stringent guidelines.

Retaining and sustaining human capital to support organisational objectives

Although we have experienced relatively high staff turnover at the youth development centres, much has been done to ensure staff happiness and productivity through annual wellness days, access to a 24-hour wellness programme offering a wide range of services free of charge to staff and their families, structured supervision, regional team-building workshops and ongoing staff development and training.

All staff are trained in the GBT long-term residential programme, and managers through the "Staff Development through Consultation" workshops. Staff have participated in internal advanced training and external development sessions to enhance their skills and knowledge in order to perform optimally and to break the barriers that challenge the youth in our care.

Achievements, activities, adventure and community involvement

The majority of youth come into care with considerable academic challenges, but despite this they have demonstrated an ability and willingness to achieve. Although it takes time for youth to develop a culture of education, the outcome of efforts resulted in a 100% matric pass rate over the period – an amazing achievement to be recognised and celebrated.

A number of youth participated in the President's Award Programme and received a variety of awards. This leadership empowerment programme teaches youth to take responsibility and engage in activities that demonstrate care and generosity.

GBT offer youth various activities throughout the year. Each youth is encouraged to participate in at least one sport, all campuses have swimming pools and youth are encouraged to use the pool for relaxation and physical development.

The youth also receive weekly sports coaching sessions and, wherever possible, are integrated into community clubs. Games are often arranged against other teams and church youth groups.

Hikes, outings to botanical gardens, use of gyms, hair styling and sewing sessions are also on offer. Other activities include teaching basic cooking skills where youth are encouraged to make breakfast and cook meals over weekends. The potjiekos events are a big hit among the youth.

Some of the youth have amazing talent in writing and performing drama, reciting poetry, ballroom dancing and rapping. This is encouraged and interested youth are connected with the performing arts in the community to develop their skills and increase their confidence. These initiatives bring alive our maxim: "helping youth to SHINE™".

During this reporting period, youth have participated in a number of wilderness leadership courses. They enjoyed the experience and benefited immensely from it. "No matter how heavy your pack is, you need to keep moving forward so you can reach your destination. I learnt a lot – not to always look at the negative side but look at the positive side. We learnt to work as a team, knowing that many other people's lives were in my hands, needed to take responsibility."



On Mandela Day, girls at Verulam family home reached out to donate clothing and toys to Lakehaven Children's Home after a tragic fire destroyed the children's home.

KZN youth and staff out in the communities to play their part in the 67 minutes for Mandela Day.

The boys and girls demonstrated a spirit of generosity by participating in a number of community activities, such as contributing 67 minutes for Mandela Day, painting murals on Grade R container classrooms at a local primary school and participating in community clean-up operations.

The youth who have no family or homes to go to during holidays spend the December – January holidays at the Camp Caroline holiday camp, where they have a wonderful holiday filled with fun and educational excursions and Christmas celebrations. The youth are given much opportunity to socialise, make friends, have fun through a variety of camping experiences such as Royal Family Kids, Scripture Union, Youth for Christ and leadership development camps.

Goals for the two years ahead

For the upcoming two-year period, we have identified the following goals and desired outcomes:

- Ensure that the Social Skills Model is implemented optimally through focused consultation.
- Increase youth occupancy to serve as many vulnerable youth as possible.
- Empower staff teams to deal more effectively with the more challenging behaviours presented by youth.

- Partner with community organisations and resources to increase effectiveness in working with youth.
- Empower youth through the implementation of the peer group system at all YDCs.

Word of thanks

We owe a huge debt of gratitude to donors, benefactors and partners who have made it possible for us to continue our work of caring for the youth. Without their support, we would not have been able to help our youth SHINE™ and remove the barriers that challenge South Africa's at-risk youth. Please continue to help us inspire, empower and bring healing to South Africa's abandoned, neglected, abused and vulnerable youth.

We thank the Board of Trustees and regional committees for their dedication, insight, foresight and leadership in steering GBT to fulfil its mission and purpose. Special thanks to the staff who are the frontline carers of the youth in our care. Your patience, commitment, dedication, dependability and willingness to engage with youth and share their joy and pain is what makes the difference.

Derrick Groep

Head: Residential Services – Youth Development Centres



Family Homes and Internal Training Division

The Family Homes and Internal Training Division participated in the pursuit of the overall organisational mission to consolidate and maximise service excellence to ensure happy and successful youth and staff.

