



**GIRLS & BOYS  
TOWN**  
**60** YEARS OF  
**HOPE**



Biennial Report 2018

April 2016 – March 2018

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## LIST OF ABBREVIATIONS

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



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

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

Registered as a public benefit organisation (PBO) in terms of section 18A of the Income Tax Act, No 58 of 1962 SARS reference number 130000379.

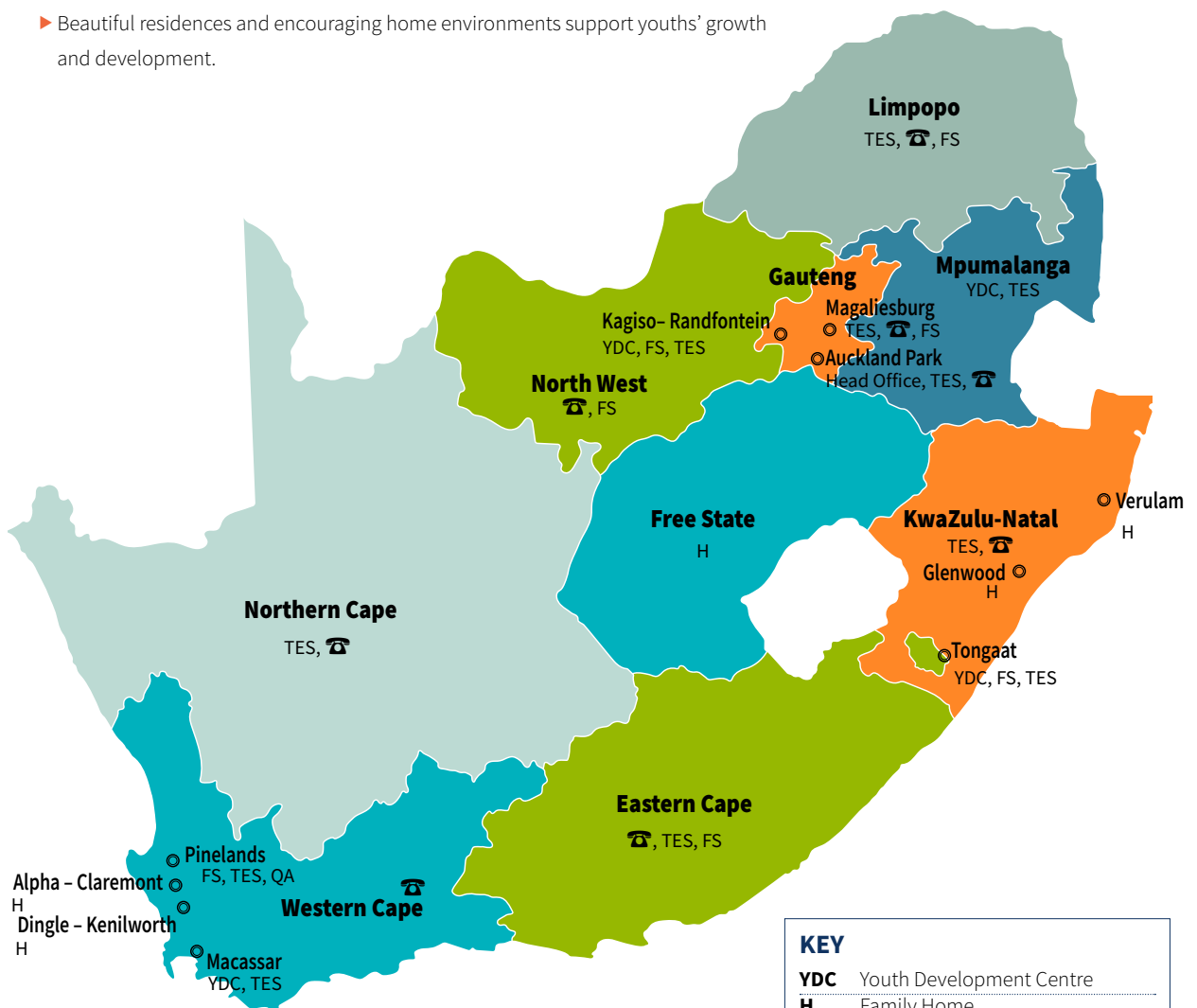
# To investors and donors

## WE OFFER:

- ▶ Programmes that serve youth, families and communities
- ▶ Knowledge, skills and experience in the field of child care
- ▶ Staff who care and go the extra mile
- ▶ Transparency and accountability
- ▶ Reserves maintained at a sustainable level
- ▶ Sustainable debit order base that covers 33% of operational expenditure
- ▶ Strong administrative processes.

## YOUTH SUCCEED, GROW WINGS AND S.H.I.N.E.® BECAUSE:

- ▶ We create opportunities for youth to grow into responsible citizens who are able to contribute positively to their communities
- ▶ Hard-working and focused staff provide competent care
- ▶ Beautiful residences and encouraging home environments support youths' growth and development.



### KEY

<b>YDC</b>	Youth Development Centre
<b>H</b>	Family Home
<b>FS</b>	Family Services
<b>TES</b>	Training and Education Services
<b>QA</b>	Quality assurance and research
<b>☎</b>	Hotline and counselling service

# Our story

*The story of the former Boys Town, which evolved into Girls & Boys Town in 2004, is one of the most heart-warming tales of human endeavour of the 20th century in South Africa.*

*The Girls & Boys Town journey is a reflection of everyday life in most societies of the world, namely 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 improving lives.*

*In 1958, Magaliesburg saw our first 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, including the introduction of young girls into our programme, to service between 20 000 to 50 000 beneficiaries a year.*

*Father Flanagan, the visionary and founder, stressed the need for spiritual development "Every child should learn to pray, how he prays is up to him".*

*In keeping with this principle, all youth practice their religious beliefs while at Girls & Boys Town.*

*Our policy has always been to help youth of all religious beliefs to adapt to the foundation laid by religion and to develop a value system. This policy has sustained the organisation through the decades.*





# 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 provide 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 & 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.

**2007**

**Lee Loynes appointed Chief Executive Officer** – the first woman to lead the organisation. Lee was formerly Director: Youth Services and has served Girls & 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 & 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.

**2008**

**Girls & 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:

- Girls & Boys Town 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.

**1978**

**Boys Town Genazzano-Tonga** opened in KwaZulu-Natal.

**1979**

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

**1988**

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

**1989**

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

**1992**

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

**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 child-care practice model for all Family Homes.

**1993**

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

**2013**

**First family home for boys** opened on the Kagiso campus, Gauteng.

**NLB Chairman's Choice Award** winner – Social Champions Charities.

**SACE endorsed 36 Girls & Boys Town** educational training workshops for a three-year period.

- Well-Managed Classroom
- Administrative intervention
- Effective staff development through consultation.

UFS affirmed and awarded Girls & Boys Town 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. Girls & Boys Town Alumni **Vincent Bones** wins Idols SA.

**2016**

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

**2017**

Moving from dormitory-style to family-style living.

**2018**

**60<sup>th</sup>**

**ANNIVERSARY**



# Living the S.H.I.N.E.® goals



## SIGNIFICANCE

We help young people develop a sense of self-worth and unique value – helping our youth S.H.I.N.E.®.

## INDEPENDENCE

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

## EDUCATION

We give young people the knowledge and practical skills they need to compete – S.H.I.N.E.® through achievement.

## HOME

We provide the safety of a home and family and support youth's ability to function in one – skills to S.H.I.N.E.® at home.

## NURTURE

We help young people develop the sensitivity to care about themselves and others – helping others to S.H.I.N.E.® too.



Youth Development Centre (YDC) girls and staff attended a Heritage Day celebration in a children's home. As part of their contribution to the celebrations, Girls & Boys Town youth organised a traditional song and dance performance and cooked a traditional meal. This outlines the nurturing pillar of our S.H.I.N.E.® goals.



# A giant step towards his dream

*Senzo\* was placed into Girls & Boys Town via the Children's Court about four years ago when his foster placement fell through. During his time with us, we have watched this leader truly come into his own.*

The perfect example of a child who faced many challenging circumstances and was able to overcome them. He has not let his past define who he is or his future!

His exciting story started out when we asked the daunting question "What would you like to do when you finish school?" Senzo answered without hesitation "Play rugby for Province".

We soon began looking for a sponsored gym membership so that he could train regularly and pursue his dream.

After many refusals, the team at one of the sporting institutions came through for Senzo with a sponsored membership for six months. After meeting Senzo during July 2017, the team was keen for him to be part of a more focused programme and immediately contacted the SSISA High Performance Centre.

Within hours the Centre contacted us with the news that they had accepted Senzo as a Macsteel Maestro and asked to meet him the very next day!

Sporting legends like Wade van Niekerk, Natalie du Toit and Nompumelelo Nyandi have one thing in common – they are all Macsteel Maestros and products of the Sport Science Institute's High Performance Centre. Senzo can now be counted as one of them.

The Macsteel Maestro programme provides a platform for a lifetime of achievement. Every programme is tailor-made to the individual talents and circumstances of the athlete and allows a person to develop skills to succeed in and out of competition, during and after their sporting careers.

## SPECIAL THANKS TO YOU

Senzo has managed himself very well through this process and has been partially sponsored to continue with his professional sporting and development programme in 2018. Thank you to all donors for helping to create this opportunity, and for helping Senzo to S.H.I.N.E.®.

*\*Name of the beneficiary has been changed.*



*Senzo with our supporters who have made this possible for him.*

# Four-footed wisdom touches and teaches our youth

*Environmental awareness raised as highly trained anti-poaching dogs put in a star appearance at our 60th anniversary celebration, building powerful connections with our youth.*

“The understanding between a well-trained dog and a vulnerable child is imprinted on the dog by the ‘trueness’ of the child’s innocence,” says the founder of a non-profit organisation that is active in anti-poaching projects. “The dogs can easily see the need to help these children.”

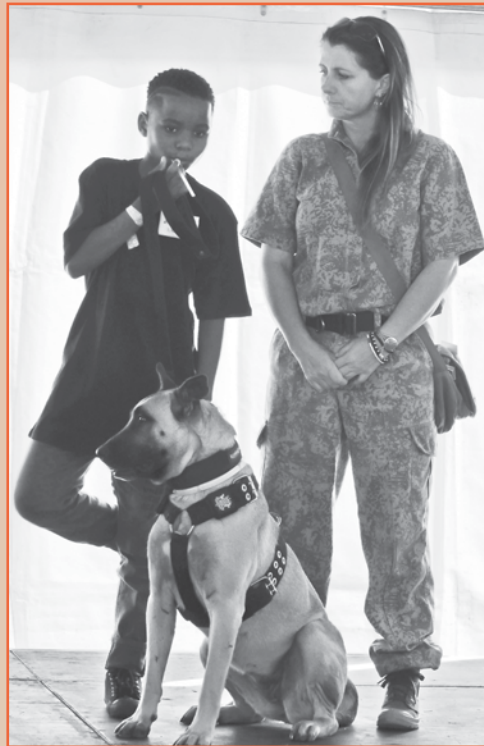
These wonderful animals forged instant friendships with our youth when they took part in activities during our 60th anniversary celebration day at Magaliesburg. They performed endless patrols and obeyed all the children’s commands throughout the day. The love, passion and ability our youth showed in return was beautiful to watch.

It was an amazing, heart-warming event, smiles from the children showed us that the possibility of a brighter future was well understood. To ensure the children’s safety, only dogs that had been trained specifically to work with children were used. Our youth were not pressured, only doing activities they had self-volunteered for. On the day, the children did patrols and basic obedience with selected dogs, amazing to watch them take the leads and perform very specific commands and hand signals. Even more surprising was the response from the dogs taking a real interest in executing the children’s commands.

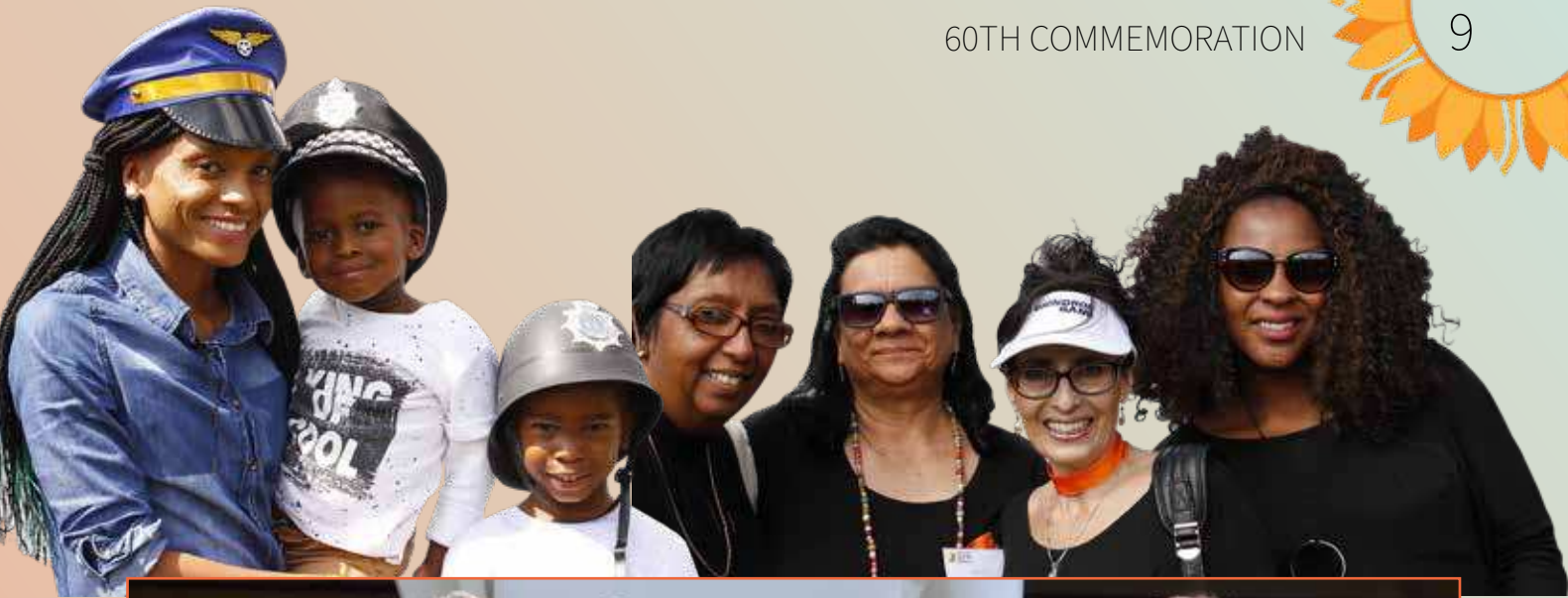
The dogs’ trainers have completed many successful educational

programmes with children and this event at Girls & Boys Town was no exception. They believe that one of the biggest issues in finding solutions to the conservation problems we face is in the education of children, so they can continue in the fight to preserve and protect the natural heritage.

