



**Integrated Biennial Report**  
**April 2018 – March 2020**



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## Delivering societal value through our core purpose

GBTSA's core purpose is to holistically help and empower youth who are vulnerable and unsafe, to reclaim their lives and heal from past traumas. The United Nations Sustainable Development Goals (UN SDGs) provide the best expression of what that 'better future' looks like, setting a clear long-term plan to ensure ongoing implementation and success for all by 2030:



We have identified and prioritised the following 10 Sustainable Development Goals, where we believe we can have the most meaningful impact. We review our approach to delivering on these goals in our 2018/2020 Integrated report.

GBTSA is registered as:

- A non-profit organisation (NPO) in terms of the Non-Profit Organisations Act, No 71 of 1997.
- A welfare organisation in terms of the National Welfare Act, No 100 of 1978.
- A public benefit organisation (PBO) in terms of section 18A of the Income Tax Act, No 58 of 1962.

### About this report

This biennial report covers the operations of GBTSA from 1 April 2018 to 31 March 2020. There has been significant change in the scope of information reported, in a sincere attempt to communicate our full range of activities to members and stakeholders. Management has prepared and verified the information to ensure an accurate, balanced and comprehensive overview of the organisation. Our independent auditor, BDO, have audited all financial information.

Selection of information for this report is informed partly by what our donors, supporters and volunteers tell us is important. In addition to providing a broad overview of our operations, we have shared information on our strategy, funding base and, most importantly, risks and opportunities. Above all the report reflects our vision of helping vulnerable youth and encouraging their adoption of the values we live by.

We have applied the guidelines provided by the King IV™\* Report supplement applicable to NPOs in preparing this report and have presented the value created by GBTSA in terms of various capitals.

King IV urges organisations to adopt a transparent approach to reporting material issues – that is, those that substantially impact on GBTSA's ability to fulfil its mandate of caring for vulnerable youth. These issues were identified by consulting stakeholders, examining GBTSA's external and internal operational environment, discussions at Board and Committee meetings, and reviewing our risk universe.

### Key material issues include:

- Sustainable fundraising. (Refer to page 40 for detail)
- Effective and efficient therapeutic and care programmes. (Refer to page 16 for detail)
- Reputation and integrity. (Refer to page 26 for detail)
- Corporate governance. (Refer to page 42 for detail)
- Competent leadership, management and administration. (Refer to page 5 for detail)
- Effective business systems. (Refer to page 44 for detail).

The Board's statement of responsibility for the accuracy of information contained in this report appears in the governance section on page 44.

Stakeholders who would like to know more are invited to contact GBTSA directly or visit our website [www.girlsandboystown.org.za](http://www.girlsandboystown.org.za).

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

# GIRLS & BOYS TOWN SOUTH AFRICA

at a glance



### Significance:

We help young people develop a sense of self-worth and unique value in order to S.H.I.N.E.®

### Home:

We provide the safety of home and family and enable youth to function in a home – developing skills to S.H.I.N.E.®

### Independence:

We help young people develop the courage and skills to progress in the world, and to perceive the world as a place worth SHINING in.

### Nurture:

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

### Education:

We give young people the knowledge and practical skills to compete, helping them to S.H.I.N.E.® through achievement.

## Highlights for the period April 2018 – March 2020

42 722  
Children in care

11 696  
Youth in care

10  
Residential centres

101  
Volunteers

25  
Our fleet

4 998  
Average donors per month

R55 130 024  
Total income

R8 955  
Monthly cost per child/youth

R 54 765 797  
Total expenses





# About us



“Preparing young learners  
for life beyond the fourth  
industrial revolution”



# MESSAGE FROM the Chairperson



**David Daniels**  
Chairperson

We have a beautiful tradition of opening and closing our meetings with prayer. At one of our meetings, we prayed that we be constantly reminded that all we do and all that we accomplish is for the pursuit of truth, for the greater glory of God and for the service of humanity. The words of Father Edward J Flanagan, the founder of Boys Town, capture concisely the reason for our existence within this context: "I have faith in boys and girls. I say there is no such thing as a bad boy: the same applies to girls. A boy or girl, given proper guidance and direction, will prove my statement."

Against this positive backdrop, it is a privilege to report on the work of Girls and Boys Town South Africa (GBTSA) over the reporting period.

The economy has remained weak for extended periods and this impacts on everyone's livelihoods. Our country's social structure is tested as we face the challenges of a lack of opportunity 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, drugs and alcoholism. At the core of GBTSA's purpose is continuing to serve society for the welfare of vulnerable children – and striving to help them S.H.I.N.E.®

As the reporting period drew to a close, South Africa began to recognise the enormity of the COVID-19 pandemic which had just begun to spread within our borders. Management and staff responded swiftly and responsibly to this

extraordinary challenge, putting in place arrangements that would best protect the health of children and young people at each specific GBTSA campus. However, this pandemic's socio-economic impacts are as far-reaching as its public health implications. The financial circumstances of GBTSA will undoubtedly be affected and our resilience will be tested over a prolonged period.

This report is an honest reflection of GBTSA prior to the advent of COVID-19. It may, however, have limited value in predicting the state of the organisation and its priorities in the immediate aftermath. It is nevertheless important to assert that our essential values, commitments and invaluable experience will remain intact and serve as our strength in continuing to provide opportunities for youth to thrive.

## Services and programmes

Our residential youth and their families receive intensive focus and work from the GBTSA national team and a key strategic shift has been prioritisation of best practices in all of our service offerings.

The GBTSA Research Division continues our 10-year longitudinal study of care leavers (in partnership with the University of Johannesburg [UJ]) and the findings have impacted directly on our programme development and improvement. They have also influenced staff development initiatives to ensure best practice outcomes for all beneficiaries.