We are proud to share some notable achievements with our friends and stakeholders:

- We have provided safe, caring and therapeutic environments for youth by continually improving family-style living facilities, completing necessary renovations, maintaining homes and working with youth to empower them to participate in looking after the homes.
- We created and developed an internal training team in each of the regions. The aim is to train new child and youth care staff within two weeks of their appointment, although the average time for preservice training has for this reporting period been reduced to the first two months upon appointment.
- The division has approached the upskilling of campus consultants with vigour and focus, to ensure their on-the-job training, support and regular planned consultations. During this time, new staff were appointed and capacitated to take the place of two experienced consultants who retired. All consultants are now confident in their roles, as

we turn to ensuring that all established and new staff have the necessary resources and support to work with the youth in our care.

In order to manage escalation in challenging behaviours of young people, our staff teams are having to be upskilled. This is being done through a number of mutually supporting strategies:

- Each clinical staff member has a developmental plan in place. We have introduced reflection time in daily practice and have integrated team-building outings and advanced training for clinical staff.
- In 2015, the Department of Social Development directed that all child and youth care workers need to have specific qualifications and be registered with the South African Council for Social Services Profession (SACSSP). Staff who were previously appointed without this formal qualification are attending training with approved service providers.
- Systems have been put in place to enhance communication and alignment between teams working with youth.

At the same time, we have worked across the division to contribute to GBT's goal of achieving financial sustainability. The Family Homes are collaborating with the fundraising teams to optimise all funding and fundraising opportunities. The homes have instituted monthly budgeting meetings with staff and residing youth in order to curtail running costs – and build youth's skills to manage their own budgets one day when they leave GBT.

In order to retain and sustain human capital to support organisational goals:

- Staff retention remains a key objective and focus point and is consistently reviewed at management level.
- There have been numerous examples of good child care practice and some of the staff have gone the extra mile to ensure that youth's needs are addressed.
- These staff often work long hours, are always available and volunteer where

needed. GBT has responded to these staff by acknowledging their hard work and commitment. It is exciting that iShine, the GBT performance management and staff recognition system, will further recognise best practices and help to establish positive, new work norms.

Words of appreciation

We are deeply grateful to our donors whose generosity and involvement have contributed to changing the lives of youth in our care.

We thank our youth and staff at the Family Homes who embrace a generous spirit towards others in need.

In the Western Cape, the Dingle Family Home for boys has a beautiful recreation area, whose addition was made possible through the generosity of a donor. Part of the recreation room has been made into a fabulous "cosy room" where the boys can read, chat and listen to music.

In KwaZulu-Natal, the family teacher of both Family Homes received certification for achieving a high standard of child and youth care.

In Gauteng, the Youth Development Centre and Family Homes were piloted on the same campus. This meant that girls and boys are on the same campus. Although very difficult for staff to monitor and manage, they raised to the challenge and youth have benefited from sharing a campus. This has been a wonderful opportunity to learn how to engage in a healthy relationship with the opposite sex.

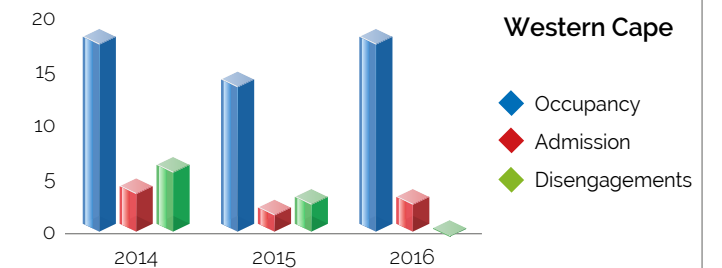
In all regions, the Family Homes continue to pride themselves in providing the youth with a family lifestyle where they have opportunities to grow and mature into young adults.