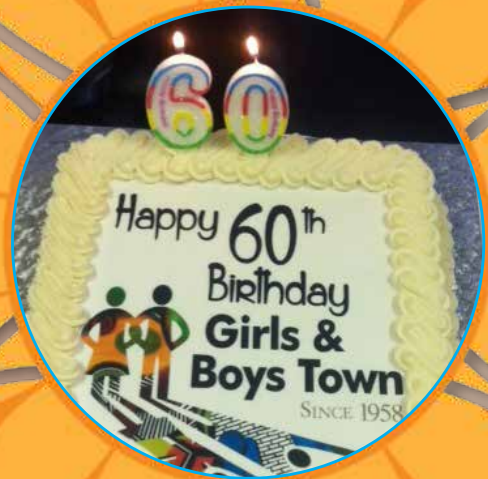
Our youth and staff received an educational storybook called Bongi’s Quest, a story that helps explain the complications our wild animals face.







*Celebrating  
60 years*



# We continue to serve

## NATIONAL CONTEXT FOR OUR WORK

*Many children in South Africa face an uncertain future. The economy has remained weak for extended periods and this impacts everyone's livelihoods. Our country's social structure is tested as we face the challenges of lack of opportunities for jobs and education and the fallout that goes with this. One manifestation of these factors is that children live in homes without adequate care, increasing the risk that they will fall into the traps of ill-discipline, drug addictions and alcoholism. At the core of our Girls & Boys Town purpose is to continue to serve society for the welfare of vulnerable children – and strive to help them to S.H.I.N.E.®.*

According to Statistics South Africa's 2017 report "Poverty trends in South Africa: An examination of absolute poverty between 2006 and 2015", more South Africans are sinking into poverty as previous post-liberation gains have been reversed since 2011. The report paints a dire picture for the inhabitants of our country, because poverty robs so many of the dignity of a decent life, free from desperation. Women are more affected than men, and children and the elderly are hit the hardest.

Girls & Boys Town South Africa has not escaped the impacts of increasing poverty. Except for the valuable injection of funding received in 2015 through The 702 Sun International CEO SleepOut™, we have continued to see a decline in financial support each year while having to assist more vulnerable, neglected and abused children who come to us from increasingly more difficult social circumstances.

Despite Girls & Boys Town not being without its challenges, we, through our much-appreciated donors and staff, continue to quietly go about our mission, providing a safe haven for children



and sheltering them from the harshest realities of society in the belief that while we cannot save every child, each and every child in our care deserves the best care, attention and healing opportunities that we can provide.

We continue to seek ways to improve our contribution to society beyond the walls of our homes and campuses through the community-based outreach activities. Our quest is to endow every child whose life we touch with a positive legacy and hope for a better future. As Mother Theresa reminded us, "If you can't feed a hundred people, then feed just one".

We are not alone in this mission. Many individuals and organisations do the same, multiplying the hands offering support and helping so many more. May God grant us all the strength and compassion to stay the course, because it is the greatest good we can put our time and energy to.

To this end, it is with gratitude that we report on the work of Girls & Boys Town over the 2016/2018 period.

## RESIDENTIAL SERVICES

The strategic move away from dormitory to family-style residences with staff living among the youth nationally (Girls & Boys Town H-ome goal of S.H.I.N.E.®), as well as the adaptation of buildings to accommodate these changes had very positive outcomes for our youth. This ongoing implementation has not been without its challenges to both the general finances of the organisation, as well as to our ability to take in and accommodate youth during these periods of major renovation and transition.

Due to the age of many of our buildings, some dating back to the early 1800s, many have begun to crumble and collapse, especially on the Tongaat campus. This set of natural and inevitable





set-backs expedited the decision to address the restoration and building adaptation needs on both the Tongaat and Magaliesburg campuses.

Full occupancy has been a challenge over the past period where:

- ▶ The unavoidable collapse of some of the very old Tongaat buildings meant we had to limit the admission of new youth until we establish permanent and safe buildings on the campus
- ▶ Kagiso numbers had to be managed as we first implemented the transition on campus from boys to girls and then waited for the now nearly completed renovations of four cottages to accommodate the family-style living goal that includes facilities for staff to live among the youth.

During 2016/2017, we experienced a high turnover of child-care staff due to the implementation of the updated Girls & Boys Town HR policy which applied more rigorous approaches in regards to staff conduct and practices towards youth in care. This has resulted in a positive shift in organisational culture and staff turn-over has stabilised.

Dire economic and country-wide stressors appear to have caused the increase in more intense and inappropriate behaviours with concomitant weakness in skill acquisition among young people entering care. Managing this has entailed drawing more heavily on our financial and human resources. Chemical misuse and more aggressive, disrespectful behaviours have had the greatest impact, as well as a general decline in the educational and literacy capacity of young people moving through the education system. Some key strategies to positively address and rectify these negative impacts on youth, as per the Girls & Boys Town S-ignificance S.H.I.N.E.® goal, have shown valuable results:

- ▶ Increased and intensified staff development training processes

- ▶ Organisational restructuring and realigning staff focus and skill sets
- ▶ Prudent fiscal initiatives to contribute to cost-saving implemented at the end of 2017
- ▶ Girls & Boys Town longitudinal research findings that indicate that more effort must be put into strengthening youth's levels of resilience, ability to care for themselves and be competitive with their peer group following disengagement (Girls & Boys Town I-independence S.H.I.N.E.® goal).

Feedback from staff and youth suggests that our strategies are enabling youth to transition more smoothly towards independence.



## FAMILY AND COMMUNITY OUTREACH SERVICES

These services were strategically adapted to allow Girls & Boys Town to expand more broadly into the community and strengthen relations with partner organisations, families and children, run the national telephone hotline and enable our youth to assist those less fortunate than themselves. Apart from boosting the Girls & Boys Town profile as a best-practice organisation in the youth-care field, these activities make a tangible difference in the lives of challenged and struggling children, youth and families. They also establish an increased caring culture among youth towards others – as intended by the Girls & Boys Town N-urture S.H.I.N.E.® goal.

## TRAINING AND EDUCATION DIVISION

A number of initiatives over this last period are worth highlighting:

- ▶ The educational outcomes of children residing at Girls & Boys Town challenge us to do more if we are to help equip them as they go through schooling while in our care. Supporting and improving the educational outcomes of our youth was highlighted as a strategic priority during 2015/2016. Through the Learning Support Centre, home-schooling, bridging and remedial methodologies and interventions, we actively help learners adjust to learning environments at both school and within our 10 Girls & Boys Town Family Homes and larger YDCs. A stronger emphasis was placed on teaching maths, science and languages so our youth feel on par with their peers upon disengagement from Girls & Boys Town – thus a strategic Girls & Boys Town E-ducation S.H.I.N.E.® goal focus
- ▶ We have run Girls & Boys Town Education Model Workshops for community-based primary and high schools to strengthen these environments. These interventions contribute to community resources so that young people can achieve and S.H.I.N.E.®. It also enhances Girls & Boys Town's links with communities where we do our work
- ▶ The ongoing longitudinal Growth Beyond the Town research which Girls & Boys Town undertakes in partnership with the University of Johannesburg has so far informed over 40 research outputs. Reports published in journals and presented at professional gatherings make the learnings and evidence of Girls & Boys Town's best-practices available to a broad range of local and international professionals across the care-leaving field. This is important as the need to respond to broader social challenges of the youth requires us to consider further partnerships into the future.

## FINANCE AND FUNDRAISING

Girls & Boys Town is fortunate to be a recipient of funding from significant corporate funders and many individuals who give us both sustainable monthly, as well as sizeable once-off, donations.



However, despite a great deal of attention and scrutiny being given to how the organisation is utilising its budget, given the sustained limited growth both in the country and in funds received from the public coupled with the growing costs and responses needed for our beneficiaries, the financial health of the organisation remains tight.

A key strategy has been the careful monitoring of income, expenditure and efficiencies by management, the three Girls & Boys Town regional committees and National Board of Trustees and empowering staff to be part of this process. It is anticipated that the budget constraints will remain an ongoing organisational challenge into the foreseeable future, something that all of us at Girls & Boys Town need to manage with utmost dedication.

## MARKETING

After a period in which a lot of discussion focused on the marketing efforts and needs of Girls & Boys Town, the Board approved the appointment of a Marketing Manager, who joined Girls & Boys Town in August 2017, helping us to execute the marketing strategy. Increased organisational visibility is essential for Girls & Boys Town and the work we do, allowing us to raise awareness about the challenges facing South African youth and to open doors to much-needed partnerships and support. The completion of the new website was a highlight for the organisation, allowing Girls & Boys Town to present a refreshed brand message online.

## PROPERTY MAINTENANCE AND MANAGEMENT

Our facilities not only serve as places of accommodation, but also as spaces for care, healing and social development, hence the move to family-style living arrangements.

Several upgrades for Girls & Boys Town properties have been under discussion and various plans are in place. The task is a large one and we need to ensure we have the capacity to focus on it at both management and Board levels.

The planned rebuilding of the Tongaat campus has been a major priority for the Board. We realise the value our work brings to the KZN region, and are exploring options on how to refurbish the residences and optimally use the land there. We realise this is an opportunity to raise the profile about the work of Girls & Boys Town across the region and get the support of stakeholders for the funding.

Good work has been undertaken regarding the upkeep on the other facilities although it must be re-emphasised that the cost of building restorations and maintenance of, in some instances, century-old buildings, remain a concern.

## GOVERNANCE

The organisation is blessed to have a National Board that is invested, strong and active throughout its structures, volunteering their time and expertise. It is critical that the Board retains its current diversity of knowledge and skills in order to ensure the organisation's relevance, sustainability and service excellence. Girls & Boys Town's management continue to demonstrate faith in working with the Board and the relationship remains healthy, as evidenced in the quality of discourse and collaboration between the Board and management. May this long continue.

The regional committee members also play a significant governance role throughout this national organisation, where the three regional chairmen are represented on the National Board as active Trustees.

## CONCLUSION

It has been a tough two years and a great deal of in-depth conversations have meant that the National Board and management have tackled various challenges over this period. Our work, however, remains worthwhile and serious – and the dedication from everyone is testament to this. The children under the care of Girls & Boys Town are deserving of our energy and compassion and we thank the Lord Almighty for the opportunity to have this responsibility entrusted to us and for the energy to honour the calling of this commitment during every day that we contribute. May His mercy continue to shine on us.

We express our thanks to:

- ▶ All staff for their tireless efforts
- ▶ The CEO and her management team whose work and dedication sustain the organisation



- ▶ The members of the National Board and finance, investment, property and regional sub-committees of the Board
- ▶ The Directors, Trustees and other volunteer members for giving their time and talents
- ▶ The various public and non-profit sector formations for their participation and support
- ▶ All our partners, sponsors and donors without whose generosity this work would not be possible.

### Donald Kau

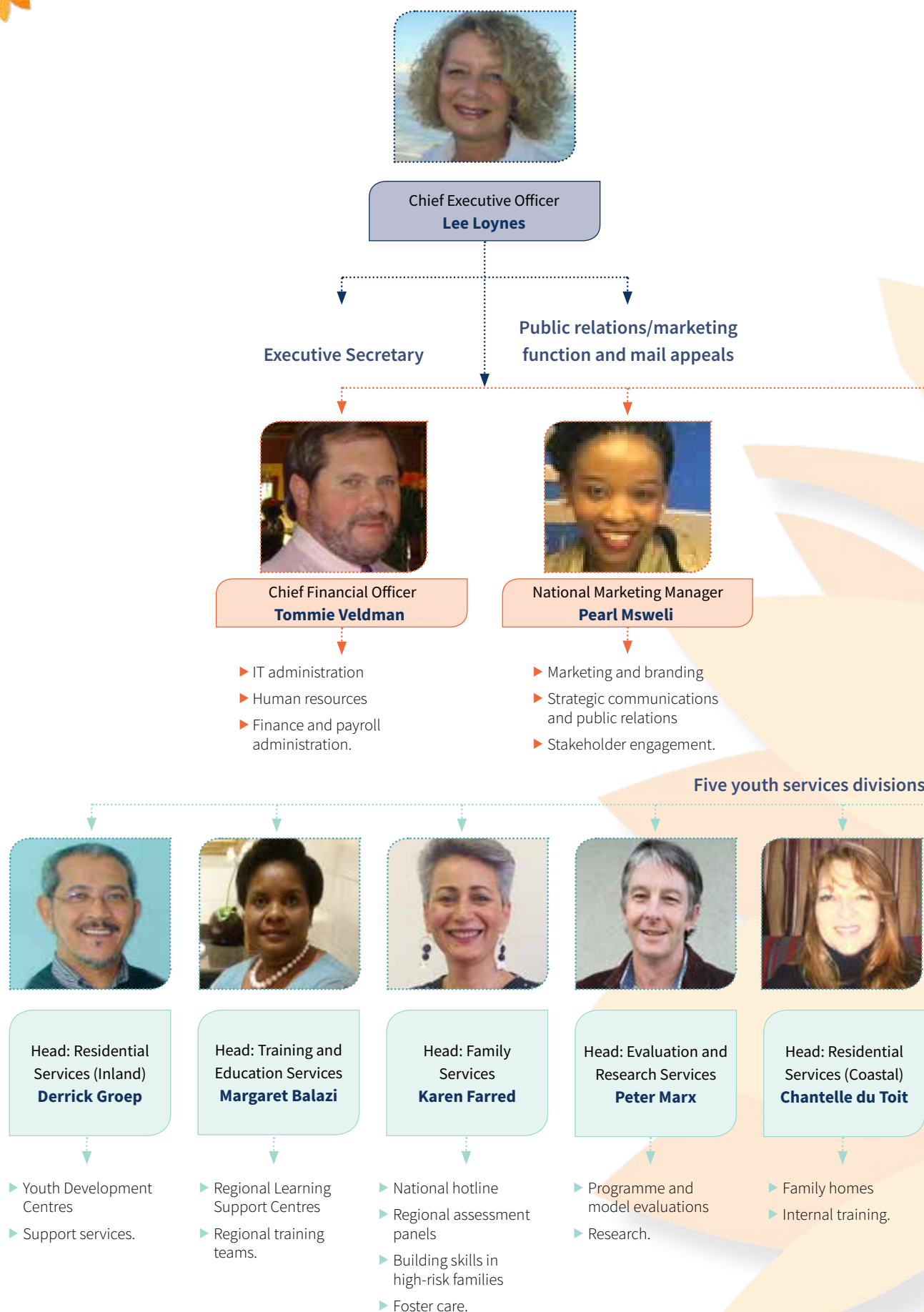
*National Board Chairman*

### Lee Loynes

*Chief Executive Officer*









# Meet our team

## Lee Loynes

CEO – BIO on next page.