## Building and maintenance

Our national campuses provide therapeutic residential programmes for our youth, where these buildings are relatively old and therefore require ongoing maintenance and refurbishment. We spent R4.5 million for the upgrades at our Kagiso campus and R6.5 million at Magaliesburg. We can be proud of the much-improved and beautiful homes for our youth. The redevelopment of the Tongaat campus is an exciting project but will require an estimated R60 million to complete. It is fortuitous that the National Marketing and Fundraising Manager position has now been filled because the raising of funds for the Tongaat project will be a major challenge.

## Finance, marketing and fundraising

The weak economy obviously has a major impact on GBTSA and our ability to raise funds from corporates and private individuals.

Therefore, the creative approach to marketing the organisation and its brand is most welcome. Among other initiatives to repositioning the organisation, rebranding to attract new markets has been introduced.

Fundraising will always remain challenging but we are encouraged by the progress shown thus far. The independent audit is a reflection of ethical financial practices, good governance and sound financial management.

The budget deficit remains a serious concern but cost-containment efforts made by the CEO and the teams should be noted. These include the closure of the Training Division, optimising staff at the various campuses and other internal restructuring initiatives. The staff are also to be commended for their efforts to contain daily operational costs.

## Research and best practices

GBTSA has been recognised by the Nelson Mandela Children's Foundation for its best practice model and positive outcomes in the violent and impoverished community of Mohlakeng, Randfontein. Our model, Working and Strengthening High Risk Families, was implemented with great success.

Secondly, the Independent Living Skills intervention was adapted for implementation on a day-to-day level on campuses. The success of this is reflected in better communication between the youth and their families, in

young people assuming greater responsibilities and the strengthening of family relationships.

Lastly, the research project on care leavers, in partnership with UJ, has been formally recognised at several national and international conferences and is a quality addition to our growing contribution to the field of research.

## Governance and management

It is important that we do not lose sight of the difficult circumstances in which our staff undertake their work: the lack of economic growth, changes in legislative procedures, renovation work on campuses, and youth becoming more challenging. It is appropriate that we express our gratitude to all our staff for their loyalty, for understanding the importance of being child-centred and for their ability to adapt to internal and external changes.

We are grateful to have a Board made up of men and women who are completely committed to the goals, mission and vision of GBTSA. We appreciate their voluntary offering of vast expertise in the areas of youth care, education, social work, business and finance – all ultimately contributing to the wellbeing of the youth in our care.

The governance structures of GBTSA are functioning well and play a significant role in the effective running of the organisation.

In conclusion, we thank God for giving us this opportunity to work with and for His children. We pray that He will continue to guide us and to fill us with His grace and mercy. We express our thanks to the directors, trustees and members for giving their time and talents, the CEO and her management team for their dedication and commitment, as well as each and every member of staff, members of the Finance Committee and various government departments for their support.

We thank all of our partners, sponsors and donors without whose generosity this work would not have been possible.

**David Daniels**  
Chairperson



# MESSAGE FROM

## the Chief Executive Officer



**Lee Loynes**  
Chief Executive Officer

### GBTSA'S FIVE-YEAR STRATEGIC OBJECTIVES

- **Ensure sustainable fundraising.**
- **Expand ways of increasing fundraising/income.**
- **Increase our footprint to reach younger donors.**
- **Extend the value-added partnership of our Research Division with UJ.**
- **Improve our relationships and collaborations with media houses.**
- **Leverage our bequest/leave-a-legacy appeal as another way of donating.**
- **Build and consolidate a model for cost-saving and sustainability.**
- **Establish and promote GBTSA's best practices in child and youth care.**
- **Monitor and maintain good financial governance.**
- **Establish effective staff recognition and performance management systems.**

GBTSA has maintained its ethical culture, professionalism and good governance structures and continued to strive for practices driven by integrity and quality service to all beneficiaries over our 62 years of operation. At the same time, we have transformed our services in terms of their extent and impact, the manner in which we work to strengthen families and enable young people to flourish, and our sharing of the lessons we have learnt throughout the child and youth care field.

During the reporting period we were constantly challenged to maintain these values in the face of changing legislation and deteriorating socio-economic conditions. Our children and families struggled to manage their individual mental

health, as we faced rising costs and fundraising difficulties in an already-strained economy.

In addition, we had to plan to address unexpected, costly infrastructure challenges posed by our deteriorating heritage residential buildings – particularly on our Tongaat campus in KwaZulu-Natal.

All these difficulties were significant and called for a resilient response. But nothing compared to the enormity of the COVID-19 epidemic which impacted directly on South Africa towards the end of this reporting period. The magnitude of this crisis in terms of the physical, mental and social health of communities and the economy of the country is incalculable.

It is too early to judge how the broader climate will play out for an organisation like GBTSA. Certainly, there has been a lot said about the manner in which the COVID-19 epidemic has laid bare the deep socio-economic divisions in our country and there are signs of a willingness to help heal these wounds. But the financial resources to do so might be more constrained than we imagine.

Whatever the case, the foundation that GBTSA has laid – not only during this reporting period but over many decades – would position it as a sound partner for any social investor who has been moved by the injustices revealed during this time of crisis.

The Board of GBTSA took the strategic decision to launch our five-year Capital Campaign to raise the funds necessary to rebuild the Tongaat campus buildings identified as unsafe. Our planning has included risk considerations with regard to our marketing and messaging, since we cannot afford to distract or divert any sources of daily-operational funding into the Capital Campaign – especially in light of the aggressively negative economic trends we face.