Chantelle du Toit

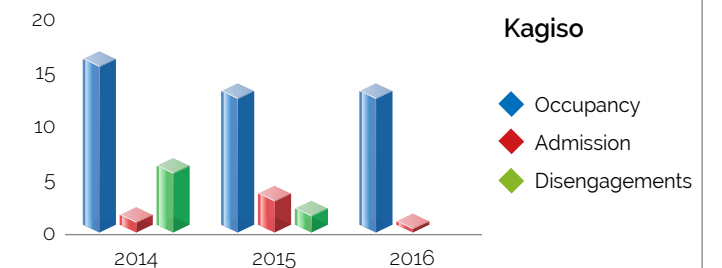
Head: Residential Services – Family Homes

Vital statistics

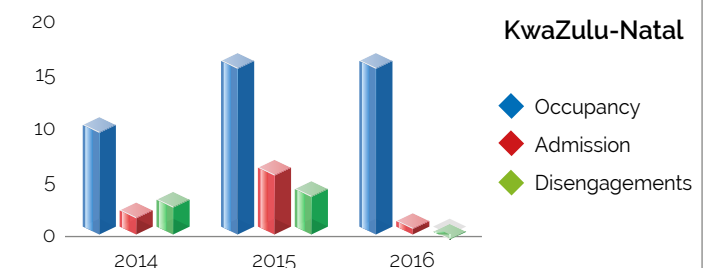
Occupancy and youth movement during the period April 2014 – March 2016



Occupancy and youth movement during the period April 2014 – March 2016



Occupancy and youth movement during the period April 2014 – March 2016



Reported incidents during the period April 2014 – March 2016

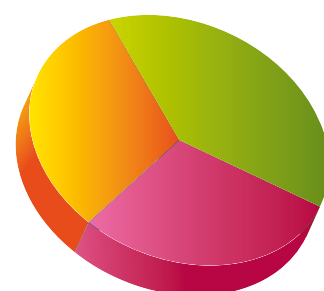


Quality interventions

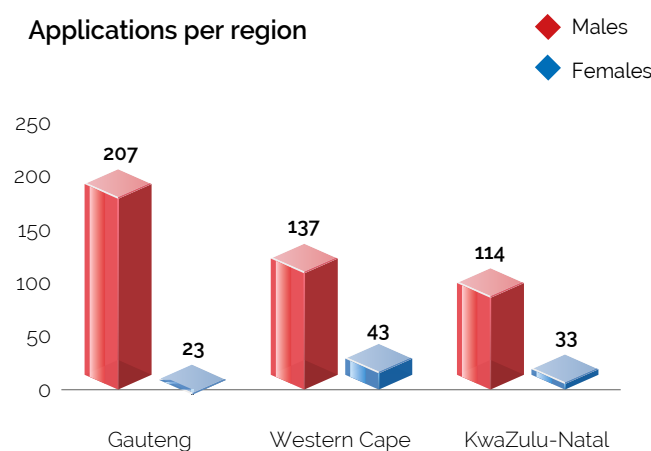
The division aims to help families and youth quickly and appropriately, and does so by strengthening the access to, and the quality of, services provided to families. Its service elements are: the Hotline, Assessment and Screening, and Family Strengthening Services.

Despite limitations, it has been an exciting time as the organisation continued to extend and expand its services to beneficiaries – and the Family Service team responded to their changing needs and demands. We note that services were affected by planned and unplanned staff changes, increasing expenditure and budget constraints, resulting in some frozen posts.

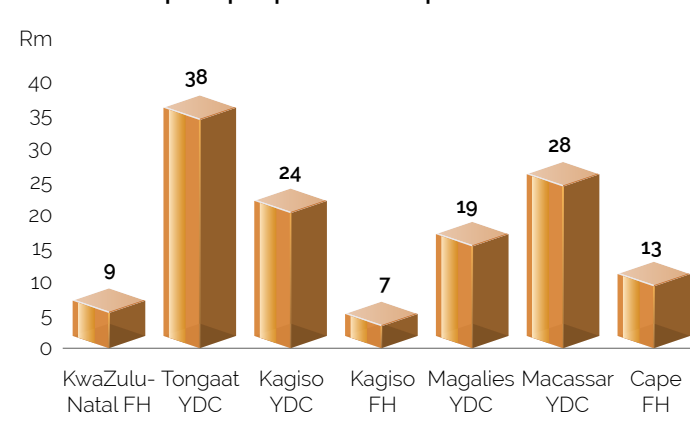
Assessments per region



Applications per region



Youth accepted per placement option



Applications and assessments

The Family Service Division received and processed 657 applications, conducted 205 psycho-social assessments and accepted 98 youth for placement in residential care centres. The adjoining graphs depict regional statistics.