## Tommie Veldman

Tommie has over two decades of experience in financial management. He worked as a financial manager at Telkom SA, Basil Read Homes, the Head of Inspections for the South African Revenue Service and is an articled clerk with Ernst & Young. Since taking up his position at Girls & Boys Town, 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. With a BComm Accounting from Rand Afrikaans University and BCompt (Honours) from Unisa, 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 (SAICA) and has completed Articles of Clerkship with the Institute of Chartered Accountants.

## Pearl Msweli

As the National Marketing Manager at Girls & Boys Town, Pearl's responsibilities include integrated strategic communication, media management, digital marketing and stakeholder engagement. Her career started in media and has worked in numerous multinational enterprises locally and internationally. Currently working towards an MBA, Pearl has a BComm in Marketing Management, Postgraduate degree in Social Entrepreneurship from GIBS and Honors in Management Advancement Programme (MAP) from Wits Business School.

## Derrick Groep

Making a difference, adding value and being of service to colleagues and youth are Derrick's sources of daily motivation in his role as Head of Residential Services. His career highlight was his visit to the original Boys Town in Omaha, Nebraska, USA in 1996. He holds a BA in Social Work (Honours) and a BSc (Honours) in Social Planning and 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. Experience gained as a supervisor at a rehabilitation centre for alcoholics gave Derrick an appreciation for alcohol and substance abuse prevention.

## Margaret Balazi

Margaret is the Head of Training and Education Services and previously worked as an educator for nine years. Starting at Girls & Boys Town as a trainer, her dedication and commitment have enabled her to take on new roles. She obtained qualifications from the University of Johannesburg including an Honours in Education; BEd; ABET diploma and Education Training and Development Practices as well as a Bachelors in Ministry.

## Karen Farred

Karen is the Head of Family Services with 29 years of experience as a social worker. She specialises in therapeutic work with emotionally and behaviourally challenged children and youth in clinical and other settings, including shelters for street children and children's homes. Prior to joining Girls & Boys Town, she worked at the Child and Family Unit Psychiatric Hospital as Unit Manager, and also a manager at a Children's Shelter, a project of Child Welfare. Karen has a BA in Social Work (Honours) from the University of the Western Cape.

## Peter Marx

Peter is the Head of Evaluation and Research. During his 20 years at Girls & Boys Town, he held numerous positions including Child and Youth Care Worker and Vice-Principal at Girls & Boys Town Macassar campus. Development of life-changing resources that result in the upliftment of communities are 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.

## Chantelle Du Toit

Chantelle is the Head of Residential Services and Internal Training at Girls & Boys Town. Starting as a social worker in Family Homes, she headed up the Internal Training division in the Western Cape. Chantelle has a BA Honours in Social Work from the University of Stellenbosch.



**David Jule Bergman**

David was Senior Manager Investments for General Mining Union Corporation and managing director of Genbel Investments Limited, and Group Financial Director for the Alexander Forbes 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 and holds a Higher Diploma in Tax Law (University of the Witwatersrand).



**Elizabeth Janine Coleman\***

Sister Elizabeth 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 and principal at Missionary Sisters of Assumption Schools. 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 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.

\* *Alternative*



**David Daniels**

As a Board member for more than 30 years and, having held several terms as a Chairperson, David formed an integral part of the growth, development and transformation journey of Girls & Boys Town. Some of his key functions include ensuring the overall success of Girls & 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 Masters in City Planning (University of Cape Town); Masters in Urban and Regional Planning (Massachusetts Institute of Technology, USA) and BA from the University of the Western Cape.



**Michael Joseph de Klerk**

Michael 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**

CEO Lee joined Girls & Boys Town in 1993 and has been at the helm of Girls & Boys Town since 2007. Prior to that, her career focused on education and counselling. She trained as a clinical therapist and is working towards completing her PhD. Lee feels honoured to be a roleplayer 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 Honours in Social Work from the University of the Witwatersrand and Masters in Child and Youth Care Administration from Nova University in the US.



**Pat Pillay**

Pat has served Girls & Boys Town for over two decades, helping ensure optimal management of homes in Glenwood and Verulam. In his capacity as principal of the YDC, Tongaat, Pat warmly welcomes youth into their new homes and endeavours to secure placement in appropriate local schools. The retired school principal holds several qualifications, most of which are in the education field including a BA from University of Durban Westville.



**Gerald Pieterse**

Gerald also known as Brother Jude, serves as a Provincial Councillor at the Marist Brothers, Province of southern Africa. Profound moments in his career were his roles as Marist Brother; school principal; Director: Catholic Institute of Education (1985 to 1987); and Secretary General: Southern African Catholic Bishops Conference (1988 to 1995). His academic achievements include a BSc from the University of KwaZulu-Natal and a Masters in Religious Education from the University of Seattle in the USA.



**Lethiwe Mazibuko\***

For Sister Lethiwe, several positions have shaped her career and her contribution to Girls & Boys Town: 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, BA in Health Science and Social Services and BA (Honours) 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.

\* *Resigned*

**Patrick Dillon**

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

**Robert Gore\***

Father Robert's rich background in the education field as a teacher and principal has equipped him for his contribution to Girls & Boys Town. He was the director of a child care programme in Cape Town and the Bosco Youth Centre in Gauteng. He holds an Honours from Maynooth University in Ireland and BA and education qualifications from University of South Africa.

*\* Alternative*

**Ros Halkett**

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

**Donald Kau**

Currently the Chairperson of Girls & Boys Town Board, Donald 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. 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 works as HR Director at Hatch and Goba. 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 (Honours) in Industrial Psychology (University of the Western Cape).

*\* Resigned*

**Eugenie Smith**

Eugenie's extensive experience has primarily been in the area of financial and HR control of major works contracts, with setting up of systems for record keeping and control as a particular forte. She has held different positions at the Department of Public Works, Trust Building Society, National Research Institute for Oceanology, Ninham Shand and Cape Town Child Welfare Society. Eugenie has served as Principal Officer at Child Welfare Pension and Provident Funds, Chairman of the MSP/Sizwe Medical Aid regional committee and a facilitator in Human Resources and Industrial Relations training for NPRT. As a Trustee on the boards of several NPOs. Eugenie is actively involved with Stellenbosch Hospice NPC, Heartlands Baby Sanctuary and Girls & Boys Town. She holds a BA and BA Honours from Stellenbosch University.

**Velephi Venencia Mthembu**

Sister Velephi entered the Convent in 1992. She is a physiotherapist at King Edward Hospital. She studied in UKZN for a year before she headed to New York to complete her studies in Biology, Masters and Doctorate in Physiotherapy. She worked in New York for two years before returning to South Africa. Prior to studying physiotherapy, she was involved in different ministries of the Congregation. She has worked in the orphanage, preschool and basic education projects.

**Mario Colussi**

Brother Mario serves as the Secretary in the Catholic religious' institute of the Marist Brothers Province of Southern Africa. A school teacher by profession, he has worked in Kenya for eight years, where he contributed to the religious and professional formation of Young Brothers from 12 countries in Africa. Upon returning to South Africa, he has managed formation workshops for teachers in Marist schools. He has a BSc from the then University of Natal, Post graduate Education Diploma (UNISA), as well as two Masters in MEd (Wits) and MPhil Theology (St Augustine).



# Girls & Boys Town's rejuvenation

*The global economy is evolving, with organisations facing competition, technological innovations and increased regulation in response to financial and governance crises.*

In these tough times, the role of non-profits (NPOs) is under scrutiny. For us NPOs, sustainability means maintaining and continuing our programmatic efforts after one source of donor funding is finished.

It requires long-term planning to facilitate diverse donor engagement – similar to how financial institutions diversify investment to spread financial risk – and to maintain and improve institutional capacity. As such, sustainability planning is an important step as it prepares an organisation to deliver positive outcomes during a break in donor funding.

In line with this, sustainability encompasses financial, organisational stability and programmatic sustainability.

- ▶ Financial sustainability refers to ensuring a steady flow of funds and generating revenue for maintaining and continuing the organisation's work
- ▶ Organisational stability refers to the organisation's systems and structures being functional and efficient
- ▶ Programmatic sustainability relates to the continuation of the organisation's projects and programmes during downtimes in donor support.



Girls & Boys Town's approach to sustainability is driven by its business strategy which is devoted to empowering vulnerable youth to S.H.I.N.E.® so they can strengthen communities and participate in building a just and equitable South Africa. Throughout Girls & Boys Town's six decades of work, its steadfast commitment to uplifting the South African youth remained firm. Girls & Boys Town's stance is the same as it was when it was established in 1958; we are here to help youth of all religious beliefs and from diverse backgrounds develop skills and compassion to benefit themselves and their communities. This unwavering focus has sustained the organisation through the decades.

Reaching a milestone 60th anniversary, Girls & Boys Town decided to review its outward look – starting with a rejuvenated logo. It rests on positivity, hope and a youth-oriented mission – underlining the concept of S.H.I.N.E.®.

A new website with advanced convenient digital ways to support the organisation, together with social media extensions have helped to create ease of access to Girls & Boys Town information and services across audiences and mobile devices used in the digital age.

**Pearl Msweli**  
National Marketing Manager





# ‘Independent living’ skills development launched

*Launched in January this year, our ‘independent living’ skills initiative is a fundamental enhancement in the way we develop our youth. Equipping them to shine independently once they leave Girls & Boys Town has been identified as a real need. The changes have been made, and girls and boys at all our campuses are fully involved.*

If someone has never been taught to fry an egg, to separate their whites from their darks when doing laundry, or how to do grocery shopping, then how can we expect them to suddenly know these things when the time comes?

Through our research, we have become more aware of how much we do for our youth. When many of our leavers give us feedback we learn that they struggle to integrate into life outside of Girls & Boys Town.

“While at Girls & Boys Town we have everything done for us and given to us. It is like a silver spoon in our mouths. Then, once we leave, we suddenly have to do everything ourselves and it is very hard to cope.”

Our learnings have now brought about changes at Girls & Boys Town. As of January 2018, youth are responsible for their own routine, and perform their own and community daily tasks and chores including cooking, cleaning, washing clothes and ironing.

It is the beginning of a new focus that we intend to grow over time. Thus far, our youth have embraced the new ideas like stars.

Grappling with the basic chores of life is a big step forward in coping independently.



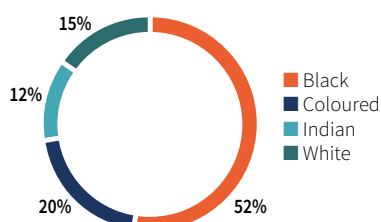
*Our staff help to deliver Girls & Boys Town's programmes nationally. Whether these are core to programme implementation or provide support services, Girls & Boys Town understands the importance of everyone's role. Having built up credibility and integrity over the past 60 years, Girls & Boys Town seeks to protect its legacy by attracting and retaining employees who are not only highly competent, but possess the values which are treasured by the organisation.*

Girls & Boys Town's human resources initiatives focus on these key goals:

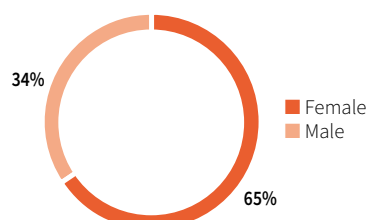
- ▶ To plan for the workforce requirements to effectively execute our programmatic focus
- ▶ To acquire and retain talent required to meet Girls & Boys Town's strategy.
- ▶ To build internal capacity that can tackle key requirements of the organisation
- ▶ To step up performance management and reward to drive high productivity and efficiency
- ▶ To ensure the smooth running of HR processes and systems.

## OUR EMPLOYEES

### Racial split



### Gender split

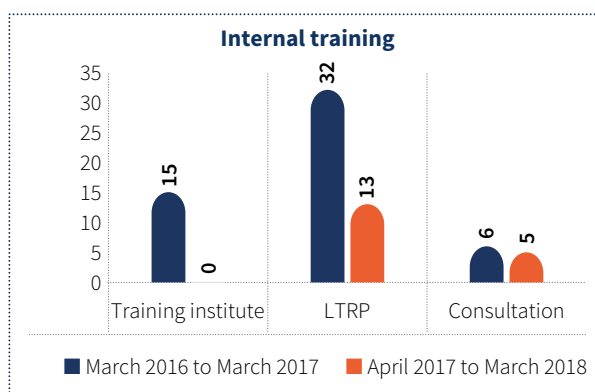


## INTERNAL TRAINING AND DEVELOPMENT

**Long-term residential programme (LTRP)** – all the child and youth-care workers are trained and must implement this model when working with our youth. Other clinical staff are also trained in the model, but do not necessarily implement it.

**Consultation training** is for the staff who are consulting or supervising teams – they are normally the youth development managers, senior child and youth-care workers, senior social workers and some of our child and youth-care workers in the family homes.

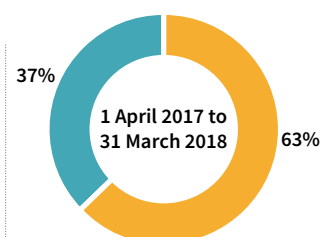
**Training institute** is the training workshop for staff who have been identified to do internal training. These staff are normally consultants and any other staff who have demonstrated solid implementation of the models on which they were trained.



**Advanced Training Workshops:** – entail ongoing training for staff that happens in order to provide 'refreshers' of work, as well as advancement of the skills they have learned in the three programmes highlighted above.