Throughout 2018/19 and 2019/20, our dedicated national and regional staff teams and voluntary Board members continued to strive for the ongoing development of professional practices and improved outcomes for beneficiaries of GBTSA. To this end we have taken a number of strategic measures:

- We strengthened our relationship with UJ and sustained our partnership Longitudinal Care-Leavers Research Study, now in its seventh year. The over-riding goal of the study is monitoring and measuring of what it is that enables young people leaving our care to be more resilient and successful. These valid and reliable research findings impact directly on GBTSA's service delivering, guiding ongoing adjustments in professional practice. We share our research outcomes both nationally and internationally, as we contribute to the broader field of knowledge and literature. These findings allow us to identify what we need to do differently during the time young people reside with us in order to increase successful outcomes for them and their families once they leave our care.
- We focused our professional services and well-researched models of care for various professional disciplines within GBTSA on achieving best practice outcomes for each of our beneficiaries, according to their assessed and identified individual treatment and developmental needs.
  - Youth behavioural and emotional challenges are addressed and stabilised via the GBTSA long-term residential model of intervention, and one-on-one and group therapeutic processes. Their educational challenges are remediated within the Learning Support Centres through the GBTSA well-managed classroom, GBTSA specialised classroom management and bridging and remedial programmes of intervention.
  - Family strengthening occurs within the intervention framework of the GBTSA building skills in high-risk families and common-sense parenting models of care and development.
  - Community prevention, early intervention and support services are conducted via our National Hotline Service using our GBTSA short-term counselling, intervention

and referral problem option plan (POP) model of intervention.

- Structured monitoring-and-evaluation activities include annual safety and satisfaction interviews with GBTSA youth and consumer satisfaction surveys of educators in community schools, youths' parents, neighbours, external placement agency staff and internal support staff. We also conduct professional evaluations of programme implementation within each of the residential settings. All this feedback is documented and outcomes are communicated back to operational teams to enhance practice and ensure its excellence in service delivery to beneficiaries and service providers.

*“Girls and Boys Town South Africa has maintained its ethical culture, professionalism and good governance structures and continued to strive for practices driven by integrity and quality service to all beneficiaries over our 62 years of operation.”*

- We engaged in more extensive targeted fundraising initiatives as we planned to achieve long-term sustainability and financial security and ensure ongoing service delivery of the highest standard.

- We maintained sound and integrity-driven governance practices as we accounted to our much-appreciated donors for their essential and valued support and commitment to the GBTSA's vision, mission and strategy.

### Focus on strategy

This reporting period marked the second year since we launched our five-year strategy. During this time, we focused mainly on finalising efforts aimed at overcoming the challenges we face and invaluable learnings emerged along the way. Additionally, the organisation is eager to renew its efforts to be at the forefront of our field of practice and be regarded as a thought-leader. This involves harnessing diverse systems by collaborating with progressive private, public and media partners to raise capital and develop awareness, and yet remain dedicated to the core of what we do.

Throughout this process, GBTSA allowed knowledge and research to induce a state of reflection. This habit of active exploration and analysis of our environment will prevail as we respond to COVID-19, always putting the best interests of the child and the sustainability of our organisation first.

**Lee Loynes**  
Chief Executive Officer



# INTRODUCING

Girls & Boys Town South Africa

## Vision and mission

We contribute to the community and society through:

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

## To investors and donors, we offer:

- **Programmes** that **serve youth, families and communities**
- **Knowledge, skills and experience** in the field of **childcare**
- **Staff** who **care** and go the **extra mile**
- **Youth** who **succeed, grow wings** and **S.H.I.N.E.®**
- **Transparency and accountability**
- **Reserves maintained** at a **sustainable level**
- A **sustainable debit-order** base that **covers 45%** of **operational expenditure.**

## We S.H.I.N.E through:

- **Creating opportunities** for youth to **grow** into **responsible citizens** who are able to **contribute positively** to their **communities.**
- Our **hard-working** and **focused staff.**
- **Well-kept residences.**
- **Home environment.**
- **Strong administrative processes.**

## Our roots

The story of the former Boys Town, which evolved into Girls and Boys Town South Africa (GBTSA) in 2004, is a heart-warming tale of human endeavour. The GBTSA journey reflects everyday life in most societies of the world: the tragedy of fear, loss, despair, abuse and neglect – and the triumph of faith, courage and hope that changes the way we care for children.

Our legacy is about fulfilling dreams and improving lives.

In 1958, our first residential home was established in Magaliesburg. It was born of the compassion, altruism and social consciousness of its founders. Initially, it provided 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 and has included young girls in our programmes. GBTSA now services 20 000+ beneficiaries a year.

Father Edward J. Flanagan, the visionary founder of our organisation, 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 practise their own religious beliefs while at GBTSA.

Our policy has always been to help youth of all religious beliefs develop the foundation laid by religion into a shared value system that has sustained the organisation through the decades.

GBTSA is funded through a broad support base. Most of our donors are private individuals who donate an average of R150 per month. We also received modest subsidies from the Department of Social Development (DSD).