Beneficiaries of services

The national team rendered direct services to 1 011 individual children, youth and their families as part of assessments, and family strengthening services. The direct services to these individuals impacted the siblings and other family members who, although were not recipients of direct services, nevertheless benefited.



Social workers enjoying laughter yoga.



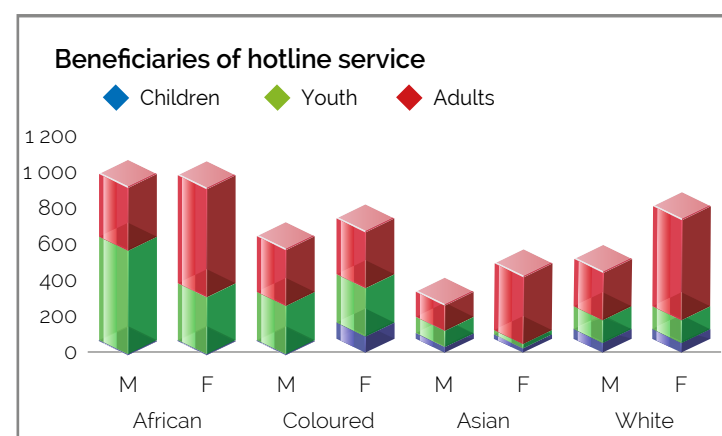
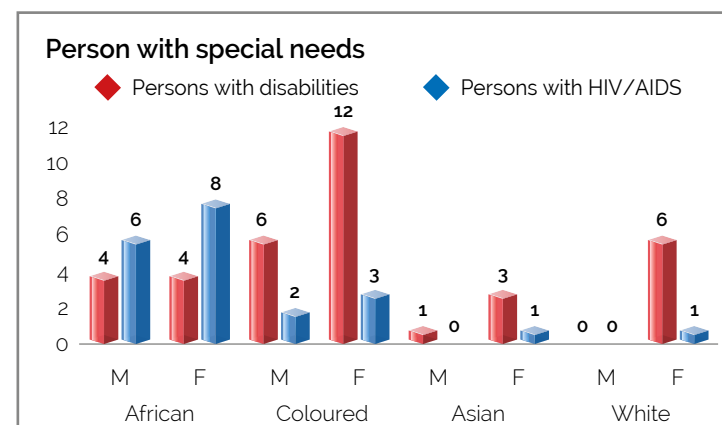
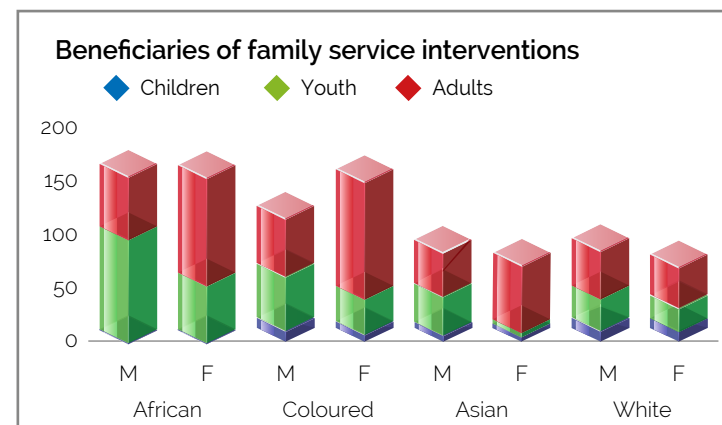
Right: Children and parents participating in fun and games.

"May God bless you for what you are doing for us and our children."

"We appreciate the workshop to help us cope with our children."

"Thank you for a mind refresher, please have those types of workshops more often."

Vincent Bones addressing the family and youth.

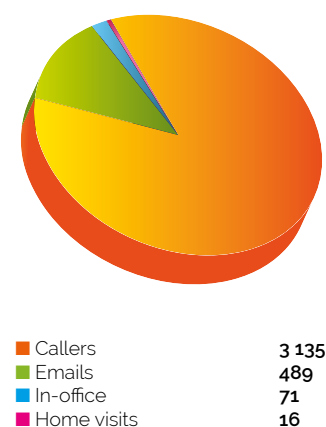


It is estimated that a further 7 329 individuals were such secondary beneficiaries. For example, a parent who was taught skills to manage one of her children was able to apply the skills to the management of all her children. Or a parent who was receiving services from the Family Service team in relation to one child, is assisted to obtain child support grants for all her children.