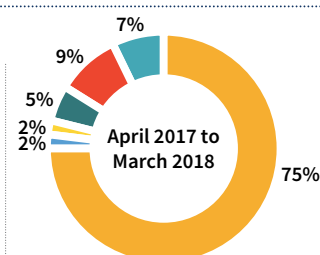
### Staff expenses ratio

Staff expenses  
R34 496 021  
Other expenses  
R20 486 325



### Staff expense analysis

Salaries R25 902 775  
Other R604 429  
Overtime R607 321  
Bonus R1 733 704  
Pension R3 302 525  
Medical aid R2 346 167



## EMPLOYEE WELLNESS

As Girls & Boys Town strives to promote safety and happiness of youth, the health and well-being of our employees is also crucial to achieving this goal. In order to ensure this, Girls & Boys Town has

implemented an employee wellness programme to support employees and their families. The aim of the programme is to improve the quality of life of employees by providing support and assistance to alleviate the impact of everyday work as well as their personal and family challenges. The Employee Health and Wellness Programme was put in place to minimise behavioural problems that impact on the personal and work life of employees. Unattended individual setbacks can have a negative impact on the entire work environment, resulting in absenteeism, employee turnover, low morale and higher costs, and hence here at Girls & Boys Town we pride ourselves for high staff retention.

The programme provides:

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

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

## HEALTH AND SAFETY

Girls & Boys Town is committed to creating and maintaining a safe and healthy work environment for all employees. As a result, we monitor and manage occupational health and safety in the workplace with consideration of all stakeholders.

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

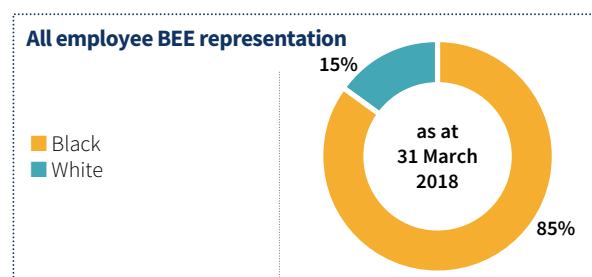
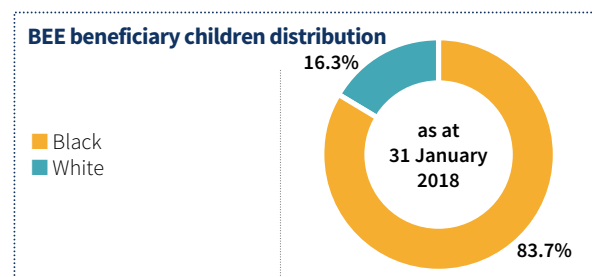
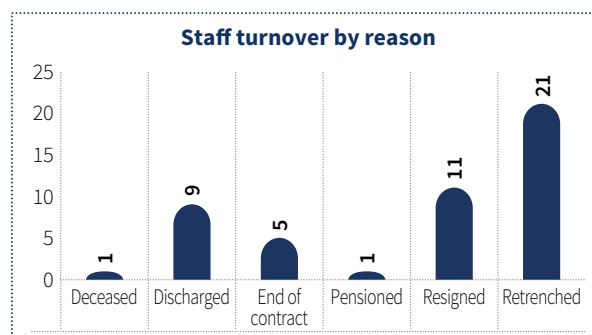
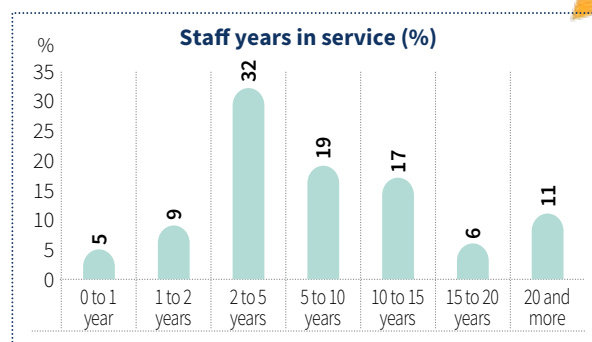
Any incident or accident has to be reported and investigations and remedial actions are undertaken by the committees.

Human resource expenses remain the single biggest cost driver in the organisation. In total, 63% of total operating expenditure relates to this budget item.

It is therefore essential that we ensure that employees are productive and employee numbers are aligned to the youth in care. A staff optimisation process implemented from December 2017 reduced employee numbers by 28. This process will continue in order to make operations efficient and effective and to ensure donor funding is maximally used to serve youth in care.

As can be seen from graph (staff expense analysis), the organisation invests considerably in its human capital. Coupled with extensive training provided to the employees, we remain at risk of staff attrition who, once trained and skilled, are in demand by other child and youth-care institutions. With our limited resources we cannot always meet their salary expectations.

Figures indicate that 32% of employees are in our service for a period of two to five years. We are, however, fortunate that a large number of our



senior management staff have been with us for 15 years or longer, and Girls & Boys Town continues to benefit from their skills and knowledge.

## BBBEE and employment equity

In closing, the financial operations will retain a keen focus on minimising the reliance on non-sustainable funding while maximising fundraising in areas that can continue to provide funding, and this will assist us in closing the 'crocodile jaw' gap. (See page 40.)

Prudent financial management will be enhanced through the implementation of relevant cost saving strategies, dynamic management across our operations to align use of resources with the number of youth in care and efforts to increase overall productivity.

**Tommie Veldman**  
Chief Financial Officer



# About the Residential Services

*Our residences provide care, protection and holistic development to youth, creating a safe, caring, homely environment that supports personal and emotional growth, academic and vocational development and independence. The best interest of the child becomes the focus of all we do.*

Imagine if your life began like this, for a moment think about where you would be without help...

- ▶ Face all forms of abuse daily by your family
- ▶ Losing your parents at a young age
- ▶ Raped at the age of eight, nobody believes you and family loves you less because they think you are lying
- ▶ Older siblings are alleged to have burned you on parts of your body as well as attempting to stab you and threatening to kill you
- ▶ Being rejected and made to be an outcast by your siblings
- ▶ Locked out of home with no access to food or shelter
- ▶ Being a child but have to parent your parents and your siblings
- ▶ Being offered for sex by your parents for money.

Eventually, you will be overwhelmed with fear, lack of trust and have no sense of belonging. Without adult support and love, trauma becomes hard to deal with. It would be at times like these that a child presents behaviour problems like hanging with the wrong crowd, not following instructions, having no regard for adult authority and resorting to substance abuse as a solution to cope.

Youth at Girls & Boys Town have withstood such social ills and pain. With our help, they have managed to turn their lives around, to demonstrate great resilience, restore their light, hope and be empowered to S.H.I.N.E.®.

It takes a while for children to adjust and adapt to the structure of Girls & Boys Town, however, with time they come to realise that they matter and that their potential is greater than what was made for them to believe. Most of them strive to plan



their lives with focus and goals and are determined not to be influenced otherwise. They believe that their achievable goals and deliverables are supported by the Girls & Boys Town Peer Group programme, which helps most of them to recover from their childhood traumas and continues to shape their journey into the future.

Over 20 000 vulnerable youth benefit annually from the donor-funded professional therapeutic and support services we deliver through our 10 residential facilities and our accredited training programmes intended for parents, educational bodies, schools and professionals who are in contact with youth and children. Our unique S.H.I.N.E.® programme, proven Peer Group System and best-practice guidance and support services help our youth to build the purpose, values, independence, skill and grit needed to overturn damage and restore light, meaning and purpose in their worlds.

## RESIDENTIAL SERVICES DIVISION: INLAND

We are mindful that during the period under review which had many challenges, thankfully we could also celebrate significant achievements and highlights. Some of the challenges were as a result of structural and staffing changes to accommodate a smaller family-style residential approach being introduced at some campuses and the accompanying financial constraints.

The Youth Development Centres continued to focus on seven main components of our best-practice delivery of services.

### Consolidation and maximising service excellence and impact for beneficiaries

#### Working with girls and young women

- ▶ The Kagiso campus is unique in being the only Girls & Boys Town Youth Development Centre for girls. The building





renovations to accommodate a family-style environment were done in 2017 and 2018. Our goal to have a campus for 60 girls can now be realised

- ▶ Sports and recreational activities form part of the daily programme and we are grateful to donors who have made it possible to upgrade soccer, volleyball and basketball facilities for the girls – as well as a wonderful trampoline. The girls have taken the initiative to organise games against other child- and youth-care centres and organisations, which encourages socialisation and healthy competition
- ▶ One of the girls completed a course in Early Childhood Development and is currently pursuing a qualification in child and youth care while assisting in the office when she is not attending classes.

#### **Working with boys and young men**

- ▶ There were fewer boys admitted to our centres during the past two years mainly due to the need to renovate the buildings at Tongaat and the challenge of finding suitably qualified staff
- ▶ The Magaliesburg and Tongaat campuses are due for major renovations earmarked for late 2018. This will enable us to serve more boys
- ▶ The main sport played by the boys is soccer. They play mainly against other child and youth-care centres. The Tongaat campus has arranged a number of successful tournaments. The UK Project Trust Volunteers, who spend a year at Tongaat and Magalies campuses, have been very helpful in encouraging sport among the youth.

#### **Peer Group System of self-government**

The philosophy of Girls & Boys Town is to empower youth. This is partly done through the Peer Group System through which youth are encouraged to care for others and take responsibility for their daily activities.



Mayors and councillors were elected and inaugurated at the Magalies and Kagiso Campuses. 2017 marked the election of the first female mayor and councillors elected at the Kagiso centre.

The peer leaders are taken on a camp twice a year where their leadership skills are honed and teamwork is fostered. Most of the youth who attend the annual Wilderness Leadership Week in KwaZulu-Natal are either leaders or leaders-in-training – waiting to unleash leadership qualities among their peers.

#### **Therapeutic services**

Youth come into our care with a history of abuse, neglect, childhood trauma, despair and loss of trust in adults as they have been let down so many times. Youth will act out these psychosocial pains and challenges in different ways.





The youth who need therapeutic intervention the most are also most resistant to it. This is a natural phenomenon. Much of the time in a therapeutic session is used to motivate the youth to embrace therapy and less time to address their needs. Progress is slow under these circumstances.

Social workers, child- and youth-care workers, final year social work students and community resources provide therapeutic intervention and support to youth in our care. This includes individual counselling, group work sessions, art, music, gardening and equine therapy. External partners offer psychological and psychiatric intervention, substance abuse intervention, admission to rehabilitation centres and after-care support.

We tackle many challenges which include substance abuse, highly sexualised behaviours and school-related challenges such as difficulty in placing youth in mainstream and special school settings. These challenges are addressed with available resources.

#### **Long-term residential programme**

All staff are trained in this programme and implement it under the guidance of trained consultants. The impact of their work is evaluated annually by the Evaluation and Research Division. The implementation of the programme is affected by staff turnover and the subsequent delay in finding and training new staff. The Consultation Plus support provided by the Evaluation Division since early 2017 has helped to upskill staff in implementing the model, thereby providing optimal benefit for the youth.

#### **Ensuring financial sustainability**

The increasing cost of living, drop in donor support and reduction in subsidies from government have forced the Youth Development Centres to trim their budgets and reduce expenditure.

Campuses have reduced the number of non-essential staff, engaged youth in developmentally appropriate activities such as cooking, washing and ironing and engaging in recreational activities that do not cost much. This was not easy to implement and staff and youth are slowly understanding the need for change.

#### **Retaining human capital to support organisational objectives**

*When “I” is replaced with “we” even illness becomes “wellness”.*

Over the past two years, we had high staff turnover, particularly management staff at the Youth Development Centres. This had a negative impact on staff morale. Ongoing support by senior management encouraged staff to remain committed. They persevered and continued to believe in the positive benefit that







evolves from challenges and changes. A quote from the 'Book Thief' provides encouragement: "I always marvel at the human's ability to keep going. They always manage to stagger on even with tears streaming down their faces".

Much has been done to keep staff happy and productive. These include: annual wellness days, access to 24-hour wellness programme which offers a range of services free of charge to staff and their families, structured supervision, team building, ongoing staff development and training, and regional divisional meetings to build inter-intra staff cohesion and collegial relationships.

New staff are trained in the Girls & Boys Town in-house social skills teaching models as soon as possible after appointment. As required, all professional staff are registered with the South African Council for Social Services Professions (SACSSP).

The majority of youth in our campuses come with considerable academic challenges, such as past failures, bunking, lengthy school refusals and cognitive challenges. Despite this they demonstrate an ability and willingness to achieve. The excellent matric pass results during the past two years were an amazing achievement that must be celebrated.

The annual Academic Awards evening was held at all the centres and is usually one of the special occasions on the Girls & Boys Town calendar where the youth who have worked hard throughout the year are acknowledged and celebrated. This prestigious event is attended by youth, parents, teachers and headmasters and the keynote address is usually delivered by a prominent person.

A number of youth participated in the Presidents Awards Programme over the past two years and received a number of awards. This leadership empowerment programme teaches youth to take responsibility and engage in activities that demonstrate care and generosity.

Girls & Boys Town offers 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 muscle toning.

Soccer and rugby are played on all campuses and rugby is enjoyed by the boys at the Magalies Youth Development Centre. 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 on offer. Other activities include teaching the boys basic cooking skills where they are encouraged to make breakfast and cook meals over weekends. The potjiekos events at the Macassar campus are a big hit among the boys.



Some of the youth have amazing talent in writing and performing dramas, poetry, ballroom dancing and rapping. This is encouraged and some youth are connected with the performing arts in the community to develop their skills and increase their confidence – remaining true to our maxim 'helping youth to shine and succeed'.

Ten youth participated in two Wilderness Leadership Courses. They enjoyed the experience and benefited immensely from it.

The boys and girls have also demonstrated a spirit of generosity by participating in a number of community activities, such as 67 Minutes for Mandela Day.

The youth who have no family to go to during summer holidays spend them at Camp Caroline where they have a wonderful break, filled with fun and educational excursions and Christmas celebration. Youth are given opportunities to socialise, make friends and have fun through a variety of camping, faith-based and leadership-development experiences.

### Looking ahead

We have identified a number of priorities for the next two years. They focus on strengthening the implementation of all Girls & Boys Town best-practices, such as the social skills model and the effective peer group system and ensuring we reach registered occupancy levels in order to assist more youth. We will continue to empower our staff so they can deal with challenging behaviours, such as substance abuse, sexually inappropriate behaviours, schooling challenges and high levels of aggression while collaborating with community organisations and other resources in order to have a holistic approach to building the young people's skills and unlocking employment opportunities for them when they are ready to disengage.

### And we do this with a true sense of gratitude...

We give heartfelt thanks to our donors, benefactors and partners who have made it possible for us to continue our work to care for vulnerable youth. Without your support, we would not have





been able to let our youth S.H.I.N.E.® and remove the barriers that challenge South Africa's at-risk youth. Please continue to help us, to inspire us, empower and bring healing to South Africa's abandoned, neglected or abused young people.

We are thankful for the partnerships with many community resources which gave a helping hand to our young residents. To mention some of them: Teddy Bear Clinic, Chris Hani Baragwanath and Tara hospitals' psychiatric units, Patch, Lentegeur Adolescent Unit, Newlands Clinic, a string of local clinics, general hospitals, doctors and dentists who provide pro bono services.