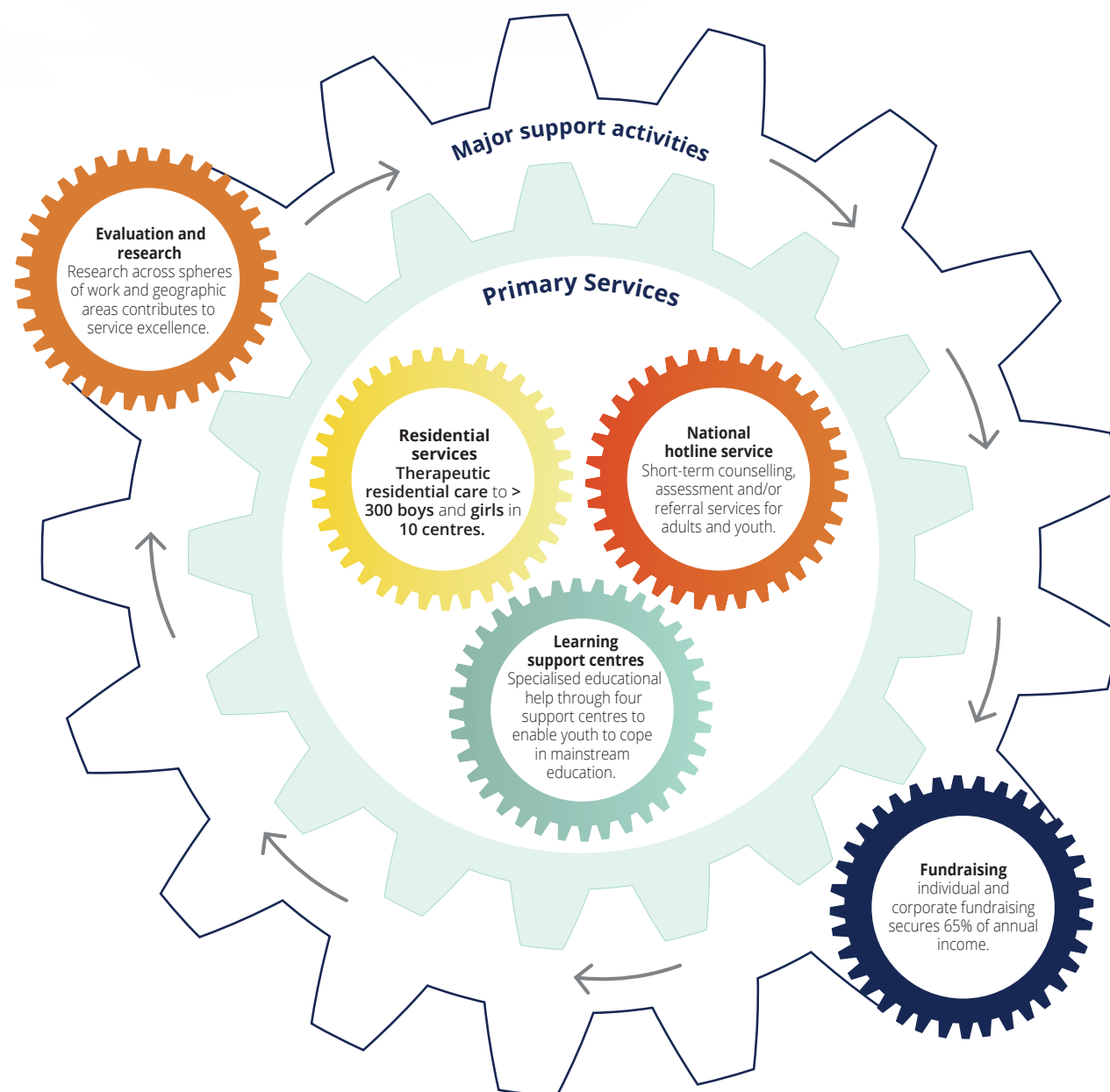


# INTRODUCING

## Girls & Boys Town South Africa – continued

Our services comprise residential care in family homes and youth development centres, learning support centres that enable young people who experience problems in mainstream education to overcome these, and a hotline that services the general public through short-term counselling and referrals. These programmes are explored in the programmes and services section of the report.

### Our activities



### How we add value

We are committed to helping and empowering youth who are vulnerable and unsafe to reclaim their lives and S.H.I.N.E.®. Holistic work with youth and their families is central to enabling their healing, and we are committed to:

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

We treasure our donors and appreciate their philanthropic efforts to help us fulfil this purpose. Our Board members create examples of good governance and provide the assurance necessary for sustaining a relationship of trust with all our stakeholders, including:

- Government – where our relationship is built on a common commitment to keeping children safe.
- Our donors, supporters and prospective supporters, to whom we communicate regularly, explaining our needs and providing details on how we utilise their contributions.
- Our communities, where we seek to create a safer environment for youth through various interventions, including remedial help.
- Our employees and volunteers in whom we invest time, effort and resources.

### Our organisational model and capitals

GBTSA 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. It is fair to say that the creation of social and relationship capital is at the heart of our endeavours and that all other capitals are integrated in support of this form of value.

We literally transform the lives of children and young people in our care and facilitate the growth and solidarity of families. In so doing we make a contribution to communities and the wider South African society where

persistent poverty and inequality have ravaged the social fabric.

We depend on the goodwill and support of many individual donors and businesses and on public sector subsidies to provide the funding capital necessary for our crucial work with children and youth and their families. In order to realise this value, we constantly renew our fundraising strategies and ensure that we comply with government requirements for the subsidisation of child and youth care services.

Equally critical to our ability to serve young people is the human capital that is vested in the organisation – at governance, management and service delivery levels. The quality of our Board members, our ability to manage our resources efficiently, and our professional effectiveness with young people are all essential to our ability to raise funds in a sustainable way. More importantly, the quality of our care providers and therapeutic teams, at all levels of skill and qualification, determines the probability of our young people developing the capacity to S.H.I.N.E.®.

Our investment in research and our development of a range of best practice models – in other words, our intellectual capital – is critical to realising the full potential of our human capital. By giving our professional staff the tools to grow and challenging them to reflect on research, we are constantly enriching our human resources. Our research is also an asset to the broader community of practitioners and enhances our relationships with our professional peers.

The therapeutic healing and residential care of children and young people constitutes a major aspect of our programming. Manufactured capital in the form of residential buildings is fundamental to fulfilling our mission of care – but maintaining these assets is a major cost to the organisation.

We also have educational facilities, a fleet of vehicles and extensive ICT infrastructure which are mission-critical.

Natural capital is probably least prominent in terms of GBTSA's core functions. However, the organisation embraces values common to major religions and emphasises respect for other people and for the environment.

GBTSA is managed with full appreciation of the inter-dependence of various forms of value and of the value of long term, integrated planning of fundraising, capital investment, human resource development, research and the delivery of youth and child care programmes.



# INTRODUCING

Girls & Boys Town South Africa – continued

## How GBTSA creates and sustains value



## Location of our services





# SUSTAINABLE DEVELOPMENT GOALS *(UN SDGs)*

In our report, we provide reference to the specific SDGs where we create value. These links have been determined by a breakdown of our contribution in our national therapeutic healing residences for children, community involvement and most importantly, beneficiary-oriented activities in line with these goals.