Family strengthening services

The Family Service teams have continued to extend their reach to families by staying flexible towards their needs, such as meeting families where and when they are available. The majority of people served by Family Service teams are economically deprived, subsist on one or more forms of social grant, and live in a household that is headed by a single adult female.

Hotline service options



Hotline

The Hotline service impacts many beneficiaries, as the services are accessible and the Hotline methodology assists callers from problem identification to crafting a plan to resolve the problem in the course of a phone call. During the period under review, 3 711 individuals accessed the Hotline counsellors in different ways.



Parents in parenting workshop.

Parents and children picnicking together.

The division managed several challenges in this period, which included:

- **Staff changes:** seven staff members left the team due to retirement, being promoted within the organisation and accepting employment in other organisations.
- **Frozen posts:** as the staff movements coincided with an increasing budget deficit, two posts were frozen, for a Senior Family Worker in Gauteng and a Family Worker in the Western Cape.
- **Impact on services:** losing more than half the staff in the team initially impacted on services, but fortunately staff were replaced quickly and four of the vacant positions were filled by internal staff from other divisions. Another post was filled by a social worker who had completed her practical placements within the Family Services division.
- **Occupancy:** despite the division's efforts to assist the residential teams by assessing as many youth as possible, the acceptance rate of youth assessed by the Family Service team is below 50%. The acceptance of youth into Girls and Boys Town Youth Development Centres and Family Homes is affected by both internal and external factors, such as staff turn over, school placement options and, availability of specialised skills required to manage complex youth issues.

Achievements

The regional teams hosted several successful events as part of their community outreach activities.

On 26 July 2014, a family day was held in the Gauteng region, facilitated and organised by two fourth-year social work students who were placed with the Family Service team for the year. The parents of the youth were invited to a parenting workshop which was attended by about 25 parents, where a variety of topics relevant to parenthood were discussed. The day closed off with a picnic on a scenic mountain side for the youth and their families, with each family enjoying a basket of food and drinks. The comments from parents were positive and encouraging.

Another inspiring family day was held in Gauteng on 10 October 2015, under the theme "promoting acceptance and a caring relationship within families". About 130 people attended the event, where we were proud to have Vincent Bones as the guest speaker. He inspired the crowd by sharing his life story from how he grew up homeless to becoming a successful musician who won the idols competition in 2014. A parent of one the youth was the "mistress" of ceremonies for the day.



Family Services Division continued

Women's Day was celebrated on 22 August 2015 with the Western Cape Family Service team hosting about 30 mothers and female caregivers of GBT youth. The event had a specific focus on the importance of self-care.

Another wonderful family day was held on 7 June 2016 by the KZN Family Service team for youth and families in this region. A guest commented:

"It was such a special day – well attended by parents, positive interaction between youth and their families, and overall good behaviour of youth."

Networking with colleagues from the field is crucial for our type of social services and on 20 October 2015, the Western Cape Family Service team hosted the National Association of Child and Youth Care Workers (NACCW) Social Work forum. Guest speaker Catarina Andrade presented a talk on stress and burn-out as well as a fun session on laughter yoga. This event was enjoyable and valuable for strengthening the Family Service team's relationship with colleagues in the region.

The division's work also takes note of these significant factors:

- **Consumer evaluations:** The division's clients and consumers have expressed high levels of satisfaction with the services they received. In the two years under review, all Family Workers met the satisfaction criteria.
- **Staff development:** Staff are supported by trained consultants who, through implementation of the GBT Consultation Model, help staff improve their application of skills. Staff take responsibility for their professional development. Three staff members, who are currently qualified as social auxiliary workers, are undertaking undergraduate studies in Social Work, and

one Social Worker is completing a Master's degree in Social Work.

- **Resources:** In 2014, the organisation replaced a 22-year-old vehicle used by the Western Cape Family Service with a new one. The availability of a reliable and fuel-efficient vehicle has allowed the team to venture further afield with confidence. In February 2016, the organisation purchased a second vehicle for the Family Service Gauteng team. This is GBT's biggest team and serves four different campuses. The availability of the additional vehicle allows greater access to the team from across the region.