We express appreciation to the Board of Trustees and regional committees for their dedication, insight, foresight and leadership in

steering Girls & Boys Town towards fulfilling its mission and purpose during the period under review.

Special thanks to the staff who work in the trenches, caring for the youth with patience, commitment, dedication, dependability and willingness to engage and share both pain and joys. This is how we make the world of difference.

#### **Derrick Groep**

*Head: Residential Services (Inland)*





## RESIDENTIAL SERVICES: COASTAL

As we reflect on the achievements and challenges over the past two years, the first thing that comes to mind is the significant changes within the divisions in each region. Blending how we tackle challenges with opportunities, staff have embraced the changes and come together as regional teams to ensure that they meet the needs of youth while keeping the eye on their efficiency and limited finances.

The changes within the regions and the different teams have been staggered over the last two years. The first step was to integrate the KwaZulu-Natal and Gauteng regions under one management structure, then the Western Cape and Learner Support Services were amalgamated into residential teams. At the end of 2016, the campus service support teams were restructured. Having to manage with smaller staff complements was made easier by increasing the involvement of the young residents in different aspects of running tasks and contributing to services – a powerful contributor to them taking accountability and developing new skills. As part of the restructuring of the different divisions, the divisional manager's portfolio has changed from Family Homes and Internal Training to Residential Services: Coastal.

Across our regions, we have continued to focus on service excellence, maintenance of infrastructure and systems and financial efficiency and sustainability.

Ensuring service excellence has rested on us investing in strong management to incorporate divisions into one team and help staff replace a campus-driven focus with a regional one. In this line of work, we also have to ensure that staff receive the necessary child and youth care training and that clinical teams can continue to deliver best-practice therapeutic services to youth in our care. All of this can only be done if we have some light relief, so much effort is made to ensure that staff and youth can have fun and take account of their environment while the serious work happens.

As covered by other sections of the report:

- ▶ Financial efficiency and sustainability are paramount, and we have endeavoured to work within set budgets and monitor overtime expenditure
- ▶ Addressing safety issues regarding youth accommodated at the KwaZulu-Natal campus was a priority, while the Western Cape campus worked hard in 2017 to secure its three-year registration by the Department of Social Development.

It is with a sense of pride that we note among our achievements that all campuses have retained a keen focus on the needs and education of youth in their care. This is in no small measure due to dedicated sponsors who have partnered with us to ensure that our youth have opportunities to develop their strengths and interests.

All of this is delivered by dedicated staff, who are willing to put in their best in order to assist young people whose challenges seem to increase

with each passing year. We afford a significant amount of resources and effort to finding new ways to motivate staff so they can maintain their commitment to help children in our care.

### A few thank yous

The staff teams want to thank the youth for each and every smile, caring gesture and concern shown when they too have to go through difficult moments in their personal lives.

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

We thank all our colleagues who, no matter how difficult the day has been, still see the positive in each young person in our care. No matter how tired, you still say "Here I am, send me".

Achievement by all youth and staff.

- ▶ **Mandela day** – Five youth joined the Old Mutual team in packing food parcels for the underprivileged and making sandwiches for the homeless. They received a motivational talk. The boys enjoyed the feeling of being able to help.  
Four youth joined Sanlam in a gardening project. This resulted in a R6 000 donation for food gardening on the campus.
- ▶ **Women's day** – The Macassar youth supported by the tutors and senior child- and youth-care workers made bracelets and cards for the female staff on campus. During the event the boys read poems and sang to the women that care for them.
- ▶ **Munster** – Two Alpha girls attended the Munster holiday programme for girls.
- ▶ **Sporting** – A youth with a passion for soccer is part of the SAY-YES programme and being mentored by a personal motivator to achieve his best.
- ▶ **Youth forum** – Two YDC youth are members of the NACCW youth forum and attend meetings.
- ▶ **Ballroom dancing** – One YDC youth attends classes every Saturday and competes on weekends.
- ▶ **Talent show** – First Girls & Boys Town Got Talent show was held in KZN.
- ▶ **Community outreach** – Cleaning parks, blind and deaf street collections.
- ▶ **Sport and recreation** – Soccer tournaments with other child- and youth-care workers.
- ▶ **Community annual events** – Tongaat Arise Awake fun walk.
- ▶ Africa day celebration with our volunteer.
- ▶ **Awareness** – Child Protection Awareness – Tongaat Child Welfare.
- ▶ **Drugs and substance abuse awareness** – Greytown Harmony Centre.

### Chantelle du Toit

Head: Residential Services (Coastal)

## FAMILY SERVICES DIVISION

In the period under review the Family Service Division underwent a gradual evolution through a process of reintegration into the Residential Services division. This report outlines the achievement of goals set in 2016 and provides statistics of the work done in the period under review.

### Managing our services and meeting set goals

#### **Goal 1: Secure funding from provincial Department of Social Development (DSD) by presenting evidence of programme efficacy**

It was imperative to urgently access funding for the Family Services division and in 2016/2017, we vigorously pursued this goal. While the reaction to the work done by Family Services was positive, it became clear that DSD would be unable to provide funding as the Department's funding is directed towards child protection agencies to render community-based, early intervention and prevention services.

#### **Goal 2: Introduce professional evaluation of all staff, with the assistance of the Quality Services Division**

The achievement of this goal was in part dependent on the Quality Services Division's resources to develop evaluation tools and conduct evaluations. While resource constraints meant that evaluation tools could not be developed in full, we ensured that all Family Services workers were surveyed annually and assisted them to meet the criteria during the period under review.

#### **Goal 3: Assist families to respond to the economic and psycho-social challenges by creating and building networks in communities**

Given that the Family Services teams are small – respectively consisting of two, three and four people in the Western Cape, Gauteng and KZN – we decided that each team should intensely focus their efforts and expertise on one particularly under-resourced community. The following communities were selected through research and networking with other community structures: Broadlands Park in the Western Cape, Riet River in KZN and Mohlakeng in Gauteng.

The teams facilitated the establishment of community networks that involved role-players who interface with children and vulnerable persons. The Family Services teams strengthened the communities by training and assisting the relevant individuals and agencies, such as welfare agencies, schools, healthcare and mental health professionals, community workers and volunteers.

#### **Goal 4: Increase prevention and early intervention services by working with child welfare agencies to identify families at risk and offer services while the children are still in the family home**

This goal is closely linked to the previous goal. Family Service workers rendered direct services to families in the three identified communities. The teams ran workshops with educators to help them identify children at risk, trained them how to communicate concerns to parents, caregivers, children and youth and how to complete referral forms.

All referrals for services were assessed and different levels of services were implemented based on the outcome of assessments. The services provided in the Mohlakeng community were funded by the Nelson Mandela Children's Fund. The Family Services division was supported by Girls & Boys Town's Education and Training division, which trained parents and caregivers in the Common Sense Parenting Course and educators in the Well-Managed Classroom programme.

Services rendered in KZN and the Western Cape were funded by Girls & Boys Town and financial constraints made it difficult to sustain these services for longer than a year. Hence, we focused on building community skills so that individuals and organisations could take over when Girls & Boys Town interventions were completed.

#### **Goal 5: Retain and develop staff**

In this period one Family Service Worker resigned and was replaced within three months. The team was stable and all staff members were trained in the relevant programmes, including models for building skills in high-risk families and the long-term residential care. Senior staff were trained as consultants and most of the staff were trained as trainers.

#### **Telephone hotline services**

The Hotline Counsellor renders telephonic services to callers nationally, while on a regional basis she networks with organisations based in Gauteng and represents Girls & Boys Town in various local fora.

#### **Additional services**

Processing of applications was done by the Family Services teams until March 2017, after which the function was taken over by the Residential Services teams.

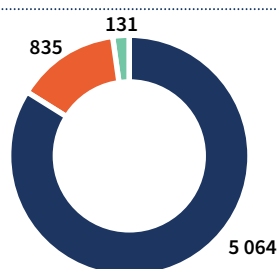




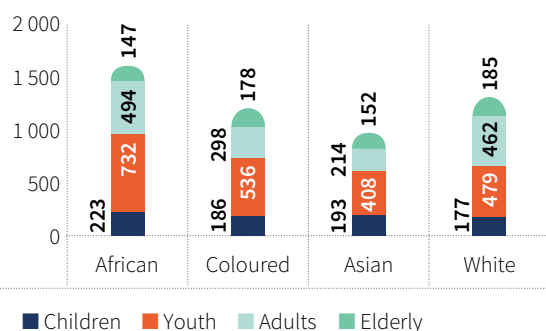


### Hotline services

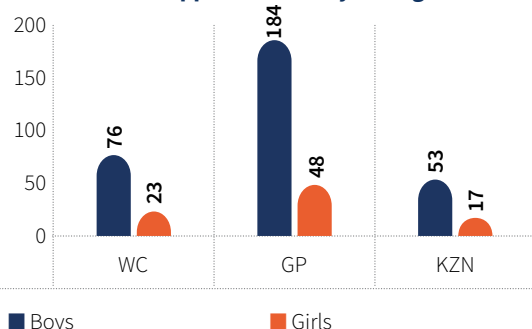
- Callers
- Emailers
- Face to face



### Hotline beneficiaries



### Number of applications: Boys and girls



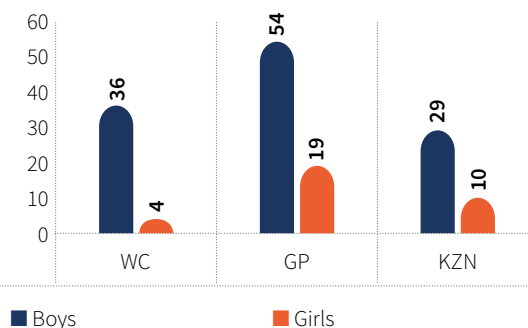
### Beneficiaries: Family strengthening services in the community

Services in the community entailed assistance to 31 people with disabilities and 23 people impacted by HIV/AIDS.

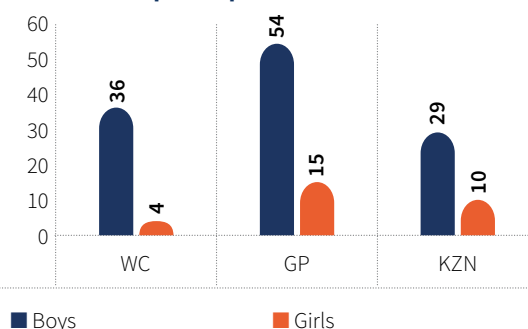
**Karen Farred**

Head: Family Services Division

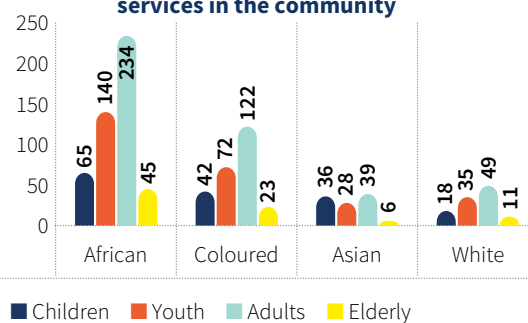
### Assessments: April 2016 to March 2017



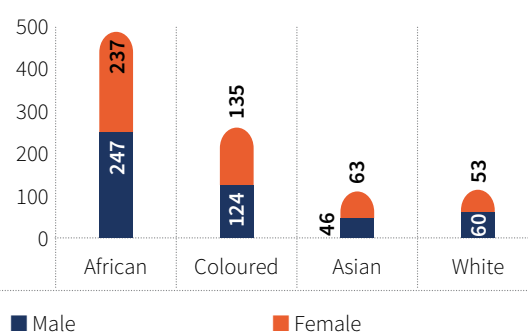
### Youth accepted: April 2016 to March 2017



### Beneficiaries of family strengthening services in the community



### Beneficiaries: Gender



## TRAINING AND EDUCATION SERVICES

The African proverb that says: 'If you think education is expensive, try ignorance'.

Our main areas of focus during the period under review remained the education of our young people so we can help them to break barriers that limit them, and to expand outreach training programmes for teachers.

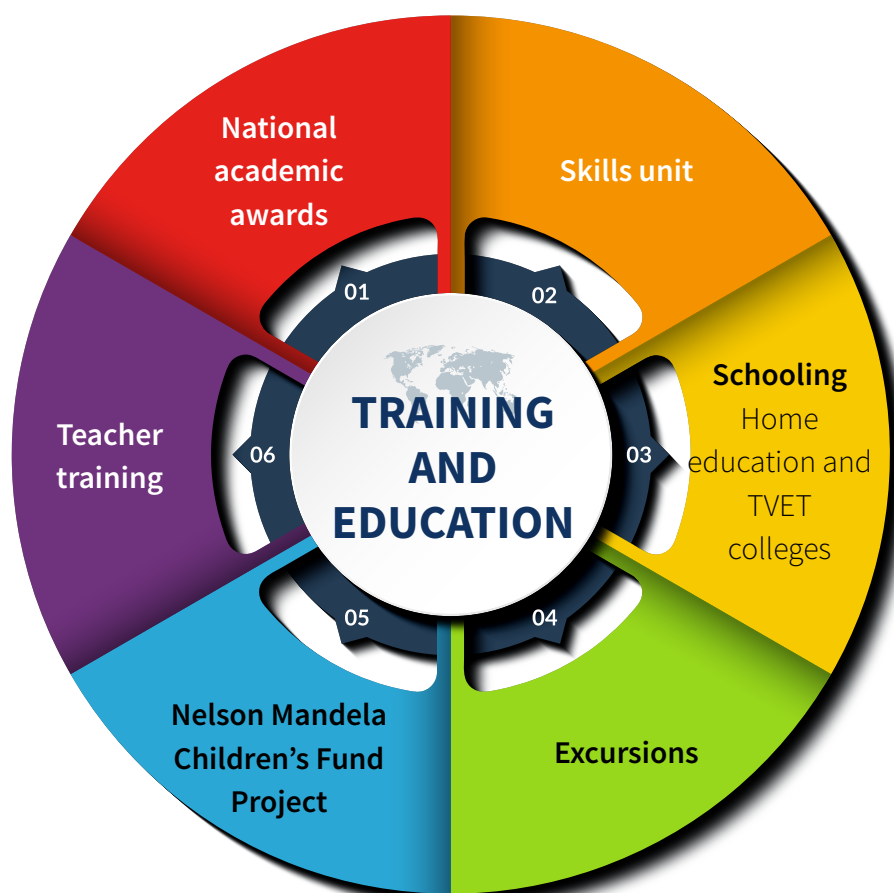
The challenges within our schools are often covered by the media and recognised in other ways. Girls & Boys Town has positioned itself as an organisation that can work with communities to assist in rebuilding positive norms and values within schools. This is done in partnership with the funders and community stakeholders who have the will and ability to change their communities through learning and collaborative efforts.