GBTSA has identified and prioritised the following 10 Sustainable Development Goals where we believe we can have the most meaningful impact. We review our approach to delivering on these goals in our collection reports and overall communication.



## End poverty, zero hunger, good health and well-being

We offer therapeutic residential care to over 300 boys and girls as well as their families, in 10 nationally located residential centres. With support from our donors and promoting sustainable gardening within our centres, we are able to feed youth from these gardens and we aim to extend this offering to neighbouring communities in the near future as part of our sustainable goal.



## Quality education, gender equality, clean water and sanitation

We offer education services through our nationally operated learning support centres for our youth who would otherwise struggle in or be excluded from mainstream educational classes. We assess youth educational needs and challenges, offering remedial, accelerated learning and bridging programmes, home schooling, as well interventions that ensure the development of youth skills for pro-social classroom and school conduct.



## Decent work and economic growth, reduced inequalities

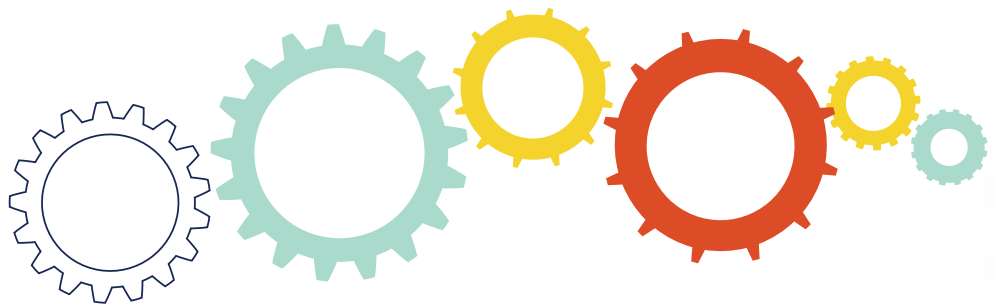
The longitudinal research study in partnership with University of Johannesburg was launched in 2012, with intent of monitoring and evaluation (M&E) youth progression after care. This project is in its third phase to track and measure youth from when they disengage from GBTSA and examines their outcomes every year in follow-up interviews. It measures the resilience of the youth at intake when they come into GBTSA, and focuses on reducing the rate of youth not in employment, education or training (NEET). The absence of education, training or employment affects all other areas of a young person's life. Preventing this situation starts with education while youth are in care.



## Sustainable cities and communities

Our facilities not only serve as places of accommodation, but also as spaces for care, healing and social development. This was the reason for moving from large dormitory-based facilities to family-style living arrangements. During the past two years, a number of upgrades to GBTSA properties were under discussion, various plans were developed and, in some instances, renovations have taken place. The task is a large one and we need to ensure we have the capacity to focus on it at management and Board levels.

As a non-profit organisation, in the attainment of these goals, GBTSA supports the government, communities, businesses and individuals to build a better future. Our core mandate of holistic work with youth is central to being effective for their healing. We are making a valuable contribution to meeting national and global developmental objectives.





# PROGRAMMES

and services

### Introduction

During this reporting period, GBTSA worked with and impacted on 55 294 beneficiaries and helped them to S.H.I.N.E.® through nurturing and therapeutic residential programmes, educational support or a sympathetic telephone counselling session.

Number of families receiving GBTSA direct family strengthening support (foster care and extended families)	3 853
Number of youth successfully disengaged	117
Number of external therapeutic resources: (psychologists, psychiatrists, doctors, drug rehab centres, etc.)	41
Number of beneficiaries from hotline services	6 632

We remain acutely aware of our responsibility to our donors and stakeholder partners who have invested in our work. We ensure that each penny counts and makes the most significant impact possible. As a result of the challenging economic environment and limited funding during the period, we initiated a number of cost-cutting measures.

These include the very difficult decision to close our External Training Division and to minimise the costs of supportive domestic services. The latter measure was planned and implemented in a way that ensured there were no negative impacts on service quality to our beneficiaries. Our youth initially struggled with taking responsibility for their own domestic chores and daily care. But within 12 months, they were reporting improved confidence in caring for themselves, and their families observed improved relationships and positive dynamics within their homes.

Dire economic and country-wide stresses appear to have caused an increase in more intense and inappropriate behaviour 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 address these negative impacts on youth include intensified staff development, organisational restructuring and realigning of staff focus and skill sets.

### Residential services

Our Therapeutic Residential Services provide care, protection and holistic development of young people, creating a safe, caring and 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.

The strategic move away from dormitory accommodation to family-style residences, with staff living among the youth, had very positive outcomes for our youth. Implementation of this approach has not been without challenges. It impacts both on our finances and our ability to accommodate youth during periods of major renovation and transition.

The unavoidable collapse of some very old buildings on the Tongaat campus in KwaZulu-Natal, due to structural challenges, meant we had to limit admission of youth until we establish permanent and safe buildings. Numbers also had to be managed on the Kagiso campus in Gauteng, first as we switched from accommodating boys to girls and then as we waited to complete the renovation of four cottages for family-style living.

As of April 2018, GBTSA family services staff were integrated into the residential services teams as part of the restructure, making it possible for the latter to render holistic services to children in care and their families.

### Our approach and models of practice

The overarching goal of residential services is to create an environment that is physically and emotionally safe, and supports the individual to grow and develop emotionally, physically, spiritually and academically. This helps the child heal and transcend the pain of the past, and changes “inappropriate” behaviour by helping them acquire appropriate alternatives.

Staff afford emotional care while working in a focused way to help the child achieve therapeutic goals. The GBTSA Long-Term Residential Programme is the model used to achieve this positive behaviour change. Its hallmark is that it requires the therapeutic team to balance “head” and

“heart” responses of beneficiaries. The clinical focus is combined with caring for and about youth. Positive and healthy relationships are the foundation for change.