For the period 2016 – 2018, the Family Service team aims to:

- Present evidence of the efficacy of its programme in order to secure funding for services from the provincial Department of Social Development.
- Introduce professional evaluation for all staff with the assistance of the GBT Evaluation and Research team.
- Assist families to respond to the ever-growing economic and psycho-social challenges by creating and building networks in communities. We aim to initiate community-based projects that improve the safety of children and other vulnerable persons.
- Strengthen prevention and early intervention services by working with child welfare agencies to identify families at risk and offer family strengthening services while the children are still in the family home.
- Retain and develop the current staff.

Karen Farred

Head: Family Services Division



Family Services Division continued



Mothers and caregivers of children with self-care packs and spa jars.



Mrs Elsie Smith, guest speaker; Mrs Noorul-Hoda Smith, senior family worker and Mrs Eugénie Smith, regional committee member.



Gauteng Family Service team with Vincent Bones.



Hudson Mathole family worker with new Gauteng Family Service vehicle.



Quality education

The division leads and coordinates the work of four regional Learning Support Centres and GBT regional training teams as it works with all campuses, homes and communities that benefit from GBT assistance.

It is our pleasure to present this biennial report for the period April 2014 – March 2016. Our mission to provide quality education and training to our beneficiaries has kept us going during this period. We have been privileged to attain a 100% pass rate for our matriculants in these two consecutive years. It is a highlight of our work that we were able to use education to remove barriers that impact youth development.

Home schooling

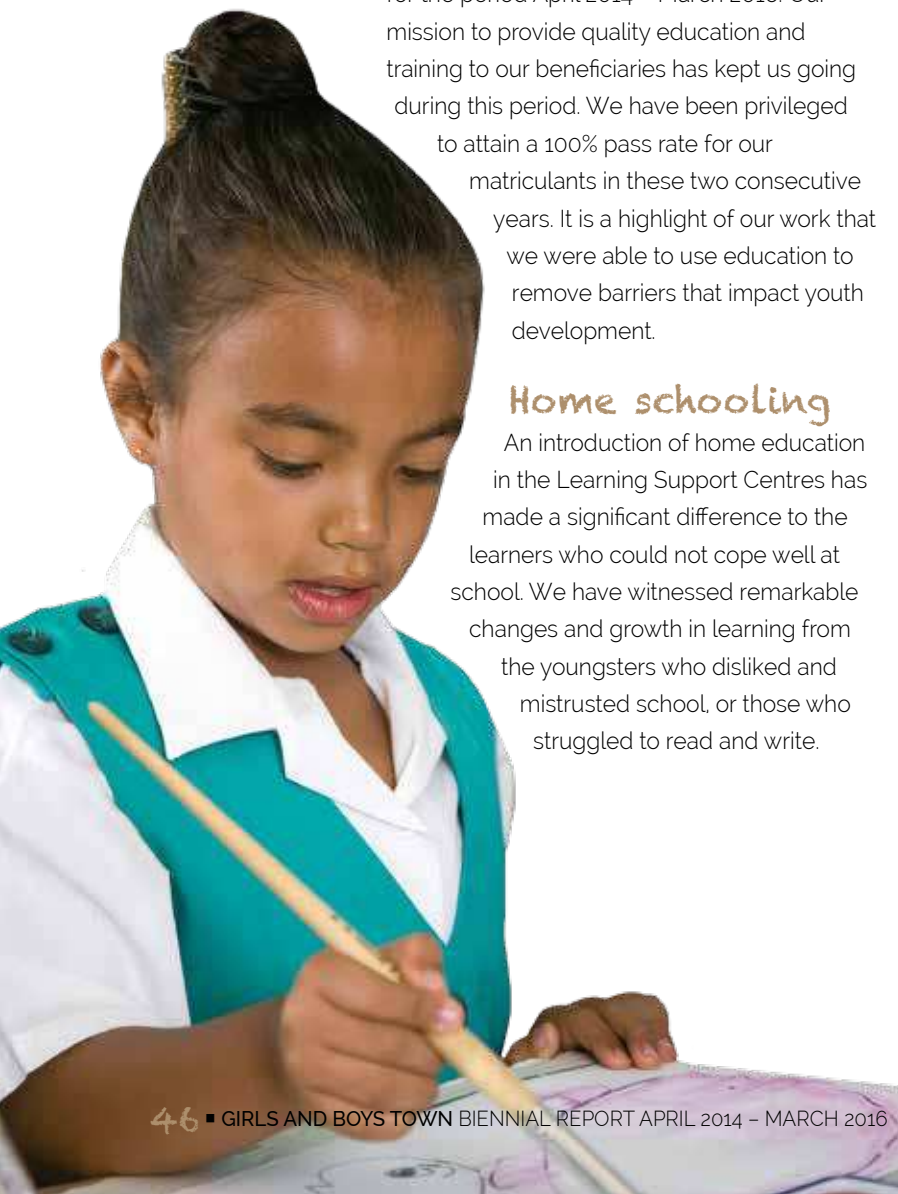
An introduction of home education in the Learning Support Centres has made a significant difference to the learners who could not cope well at school. We have witnessed remarkable changes and growth in learning from the youngsters who disliked and mistrusted school, or those who struggled to read and write.