Our four Learning Support Centres, which are run by highly qualified, dedicated and experienced teachers, have made a major difference in the academic outcomes by our young people. The teachers always go an extra mile to help our learners to shine, such as through after-school tutoring and home education.

Exciting and diverse educational initiatives included individual, small group and peer education – aligned to the needs of each child. Some students enjoyed working with their hands in the skills unit and learned to bake bread, make jam or artefacts from beads, plant trees and vegetables while others took to fishing. They learn independence too, as the items they make are sold for pocket money.

We are glad to share a true and moving story from one of our centres. It is special because every child's progress is special. And it is typical of the sense of spirit and happiness that accompanies every positive experience that comes from our work.

We hosted our annual academic awards in Gauteng, KwaZulu-Natal and the Western Cape. Every learner at Girls & Boys Town looks forward to this exciting event where their efforts and hard work are acknowledged. Learners use this as an opportunity for healthy competition. Guests who attended these ceremonies were school teachers, parents and local councillors and community members. Both mainstream and vocational learners are given an opportunity to shine through their talents.



# Wadeen's story

By Gadija Peters, Learner Support Aide

*Wadeen is a 15-year-old youth from the Girls & Boys Town Family Home in Western Cape. His journey with the Learning Support Centre began in January, after he was expelled from an ABET school.*

A reading assessment showed that he was not able to read or write. In fact, he did not even know the alphabet. Naturally, this resulted in him having poor self-esteem.

Our first conversation went like this:

Me: "What do you want out of life?"

Wadeen: "I want to be normal, like other people."

Me: "What makes other people normal?"

Wadeen: "They can read and write, they are worth something. I am just nobody, I can't do anything right. Even the bean I planted died."

Needless to say, my heart ached when I heard this.

We set Wadeen a 10-week goal: he will learn to read a hundred most frequently used words in English by the end of this period. This goal he achieved in the allotted time. It boosted his confidence and self-esteem that he smiles and laughs more often than he ever did before. After another six weeks he was already reading on his own.

A follow-up later conversation went like this:

Me: "How do you feel now?"

Wadeen's eyes shone with excitement as he said: "I feel like I'm someone too. I feel like I am worth something. I can read! Finally, I am normal too."

Wadeen's behaviour is still work in progress. However, his self-esteem has made a huge leap and he has a willingness to succeed and continue with the programme. On arrival he was a timid young man with no courage. He would not ask for help from anyone. In front of his peers he acted as if he was not interested in working so that they would not realise his weaknesses. Now he talks freely about his reading skills in front of his peers. He asks for help when necessary. There has just been a complete transformation in his demeanour. I am grateful and feel privileged that I could be part of Wadeen's personal development.





### Girls & Boys Town home schooling projects

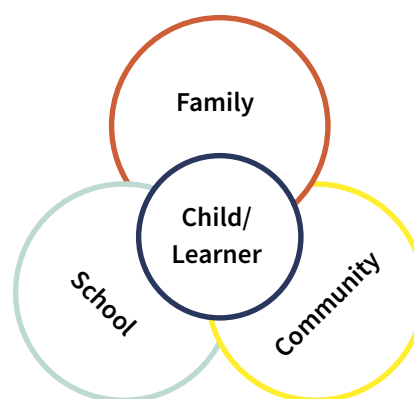


### Training services

In 1996 Girls & Boys Town formed a partnership with Girls & Boys Town in the USA with the view to establishing educational discipline programmes that would benefit the education system at all levels and in any community. This partnership culminated in the launch of the Girls & Boys Town Education Model in April 2002. It gave birth to a pilot programme in the Western Cape and in 2003 it expanded to Gauteng. Resounding success and demand from the educational environment has seen the programmes grow nationally.

Dedicated curricula were developed to suit the needs of educators, parents, child-carers and others involved in caring for the youth. The focus of the Girls & Boys Town Education Model is not confined to enhancing education only, but rather it seeks a holistic approach that connects everyone in the community. This education model is based on a “whole child” and “whole school” approach that involves all role-players, the child, parents, educators (school) and the community.

We continued with structured training workshops through the two national Training and Resource Centres that provide training services in their regions and surrounding provinces to educators, principals, learners and parents. Through our model we have trained more than 13 439 educators, in 1 115 schools, impacting directly or indirectly on 53 915 learners since 2001. Girls & Boys Town is hoping to expand its training bases from Gauteng and Western Cape to other provinces.



Schools trained		Number of educators	Number of parents	Number of learners
Western Cape	499	5 699	882	188 174
Gauteng	531	6 154	526	294 786
KwaZulu-Natal	57	874	38	29 590
Eastern Cape	5	151	23	4 675
Northern Cape	1	43	0	1 330
North West	5	114	0	3 420
Free State	11	223	0	7 760
Limpopo	5	153	0	5 200
Mpumalanga	1	28	0	980
	<b>1 115</b>	<b>13 439</b>	<b>1 469</b>	<b>535 915</b>

Some of this happened as a result of the funding received in 2015, providing training to townships schools in Tembisa, Katlehong, Fochville, Soweto and Soshanguve. The schools welcomed the initiative and worked hard to ensure that the implementation of what they have learnt brings better discipline and outcomes by their learners and schools.

### **Nelson Mandela Children's Fund Safety and Protection Project in Mhlakeng**

The first year of a two-year project has been completed with Mhlakeng community which falls under Mogale City, in which the school AB Phokompe is located. The school has 1 122 learners, with 500 boys and 622 girls. The community has a population of 55 033 and 15 909 households (Census 2011). Unemployment is high, and those employed are primarily in unskilled jobs. There is a large number of people over the age of 14 who are illiterate.

As a result, there is a high level of school drop-outs, with young people being forced to gravitate towards criminal activity and drug use as coping mechanisms. Local research confirms international findings and shows that the duration and type of education an individual receives are directly related to their labour-markets prospects.

Understandably, low quality and level of education is a poverty trap. This programme aims to create safety nets for learners who are at risk, and help educators and parents manage them better with the assistance of relevant resources. So far, the project has been embraced by different stakeholders and has seen high levels of participation and collaboration by all role-players.

Girls & Boys Town has done the following interventions thus far:

- ▶ Bring together all professionals and organisations working with children in the area to engage on the issue of safety and protection
- ▶ Train parents on Common Sense Parenting Programme
- ▶ Train teachers on how to run a Well-Managed Classroom to maintain positive discipline with learners
- ▶ Training for school management and empowering learner representative councils with skills around safety.

Going forward we will strengthen the network of different role-players in Mhlakeng to create a platform where all stakeholders will be able to engage, collaborate, be proactive and responsive to challenges pertaining to the safety and protection of children.

Some highlights of this period include being among the international Global Teachers Summit. Hundreds of educators converged at Wits University to find and share information on various aspects of education. The Girls & Boys Town team's presentation, delivered



during two sessions, focused on positive discipline. This proved to be a very popular topic, attracting more than 60 delegates.

Girls & Boys Town also had an opportunity to be part of the panel discussion at SABC Education in July 2017 to commemorate Nelson Mandela Day together with Nelson Mandela Children's Fund and Deloitte. The discussion focused on the State of the South African Child Report.

In conclusion I would like to thank all the funders and partners who believe in the work that we do. As we welcome the next phase, we are looking forward to more great partnerships and positive changes in our society.

### **Margaret Balazi**

*Head: Training and Education Services*



## EVALUATION & RESEARCH DIVISION

### Growth Beyond the Town: A Longitudinal Study on Youth Leaving Care

This bold research project, started in 2013 by Girls & Boys Town with the support of Professor Adrian Van Breda from University of Johannesburg, is now in the sixth year of discovering how the youth that leave Girls & Boys Town's care do when they rejoin their communities. The following are some key features of the initiative.

Support from the Girls & Boys Town Board: Based on the research findings' value and success of the initial three years, the Girls & Boys Town Board approved funding for another three-year period (2016 to 2018).

Support from donors: As economic conditions get more difficult, the funding to the value of R255 000 provided by donors was very welcome.

Findings have informed over 40 research outputs which have been shared with our field of practice in different ways.

	3	<b>Written research reports</b>
	2	<b>Chapters written for international books on leaving care</b>
	9	<b>Publications in academic journals for both local and international journals</b>
	5	<b>Presentations at international conferences</b>
	2	<b>Presentations at local conferences</b>
	6	<b>Public lectures and seminars</b>
	9	<b>Papers at seminars and lectures</b>
	18	<b>Conferences and symposiums</b>
	10	<b>Professional journal articles</b>
	10	<b>Reports</b>



The project is becoming an established, recognised, rigorous research study.

- ▶ Replication of our study is happening in other settings and countries. In 2016, Dr Kwabena Frimpong-Manso from the University of Ghana partnered with us to replicate our study in collaboration with his Masters students in Ghana and Ethiopia. Our research methods have also been replicated in different South African settings, namely with school leavers from suburban, township and rural areas
- ▶ We have joined the Africa Network of Care-Leaving Researchers (ANCR). We authored an article on "Emerging Adulthood: Care-leaving processes and services in Africa". As part of ANCR, we have become members of the International Research Network on Transitions to Adulthood from Care (INTRAC).
- ▶ Translation of research tools began in 2017, when we arranged for them to be translated into Afrikaans, isiZulu and Setswana. We now have multilingual questionnaires that enable youth to answer questions in any of these languages.

### The research study became a foundation for establishing a Care-Leaving Forum in Gauteng for practice professionals

Girls & Boys Town hosts this forum twice a year to help share our research results, learn from other experts and workshop best practice for youth leaving care.

Other notable engagements undertaken as part of the study project during the period under review were:

- ▶ An international workshop on care-leaving: In July 2016 we hosted Professor John Pinkerton who is a world-renowned researcher in this area and Steve Mack from Northern Ireland to run workshops on international trends in assisting youth leaving care. The workshops were attended by 30 to 50 practice professionals from Gauteng. As a result of attending the workshop, an organisation has introduced a new programme called "Wings" that focuses on preparing youth for leaving care



- ▶ Developing indigenous practice guidelines for care-leaving. Begun in 2017, this forum has been refining and revising the guidelines and is hoping to finalise them as a proposal to other practice organisations and the state.

**A new development in the research project – Phase 3:** Until April 2016 our project had measured resilience of youth as they leave Girls & Boys Town and then linked that with their outcomes after exiting care. Since then, the third phase of the study has also included measures of youth resilience as they come into care. This has enabled us to prepare resilience reports for youth entering Girls & Boys Town campuses, which inform individualised care and treatment plans that enable the strengthening of resilience during time in care.

**Regular Girls & Boys Town staff workshops on learnings from our research** The research team has run workshops with Girls & Boys Town staff during biannual regional meetings to share and discuss research findings and how that relates to practice.

### Eye on the future

With this longitudinal research project running for six years, it is beginning to provide significant value as the number of study participants reaches a hundred youth. In order to be significant, longitudinal research needs time for many participants to be included over a number of years. This then enhances the value and validity of the research assumptions and conclusions that are made. Ideally this research study needs three to four more years to realise its full potential.

The research team has developed a proposal for the continuation of the project as well as the inclusion of qualitative data analysis. We propose revising this aspect of the study and making it flexible to address pressing strategic issues that will contribute to the work and sustainability of Girls & Boys Town. This would enable the study to adjust the focus on specific issues every one to two years. We are currently looking at the following two options for period end of 2018 and 2019: (1) the distinctive value of Girls & Boys Town's psychosocial skills programme and (2) the contribution of real-world experiences while in care.

### Tracking youth academic outcomes

During the period under review, Girls & Boys Town has developed a method for more frequent tracking of youth's academic performance. While we have for some years been writing extensive annual reports for each region (KZN, Western Cape and Gauteng) with regard to youth academic performance, at the beginning of 2018 we implemented a more streamlined tracking and reporting system for each term.



It is designed to provide campus teams with more timely feedback about each youth's academic performance, and allow for quicker decisions about remedial and educational programmes for each student.

### Learning from evidence

Girls & Boys Town investment in the Evaluation Division seeks to provide ongoing feedback to other areas of our organisation. Evaluations are conducted annually at each Girls & Boys Town residential facility to assess three broad areas:

- ▶ Each young person at Girls & Boys Town is interviewed to assess their safety and satisfaction with care they receive while at Girls & Boys Town
- ▶ General consumers – like parents and educators – are surveyed to gather their opinions on the work being done
- ▶ A professional evaluation by trained evaluators assesses the care being provided for youth at each campus which is measured against specific standards.



Reports and procedures are in place to follow up on the outcomes of these evaluations. They 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 improve where needed. Management is regularly informed of the work that is happening in order to recognise good practice and have information to respond to areas of concern.