Residential service teams aim to help rebuild the young person’s broken relationships, and develop new and healthy relationships with significant people in the young person’s life. Family members and other individuals important to the youth are partners in the healing process. We assist them to use their skills and strengths more fully by building skills in high-risk families. This helps end the family’s dependence on services, as they apply newly learnt skills to overcome problems that arise in the future.

Initially our focus was mostly on working with the youth, but we have found that the most-successful disengagement plans occur when we have spent focused time working with families as well. We regularly host open days on residential campuses, where we invite parents, educators, external agencies, and other stakeholders to be part of our awards ceremonies and other celebrations.

### Therapeutic interventions

Our social work teams ensure that every youth admitted to GBTSA has an initial admission plan, which facilitates ongoing assessment of the individual’s emotional wellbeing as s/he settles into the new environment. The social worker’s role is therapeutic and focused on the factors that drive the young person’s behaviour, while child and youth care workers focus mostly on day-to-day living and nurturing.

The clinical team, chaired by a social worker, addresses the social environment and each professional’s contribution to promoting healing, a culture of learning, and personal responsibility. Social workers work closely with the parent/s in at-risk families to ensure that the youth and the family are moving towards reunification.

Our social workers are encouraged to perform counselling outside of the office. They are also responsible for completing all state-regulated reports and ensuring that all youth court orders are updated.

“They are not just taking children away from their families but are trying to solve the problems within families. They helped me with my child. They are perfect. I recommend any child with problems to go to Girls and Boys Town.”

“She has helped me a lot with my oldest child and with the new-born baby. She has really gone out of her way to assist me in everything.”

### Models used to achieve growth

Our treatment philosophy is significantly influenced by a behavioural approach which has roots in learning theory and behavioural psychology.

Our support services staff are trained in the common-sense parenting model, the child and youth care staff in the long-term residential model, and the educators in specialised classroom management. The social work team utilises the building skills in high-risk families model and manages the consultation model to ensure that on-the-job training is taking place to support staff teams in the implementation of their work.

Youth Development Managers and Support Service Managers across the country have been meeting nationally and working to standardise practices and apply best-practice models.



# PROGRAMMES

and services – continued



## Reconciling with the past

*Lungi is a 16-year-old boy who has been in care for two years. He is an orphan and was in foster care before coming to GBTSA. His behaviour changed as he entered adolescence. His relationship with his foster family and his teachers had been good but a distance opened up between him and his foster family. The family could not understand what was happening and found it hard to manage Lungi's behaviour so they sought the assistance of a social worker.*

*The external social worker reported that the relationship with the foster family was irreparable. She followed legal processes to have Lungi declared a child in need of care and protection and had him placed in our care.*

*Although Lungi had many positive attributes, he struggled to express his emotions. He had very limited knowledge of his biological family and the perceived rejection by his foster family was difficult to deal with. But, over time, he was matched with a host family with whom he began to spend school holidays and long weekends. His host mother indicated that she was prepared to formalise the hosting arrangement and become his foster mother. Sadly, while this was in process she passed away. For Lungi, this rekindled all the pain he had experienced in the course of his life.*

*Lungi had made good progress, but it was apparent that he did not have closure,*



*particularly in relation to his father's death. He began to open up to his social worker and expressed the need to visit his father's grave. His social worker did extensive work to trace the grave, prepared Lungi and accompanied him to the grave earlier this year. Lungi felt a sense of relief and release after visiting the grave and now wants to get a tombstone made as there is nothing to show who is buried there.*

*After this, Lungi started talking to his social worker about the possibility of seeing his former foster family whom he had not seen since he came to our care. He and the social worker then visited the former foster family and the foster mother was excited to see him. Her daughter who had been very involved with Lungi when he was in their care, joined the visit and told the care worker she would like to adopt Lungi. She said she wanted a son and already knew Lungi. Lungi was present for some of the discussion, but then left to see his old friends. While outside, he saw an acquaintance of his father, who told him she had contact details for his paternal family in Lesotho.*

*The care worker is reviewing all these developments with the social worker and they are looking at a plan for the future. The former foster family has said that Lungi is more than welcome to return to their home: it is up to Lungi to decide. The good thing is that there is progress for this young man – he has potential and now he has hope.*



## The peer group system

Many of our youth in residential care need to assume a degree of leadership and responsibility that is seldom expected of youth in stable happy homes. While the latter know they always have their families to rely on, our youth have to learn to be responsible for themselves from a young age. Consequently, we teach all youth leadership skills, regardless of their age, to take on manager roles in the home – sometimes with the support of a staff member and, as they grow more confident, independently.

In our youth development centres, we have a peer group system (PGS) which encourages youth to take responsibility for the functioning of the daily programme and care of their environment, under the guidance and tutorship of adults.

This fosters empathy, co-operation, respect, responsibility, kindness, friendship, trust, trustworthiness, acceptance and patience. As young people develop their individual skills and overcome their own life challenges, they begin to support their fellows. The PGS is hierarchical, but one's position is based on responsibility rather than power: the higher you are in the system the greater your responsibility to your fellow youth and the community. This system prepares youth for responsible and active citizenry.

## Fostering independent living

Feedback from our research team indicated youth leaving GBTSA often struggled to take care of themselves as they were accustomed to domestic workers and staff fulfilling their basic needs. A significant change in this two-year period was the introduction of independent living skills which involve youth learning to take on more responsibility for cooking, cleaning and daily household chores.

We have seen a huge sense of pride among residents in the family homes where youth now take ownership of the home, their belongings and their environment. We have also had positive feedback from parents who find their children are now less focused on themselves, more helpful at home and more generous and caring towards others.

Changes at our youth development centres are taking a bit longer but there is definite progress in centres where the PGS is operational, as this is another tool to encourage young people to acquire independent living skills.