One of our learning support aides shared a profound story – but one that we meet on a continuous basis:

"A boy started at GBT with eyes that were 'black' with emotion. He never smiled or asked for anything. I had to sit with him all the time to gain his trust. It took me three long months to get him to do Grade 8 work and to see him happy and smiling. I felt physically drained at the end of each day but to see him smile made up for all of that."

Our National Academic Awards are held annually to recognise learners who have worked hard throughout the year. We have various categories like top ten, most improved, most behaved, regular school attendance as well as the best learner in mathematics and languages. Competition among learners was very tough as they wanted to maintain their status in the top ten. As a result, one learner in Gauteng was awarded an Academic Excellence Award for three consecutive years.

Educational excursions are undertaken during the year. Learning Support Centres have taken this opportunity to expose children to different learning situations, such as the botanical gardens, zoos, beachfront, and historical or business sites including Maropeng, Lesedi Cultural Village, Lilies Leaf and Van Galen Cheese. Some learners had an opportunity to go camping at Rivierplaas. These experiences show that learning is fun and can indeed take place outside the classroom.



Youth receiving certificates from the Learner support centre in Kagiso.



Staff during Wellness Day.





Training

Between 2002 and the end of February 2016, Girls and Boys Town had trained 881 schools, institutions and crèches. In this time, 11 772 educators, 1 266 parents and over 466 000 learners benefitted through training in the Well-Managed Classroom and Common Sense Parenting programmes. For this reporting period specifically, 970 educators from 152 schools were trained, impacting 127 913 learners, while 316 parents were empowered through the Common Sense Parenting programme.

Key partnerships have been established during this period, including those with Boland College, False Bay and District South in the Western Cape, where we participated in their anti-bullying awareness efforts and received an award for this campaign. In Gauteng, student talks and camps have been held in Ekurhuleni schools, where learners were taught about substance abuse, teenage pregnancy, self-esteem and other related skills.

We are very grateful to our sponsors who made our work stronger and in many ways easier. We are looking forward to new achievements and experiences ahead for us.

Margaret Balazi

Head: Training and Education Services Division



CMP training course conducted to teachers in the communities.





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

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Girls and Boys Town Kagiso girls YDC – Randfontein	011 692 4355	011 692 2253	Saneliswa Mqobongo smqobongo@gbtown.org.za
Girls and Boys Town Magaliesburg boys YDC	010 593 9069	082 522 3006	Magda Erasmus merasmus@gbtown.org.za
Residential Services (Coastal) Division Head	021 200 8024	021 534 5431	Chantelle du Toit cdt@gbtown.org.za
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Cape province			
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Girls and Boys Town Alpha girls FH – Claremont	021 671 3204	086 610 4320	evanderwatt@gbtown.org.za
Girls and Boys Town Dingle boys FH – Kenilworth	021 671 5041	021 683 9041	
KwaZulu-Natal			
Girls and Boys Town Tongaat boys YDC	032 943 3055	032 943 3058	Jacqueline Naidoo
Girls and Boys Town Glenwood boys FH	031 201 5301	031 201 5301	jnaidoo@gbtown.org.za
Girls and Boys Town Verulam girls FH	031 533 6063	032 533 4355	



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