### Developments in this period

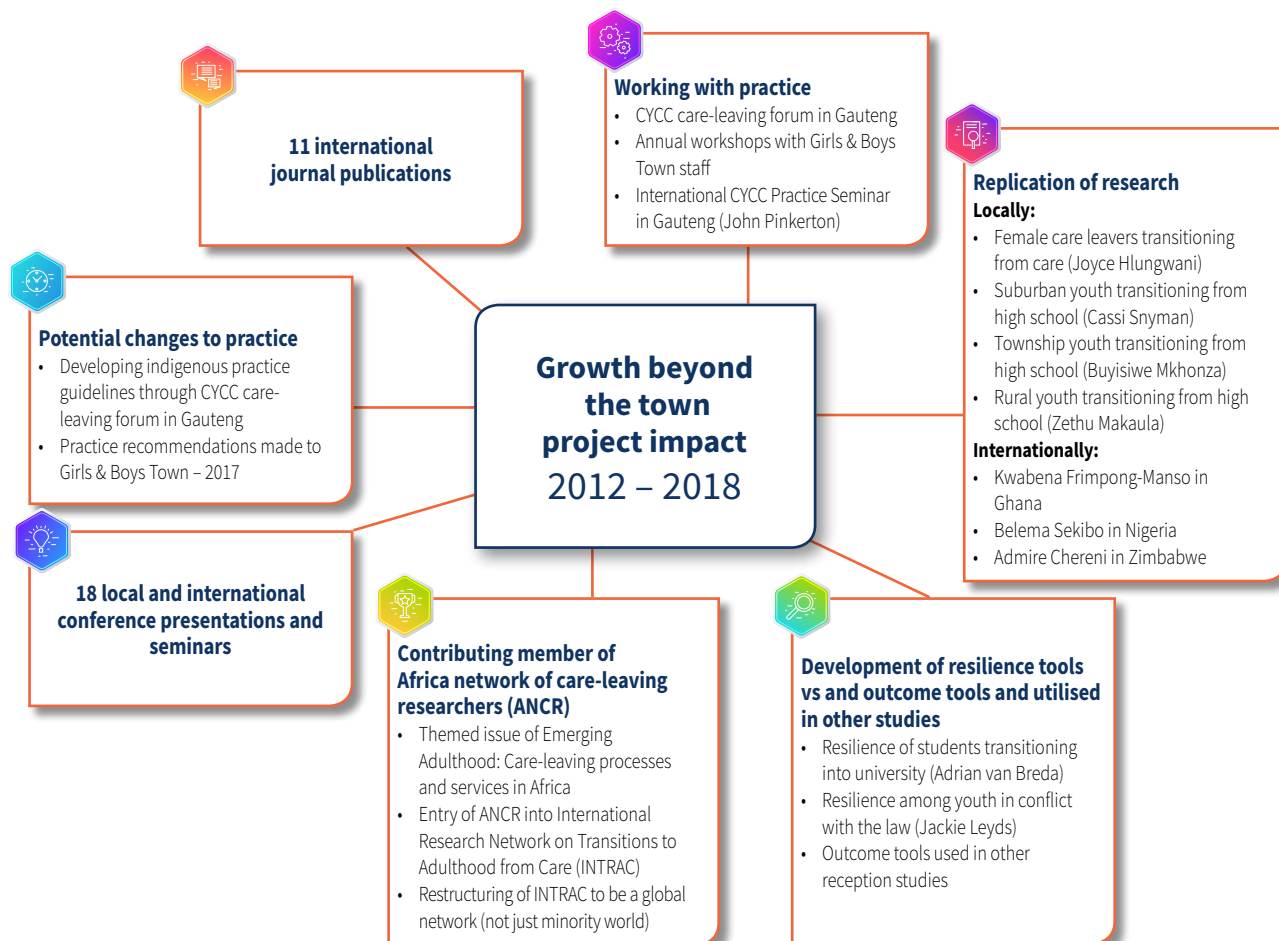
- **Evaluators supporting implementation:** At the beginning of 2017, with the strategic decision to enhance the quality of child-care work, evaluators became involved in assisting with the consultation to supervisors of youth-care workers' performance. This meant limiting and simplifying the evaluations at each campus, as well as evaluators spending time 'on line' with the direct care staff and youth to assist the development
- **Improved outcomes in evaluation for the KZN region:** Overall the evaluation outcomes for the KZN region saw a good improvement compared to previous years. Various beneficiaries and other role-players – youth in care, parents,



school personnel educating the youth and the referral agency personnel – were surveyed for their satisfaction with the care being provided at the campuses. It is most encouraging to see the improvement in the levels of satisfaction expressed by these important beneficiaries.

Reinforcing this positive feedback further were the comments from consumers who often expressed much more than satisfaction for the KZN staff work.

### IMPACT OF GIRLS & BOYS TOWN RESEARCH



“The way they work with children and the effort they make to visit during school holidays is commended. Also, sending children home with food parcels really assists the families and they are very grateful.”

“They must keep up with their work that they do very well. They are very understanding and willing to help even if the case is difficult. I don't know what I would have done if I had to do this alone.”

“In terms of growth, I see a huge improvement in my client's behaviour. The work of Girls & Boys Town is very much appreciated.”

“With the results from my youth I placed at Tongaat YDC, there has been very good progress. The child has been rehabilitated. I will encourage other social workers to place youth with Girls & Boys Town.”

#### **Our Evaluation Division goals for the period ahead**

- ▶ **Develop evaluators' consultation and training skills:** Where our evaluators have not previously been involved in training and/or consultation, with the strategic direction requiring these additions to their role, it will be necessary to develop their skills in these areas
- ▶ **Assist the Western Cape region to develop a new consultation team:** With all consultants being new in this region the evaluators will be actively involved in assisting the new consultants so they can grow their support for direct youth-care work. This will happen from the end of 2018
- ▶ **Assist the KZN region to further improve on the developments they have made in quality of youth care over the past year:** The region has seen good development in the quality of their youth care. The aim is to reach 'the next level' of implementation of skills that will dramatically enhance effectiveness even with challenging youth behaviour
- ▶ **Develop the skills of the internal training staff teams to function independently in each region:** Regional staff that require development in order to function independently
- ▶ **Develop and upgrade materials of the various programmes for training:** This is needed in order to encompass current best-practice methods and retain the quality of teaching materials.

#### **Research best practices**

The Girls & Boys Town/University of Johannesburg longitudinal research partnership was established in 2009, to track youth transitioning out of care into independence and annually measure their outcomes relative to identified success and resilience



indicators. During the first few years of the 'Growth Beyond the Town' study, we designed and developed procedures and tools, trained research staff and field workers and, following implementation, gathered and analysed data. Analysis done in phases 1 and 2 identified trends and indicators of resilience and success for our youth in transition, resulting in the development of the Youth Ecological Resilience Scale (YERS), which was subsequently validated and used by other researchers.

The research results collected between 2012 and 2015 have shown that the most critical predictors of better independent-living outcomes for youth in transition after a year in care are those that impact positively on a young person's relationships (family, friends, community), social environment (community safety, family financial security) and personal and interactional aspects.







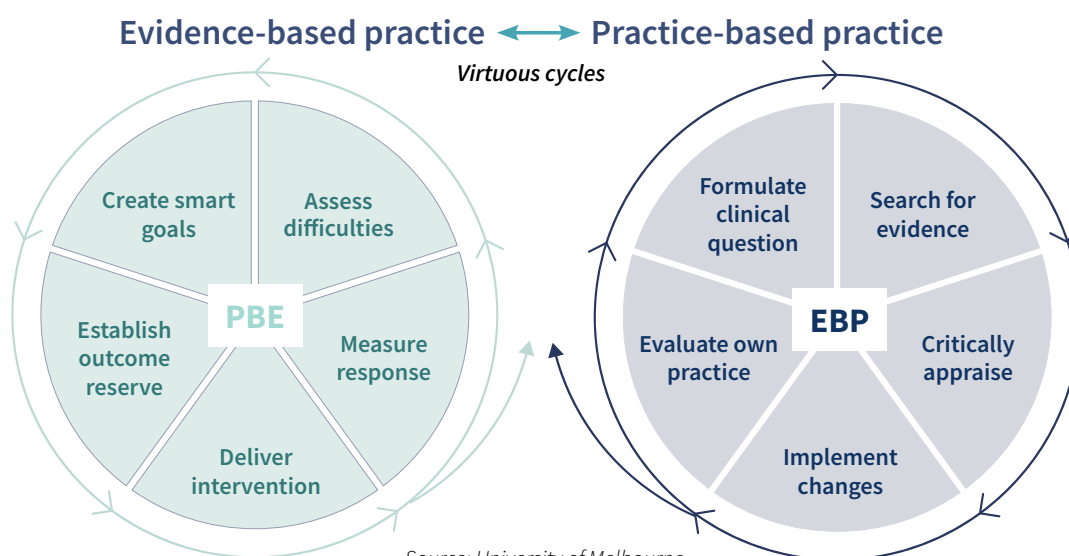
These research outcomes have, over the years, been shared with South African and international professionals working in the field of child development through workshops, journal articles and conference presentations.

Phase 3 of 'Growth Beyond the Town' facilitated the establishing, developing and implementing best practice programmes for preparing youth for successful transition.

The resilience levels of Girls & Boys Town youth entering residential care in 2016 were measured, reports developed and then shared with and interpreted to the Girls & Boys Town clinical teams.

Interventions and work with the youth were subsequently framed by this and other assessment data. Their resilience levels will be measured again on disengagement from Girls & Boys Town residential programmes. The outcomes will advance the growing body of evidence-based practice (EBP) and practice-based evidence (PBE), thereby impacting positively on the design and establishment of interventions to strengthen young people's resilience and progress towards independent living.

Both EBP and PBE aim to improve services to and the lives of beneficiaries. PBE draws from treatment programmes and approaches for establishing best practices. EBP relies on the



Source: University of Melbourne

measurement of researched outcomes. The Girls & Boys Town/UJ partnership will link these approaches to further improve practices. In 1996, Sackett D et al developed a visual reference in the form of a “virtuous cycles table” which is useful in understanding the detail, specificity and interconnectedness between these associated cycles.

The conversion of the YERS tool from English into Setswana and of the two interview tools for outcome measuring into Afrikaans, IsiZulu and Setswana is a further exciting development. The design and validation of multilingual scales is a complex process and is not as simple as getting it translated. This is because some sentences that make sense in English do not translate equivalently into other languages. The most common way to translate a questionnaire, which is using forward and backward translations, is being deployed in achieving this outcome. One committee translates the content forward from English to the alternative language, and then a different committee translates the alternative language back into English. A comparison of the two English versions is conducted in order to establish that they are the same, and to ensure that the intended meaning is maintained.

All qualitative interviews are consistently transcribed from the voice recordings into transcripts, and quantitative data is imported into our access database for storage and ongoing analysis.



Participation at the fourth International Pathways to Resilience Conference held in Cape Town, 14 to 16 June 2017, resulted in valuable sharing of information and validations of our study and directions. Much interest has been expressed in the Global South (lower and middle-income countries) direction and outcomes of youth in transition studies, as compared to those in the Global North (high-income countries). Interestingly, despite the formidable private and state support provided to care leavers in the Global North, the outcomes do not show significant improvement. With the relative lack of resources and heightened poverty experienced by many communities in Africa, there is a keen interest in research on resilience in these contexts. The depth of these connections and cross-fertilisation efforts spanning the two hemispheres will deepen as our longitudinal research study continues over time.

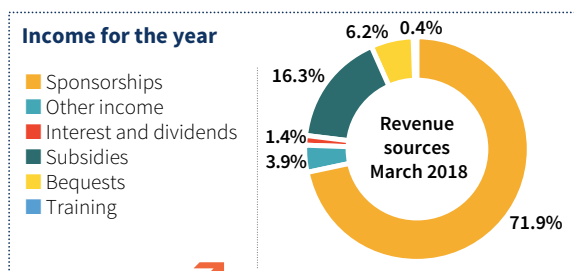
#### **Peter Marx**

*Head: Evaluation and Research Services*



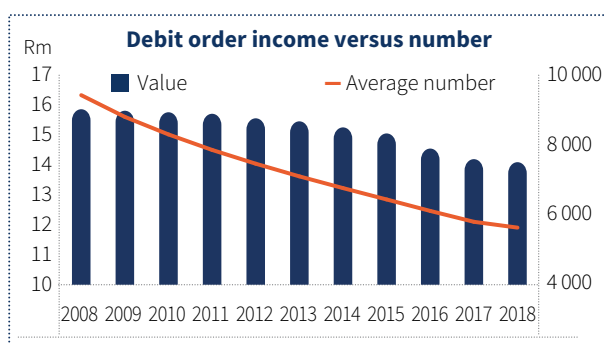
# Financial report

*The results for the year ended 31 March 2018 concluded with a surplus of R 3 099 516.*



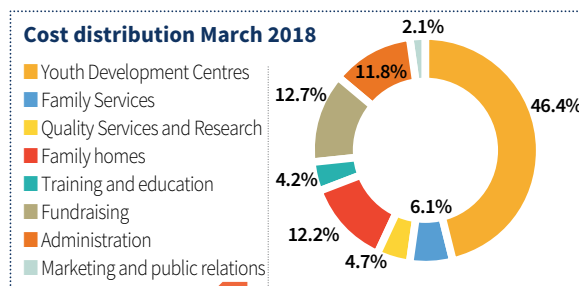
Total income **R58 081 826**

Total income for the year amounted to R58 million. Sponsorship income remains our biggest source of funding. This funding consists of cash contributions by corporate and individual donors as well as recurring monthly contributions. We are focused on optimising sustainable funding through recurring monthly contributions and minimising the reliance on state funding. Recurring contributions make up about 34% of our sponsorship income, but retention was problematic with debit-order cancellations exceeding the inflow of new recurring contributions and increasing the amounts of existing recurring contributions.



The graph (above) illustrates the cancellation trend. Currently there are 5 617 monthly donors who contribute R14 million a year, compared to 9 370 with a contribution value of R15.8 million a decade ago. Our marketing strategy will be aligned to this key strategic objective.

Receipt of once-off large individual sponsorship, while always welcome, actually skews the picture. Such sponsorships suggest enhanced performance, but the unsustainable nature of this type of funding means we cannot depend on it – with the added



Total expenses **R54 982 310**

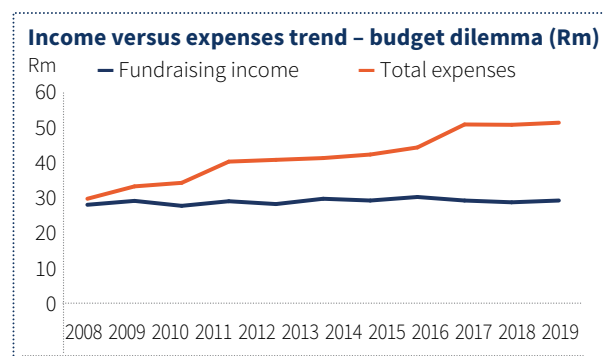
complexity that recurring donors' perception is also affected and they are more likely to withdraw their support.

The bulk of the expenditure is devoted to the core business, which is providing youth care. In total, 73.4% of expenditure is directly benefiting the youth in care, with the balance going to administration (11.8%), fundraising (12.7%) and marketing (2.1%). Looking at the year-on-year basis for period compared to the previous year, the expenditure has remained constant (R54 million).

## INCREASED OPERATIONAL EXPENSES VERSUS PRESSURE ON FUNDRAISING

The pressure on fundraising income is clear by looking at the following 'crocodile jaw' graph.

Although being successful with the strategic objective to reduce expenditure, the organisation did not succeed to grow fundraising income. This is and will remain a challenge in the years to come and it is envisaged that the newly introduced marketing strategy will assist with reversing this trend.



**Tommie Veldman**  
Chief Financial Officer





# Independent auditor's report

*To the members of Girls & Boys Town  
South Africa*

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of Girls & Boys Town South Africa, which comprise the statement of financial position as at 31 March 2018, the statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Girls & Boys Town South Africa as at 31 March 2018, and its financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards.