In the coastal region all campuses have become involved in establishing and tending to vegetable gardens for consumption in our centres. In KwaZulu-Natal region a donor not only paid for a proper vegetable garden to be set up, but also motivated other investors to get involved which allowed for staff and community training. The gardens are well established and will in the future be extended to the communities where our campuses are situated as part of social entrepreneurship programmes.

## Education

Education is a critical component of the healing process for young people. The majority of our youth in care have educational deficits and are reluctant to attend school because of past experiences of under-achievement and stigmatisation.

In the coastal region we have appointed an educator and a learner's aid to help address these issues. In addition, all child and youth care staff take responsibility for the educational outcomes of every individual in our care. Our goal is to foster:

- ✦ A positive, pro-education culture.
- ✦ Age-appropriate literacy.
- ✦ Pro-social classroom and school behaviour.
- ✦ Academic and vocational skills.
- ✦ Fulfilment of each individual's assessed potential.

We are grateful to a donor who has funded tutoring programmes for all the youth in KwaZulu-Natal. The benefits are clearly showing in improved school marks, which have encouraged youth to attend school. Many have mastered the fundamentals of reading and have moved slowly from learning to read to reading to learn.

Schooling has been a challenge for the campuses in the inland region during the past two years. We still have to overcome the attitude of "zero tolerance of youth in care" in various schools. With limited choices, this often means our young people have long commutes to school and need to start getting ready for school before 5am.



# PROGRAMMES

## and services – continued

### Challenges and risks

The Kagiso and Magaliesburg teams in the inland region experienced various ups and downs in the past two years.

The Kagiso team was challenged by administrative processes required as a result of changed legislation for registration of the campus and required the focused attention of facility management. They had to rely on their staff teams to ensure programme and administrative functions ran smoothly while they attended to the re-registration process, which required significant facility upgrades. These are more fully reported on page 34.

The Magaliesburg team saw a transition at senior management level and the team had to adjust to the change of leadership. The fact that the GBTSA programmes are consistent across facilities made this transition easier.

The coastal region sold two family homes for boys – one in the Western Cape and one in KwaZulu-Natal – and the residents moved to youth development centres as we make changes to an existing Western Cape family home. To accommodate them longer term, we are making changes to an existing Western Cape family home for boys and will rebuild the KwaZulu-Natal's family home in the next financial year.

Apart from these specific developments, GBTSA has chosen a field of work which is inherently challenging. Some of the more common difficulties we encounter are:

- Youth feeling that they have no hope for the future, because they do not have a family to go home to, either because they are orphaned or they do not feel wanted.
- An increase in substance addiction, leading to school avoidance, running away, violence, vandalism, substance addiction and theft.
- Families lacking the financial resources to take their children back into their care and provide a safe home environment with food and other resources.
- Difficulty in filling key posts on residential campuses because applicants do not meet the criteria required.
- Our youth at times are being placed incorrectly at GBTSA, because other resources – such as rehabilitation centres and facilities that do not have space available.
- Continuously managing the risk that campus teams might be tempted to focus on crisis planning (prompted by the above factors) instead of focusing on creating a planned treatment environment.
- Intensive consultation support to staff who feel overwhelmed and might otherwise suffer burnout from living 24/7 with challenging youth.

The consultation model, which guides our human resource management, is designed to assist our workers to develop resilience in this demanding environment.

### Highlights and achievements

#### Inland region

- The peer group system is renewed at Kagiso with the inauguration of a new Mayoress and council.
- GBTSA produced a pair of matriculants in 2018 and a similar number in 2019.
- About 10 young people from Kagiso completed the Toast Masters speech craft programme.
- A contingent of youth from GBTSA – 10 from Magalies and 15 from Kagiso - participated in the President's Awards. They were recognised for performing acts of generosity and caring, such as tidying and painting a crèche in Lenasia and handing out soup, clothes and toiletries in the local community.
- Two youngsters from Kagiso attended the 2018 Wilderness Leadership Camp.
- Our Kagiso and Magaliesburg campuses sent participants to the 2019 Wilderness Leadership Camp.

#### Coastal region

- Youth heal emotionally, achieve academically and develop their talents.
- Youth have opportunities to see, explore, learn, experience, care and give back to others.
- Many young people have shown remarkable progress in leadership.
- Academic and sporting awards are a highlight and a celebration.
- Our services assist families to rebuild trust and relationships.
- Self-esteem increases as youth start believing in themselves.

### Family and community outreach services

This programme area was created to allow GBTSA to expand more broadly into the community, strengthen relations with families and partner organisations, run the national telephone hotline and enable our youth to assist those less fortunate than themselves.

These activities make a tangible difference in the lives of challenged and struggling children, youth and families. They also deepen a culture of caring for others among youth.

### Education and Learning Support Division

Improving the educational outcomes of children residing at GBTSA demands that we are pro-active in helping to equip them for schooling. The learning support centre utilises

home-schooling, bridging and remedial methodologies to assist learners adjust to formal learning environments at school and in GBTSA family homes and youth development centres. A strong emphasis was placed on teaching maths, science and languages during the last two years so our youth feel equal to their peers upon disengagement from GBTSA.



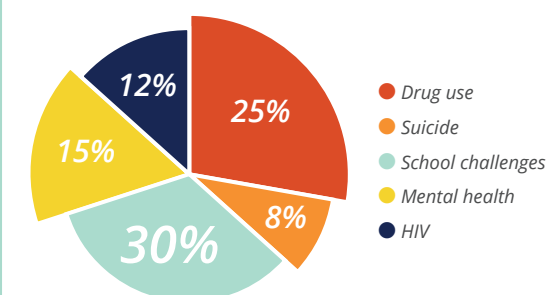
The years under review have seen the explosion of the 4th Industrial Revolution (4IR) which not only has global ramifications but impacts directly on GBTSA's current and future strategies and initiatives. Our approach to upskilling the youth in our care includes a sustainability roadmap.