### Basis for qualified opinion

Cash donations are a source of fundraising income for Girls & Boys Town South Africa. The association's Board of Trustees have determined that, in common with similar organisations, it is not feasible for accounting controls to be instituted over cash collections from grants and donations prior to initial entry of collections in the accounting records. Accordingly, it was impracticable for us to extend our examination beyond the receipts actually recorded.

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the association in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and

in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

The association's Board of Trustees are responsible for the other information. The other information comprises the Board of Trustees report. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Board of Trustees for the financial statements

The association's Board of Trustees are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards, and for such internal control as the Board of Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Board of Trustees are responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Trustees either intend to liquidate the association or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material

misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

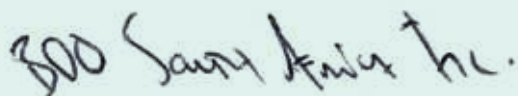
As part of an audit in accordance with ISA, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Trustees
- ▶ Conclude on the appropriateness of the Board of Trustees' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that

may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern

- ▶ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Trustees regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**BDO South Africa Incorporated**

**JG Marais**

Director

Registered Auditor

2 September 2018

22 Wellington Road, Parktown, Johannesburg, 2193

BDO South Africa Incorporated

Registration number: 1995/002310/21

Practice number: 905526

VAT number: 4910148685

National Executive: S Dansie • HN Bhaga-Muljee • BJ de Wet • I Hashim • HCS Lopes (Johannesburg Office Managing Director) SM Somaroo  
• Dr FD Schneider • ME Stewart (Chief Executive) • IM Scott • R Teixeira • MS Willmott

The company's principal place of business is at 22 Wellington Road, Parktown, Johannesburg, where a list of directors' names is available for inspection. BDO South Africa Incorporated, a South African personal liability company, is a member of BOO International Limited, a United Kingdom company limited by guarantee, and forms part of the international BOO network of independent member firms.



# Detailed income statement

for the year ended 31 March 2018

Figures in Rand	2018	2017
<b>Operating expenses</b>		
Advertising	(377 594)	(357 528)
Assessment rates and municipal charges	(3 354 709)	(2 942 198)
Auditors remuneration	(251 985)	(236 126)
Bank charges	(427 745)	(405 676)
Cleaning	(266 244)	(307 317)
Computer expenses	(115 172)	(124 414)
Consulting and professional fees	(737 177)	(711 814)
Consumables	(58 758)	(58 330)
Depreciation, amortisation and impairments	(1 361 298)	(1 279 683)
Employee costs	(35 209 135)	(34 537 522)
Food	(1 822 095)	(2 057 120)
Clothing	(115 702)	(93 104)
Education expenses	(795 888)	(798 394)
Recreational expense	(302 713)	(340 483)
Stipends	(77 503)	(45 607)
Fines and penalties	(1 022)	14 201
Gifts	(28 119)	(11 500)
IT expenses	(32 400)	(37 975)
Insurance	(827 444)	(758 881)
Lease rentals on operating lease	(911 996)	(911 996)
Legal expenses	(271 804)	(255 975)
Levies	(769)	(5 433)
Medical expenses	(107 453)	(142 628)
Motor vehicle expenses	(797 128)	(1 110 983)
Other expenses	(15 901)	(14 407)
Petrol and oil	(1 083 249)	(1 078 500)
Postage	(92 830)	(97 212)
Printing and stationery	(601 653)	(672 893)
Repairs and maintenance	(1 593 256)	(1 732 152)
Research and development costs	(700)	–
Secretarial fees	(111 481)	(502 026)
Security	(1 095 462)	(995 471)
Staff welfare	(269 297)	(370 426)
Subscriptions	(63 422)	(77 629)
Telephone and fax	(1 010 050)	(1 060 089)
Travel – local	(656 755)	(607 051)
Travel – overseas	–	(27 930)
	<b>(54 845 909)</b>	<b>(54 752 272)</b>



# Statement of financial position

as at 31 March 2018

Figures in Rand	2018	2017
<b>Assets</b>		
<b>Non-current assets</b>		
Property, plant and equipment	<b>13 434 293</b>	6 022 123
<b>Current assets</b>		
Trade and other receivables	<b>1 830 281</b>	1 705 965
Cash and cash equivalents	<b>9 485 127</b>	19 377 125
	<b>11 315 408</b>	21 083 090
<b>Total assets</b>	<b>24 749 701</b>	27 105 213
<b>Equity and liabilities</b>		
<b>Equity</b>		
Special Trust Funds	<b>296 177</b>	323 774
Retained income	<b>18 854 625</b>	15 755 109
	<b>19 150 802</b>	16 078 883
<b>Liabilities</b>		
<b>Current liabilities</b>		
Funds	<b>3 973 509</b>	9 419 127
Trade and other payables	<b>1 625 390</b>	1 607 203
	<b>5 598 899</b>	11 026 330
<b>Total equity and liabilities</b>	<b>24 749 701</b>	27 105 213

# Statement of comprehensive income

for the year ended 31 March 2018

Figures in Rand	2018	2017
Revenue	<b>56 816 145</b>	58 775 779
Other income	<b>471 205</b>	118 614
Operating expenses	<b>(54 845 909)</b>	(54 752 272)
<b>Operating surplus</b>	<b>2 441 441</b>	4 142 121
Investment revenue	<b>794 476</b>	1 401 108
Finance costs	<b>(136 401)</b>	(139 925)
<b>Profit (loss) for the year</b>	<b>3 099 516</b>	5 403 304
Other comprehensive income	–	–
<b>Total comprehensive income (loss) for the year</b>	<b>3 099 516</b>	5 403 304

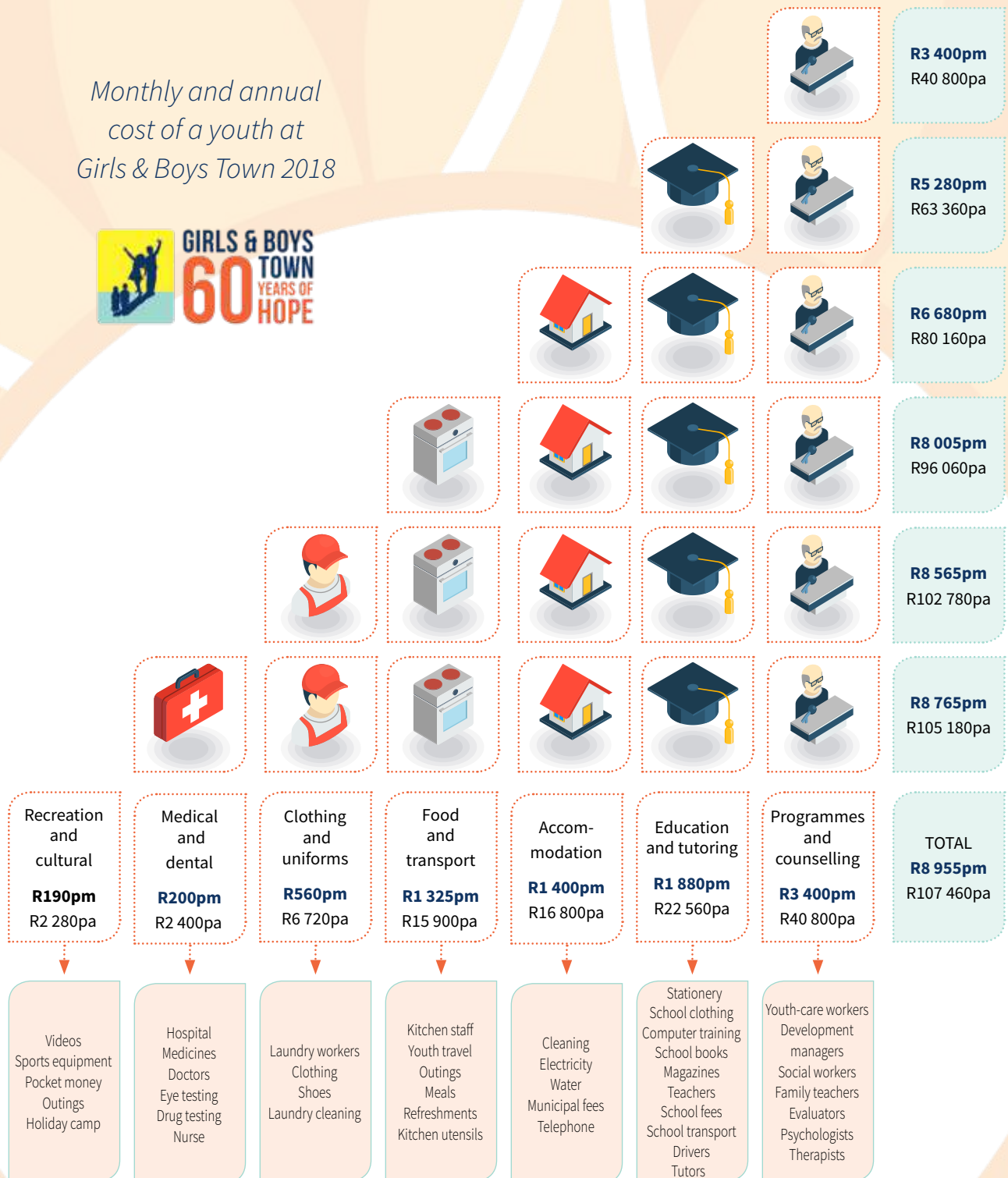
# Detailed income statement

for the year ended 31 March 2018

Figures in Rand	2018	2017
<b>Revenue</b>		
National Lottery Commission	<b>707 812</b>	–
Rental income	<b>1 615 435</b>	1 522 710
CEO SleepOut™ revenue	<b>6 100 165</b>	11 435 304
Interest received (trading)	<b>4</b>	65
Sponsorships, grants, subsidies and donations	<b>48 392 729</b>	45 817 700
	<b>56 816 145</b>	58 775 779
<b>Other income</b>		
Interest received	<b>794 476</b>	1 401 108
Gains on disposal of assets	<b>471 205</b>	118 614
	<b>1 265 681</b>	1 519 722
<b>Expenses</b>	<b>(54 845 909)</b>	(54 752 272)
<b>Operating profit</b>	<b>3 235 917</b>	5 543 229
Finance costs	<b>(136 401)</b>	(139 925)
<b>Profit (loss) for the year</b>	<b>3 099 516</b>	5 403 304

# The cost chart

Monthly and annual  
cost of a youth at  
Girls & Boys Town 2018





**S**is for  
Significance**H**is for  
Home**I**is for  
Independence**N**is for  
Nurture**E**is for  
Education**GIFT BY DEBIT ORDER**

Name of Contributor .....

Contact Person: Title ..... Initials ..... Surname .....

Telephone No: Work ..... Home ..... Cell.....

Fax No ..... E-mail ..... ID Number.....

Postal Address .....

..... Code .....

Physical Address .....

..... Code .....

Occupation of Contributor .....

**Debit Order Details**First Contribution due on the 2<sup>nd</sup> or 28<sup>th</sup> (circle the applicable day) of .....2018  
and each month thereafter until cancelled by me in writing.Contribution (.....) (.....)  
Amount in words

Bank .....

Branch Name &amp; Town .....

Branch Number..... Account Number .....

Account Type .....

Name in which account is held .....

I/We authorise Girls and Boys Town South Africa to debit the amount of the gift specified above against my/our bank account as indicated.

Girls &amp; Boys Town South Africa is legally entitled to the amount withdrawn in terms of this authority from my/our bank account whilst this authority is in force and until I/we notify you at your address in writing of the cancellation of this authority.

Signed at ..... on this ..... day of ..... 2018

.....  
Signature Second signature for joint accounts**For Office Use Only**

Please circle the applicable allocation (1) New

(2) Increased

(3) Re-instated

Fundraiser's Name.....

# Help Girls & Boys Town deliver lasting change



## DONATE

Your gift today can help change our world tomorrow and empower vulnerable youth to S.H.I.N.E.®

Visit: [www.girlsandboystown.org.za/fund-us/](http://www.girlsandboystown.org.za/fund-us/)

Email: [mailing@gbtown.org.za](mailto:mailing@gbtown.org.za)

Call: (+27) 11 482 2655

PO Box 91661, Auckland Park, 2006

**For funding via debit order or credit card** on a monthly basis, contact [gautengcentral@gbtown.org.za](mailto:gautengcentral@gbtown.org.za)



**via SnapScan** – First, download the SnapScan app, sign up with your details, scan to add your bank card details, then choose a 4-digit PIN and you are ready to make your donation safely, seamlessly and conveniently.



## MY SCHOOL

Every swipe counts! Did you know that you can support Girls & Boys Town (GBT) through MySchool programme? If you do not have a MySchool MyVillage MyPlanet card yet, simply apply for your free card now and select GBT as your beneficiary. Once you start swiping your card, we'll start receiving funds, call the Client Service Centre on **0860 100 445** or email: [cs@myschool.co.za](mailto:cs@myschool.co.za).

Find out more by visiting [www.myschool.co.za/schools/](http://www.myschool.co.za/schools/)



## FUTURE GIFTS

Help GBT deliver lasting change through our bequest legacy programme.

Email: [mailing@gbtown.org.za](mailto:mailing@gbtown.org.za) or call (+27) 11 482 2655 for information about including GBT in your estate planning.



**SUPPORT** Girls & Boys Town by donating via our Givengain link, or by becoming an activist by setting up your own fundraising page for Girls & Boys Town.



## ACTIVATE

Join the conversation! Mobilise your networks for good.

[@facebook.com/GirlsandBoysTownSouthAfrica/](https://facebook.com/GirlsandBoysTownSouthAfrica/)

[@linkedin.com/in/girls-and-boys-town/](https://linkedin.com/in/girls-and-boys-town/)

[@instagram.com/girlsandboystownsa/](https://instagram.com/girlsandboystownsa/)

[@youtube.com/GirlsandBoysTown/](https://youtube.com/GirlsandBoysTown/)



## ADVOCATE

Speak up and empower our vulnerable youth to S.H.I.N.E.®

Contact our hotline on 0861 58 58 58



# Where to find us

## NATIONAL OFFICE

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## FUNDRAISING DIVISION

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#### Girls & Boys Town Alpha Girls FH – Claremont

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**evanderwatt** [evanderwatt@gbtown.org.za](mailto:evanderwatt@gbtown.org.za)

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#### Girls & Boys Town Glenwood Boys FH

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#### Girls & Boys Town Verulam Girls FH

031 533 6063 • 032 533 4355

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Website: [www.girlsandboystown.org.za](http://www.girlsandboystown.org.za)