### The hotline service

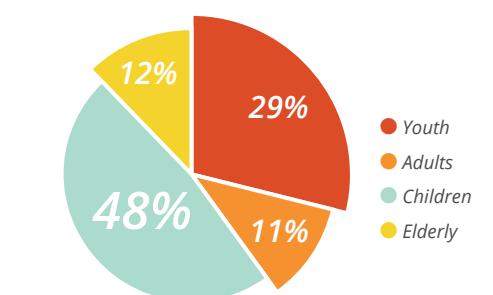
Over the two-year period a total of 6 632 individuals reached out to GBTSA for help via our hotline service which provides short-term counselling and referral to appropriate services. Adult callers comprised the largest group, although a substantial number of young people and children also made use of this facility. The most common reasons for calling were school-related challenges (30%) and problems associated with drug use (25%).

The number of beneficiaries was very similar each year – 3 268 in 2018 and 3 364 in 2019 – and the profile of callers was also remarkably consistent. They were drawn from all population groups.

### External beneficiaries' reasons for using Hotline Service

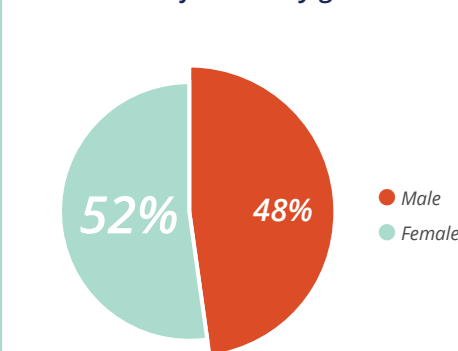


### Hotline Service beneficiaries by age group 2019\*



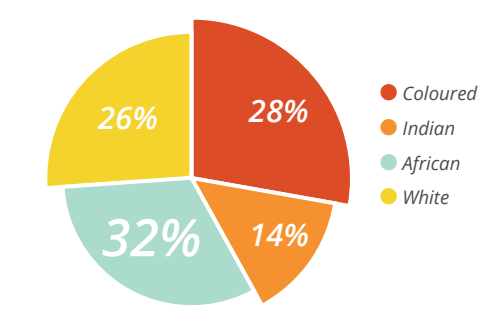
\*2018 age distribution was virtually identical

### Hotline beneficiaries by gender 2019\*



\*2018 distribution was identical

### Hotline beneficiaries by population group 2019\*



\*2018 distribution was identical



# EVALUATION

and research services



## Moments from a Growth Beyond the Town interview.

*Xolani is 19-years old and has lived with his two older sisters since he left GBTSA in 2016. He is now in grade 11 at a local school. He kind of knows and trusts me after our first research interview in 2017. His story begins at a young age: Mom and Dad both die and this small Zulu boy is placed in the foster care of a white, English-speaking family. When Xolani is nine-years old they “pass the ball” to a children’s home. Two years later the children’s home “passes the ball” to GBTSA. Four years later Xolani returns to his somewhat broke Zulu family. Xolani’s sister, Nonhlanhla, aged 30, is the matriarch in the family home. If one listens closely, his sharing during the interview is emotionally rich – full of pain and tears, joy and laughter.*

*Early in our chat, Xolani acknowledges that he still tends to test authority, a behaviour which might have been part of his “ticket” into GBTSA. He admits that sometimes he does not feel like going to school – and that Nonhlanhla patiently parents him about the importance of education. I learn that he remains, nevertheless, a strong advocate of the GBTSA programme of helping youth at risk to learn and master basic social skills.*

*He describes how his mindset towards people in his community has changed, and welcomes the fact that every greeting creates an opportunity for a new relationship. He says that previously*



*he “just didn’t care about other people around him - like I was self-centred”.*

*And then – suddenly -- I am face-to face with a shocking experience. Xolani tells me he was in a serious motor vehicle accident at the end of 2018 which left him hospitalised. He tells me (and I am thinking this is a post-traumatic stress reaction) that he believed that “nothing in life mattered anymore because we can die any time”. When he got home from hospital, he went into his room, locked the door and stayed there for some days. He was trapped in his own dungeon of despair. (I am reading this as the depression part of post-traumatic stress triggering a total meltdown.)*

*His broken and disconnected childhood played through his mind over and over. Tears were pouring -- the pain of it all recalled. So painful that he was saying to himself he wouldn’t want anybody else to experience what he had been through. And then his cousin/friend, Asanda, started visiting him and listening – and kept Xolani from falling apart completely. (I am thinking: Thank God for Asanda’s caring friendship, otherwise this episode could have ended in suicide.) I ask: “Xolani, when you recovered with Asanda’s help and emerged from your bedroom-dungeon, what then?”*

*“I had to accept it,” he says. “The past is past -- what did not kill me will make me stronger.” We both laugh. I say to him: “So, you have lived that saying”.*

GBTSA prides itself on having dedicated research capacity which has enabled it to sustain a partnership for long-term research that informs its practice models.

### Growth Beyond the Town study

The longitudinal study on care-leaving, entitled Growth Beyond the Town, is the product of a partnership formed in 2009 between GBTSA and Prof Adrian van Breda of the UJ. This study was launched in 2012 and is in the second phase of a larger research programme. Phase 1 was a grounded-theory project called Journey Towards independence, which explored the lives of young adults who had left GBTSA more than five years earlier.

Phase 2, Growth Beyond the Town, is a longitudinal, rolling-cohort study, designed to investigate the experiences of youth from the point that they disengage from GBTSA. Follow-up interviews are conducted annually. Phase 3, initiated in 2016, measures the resilience of the youth at intake into GBTSA. The central practice-based goal of the entire study is to increase the likelihood of successful transitions to independent living for young people leaving care.

Disengagement workshops were held with young people at all campuses to inform them about the study and encourage them to participate.

Our fieldworkers interviewed a total of 335 youths in the Phase 1 follow-up and 138 young people were involved in Phase 2.

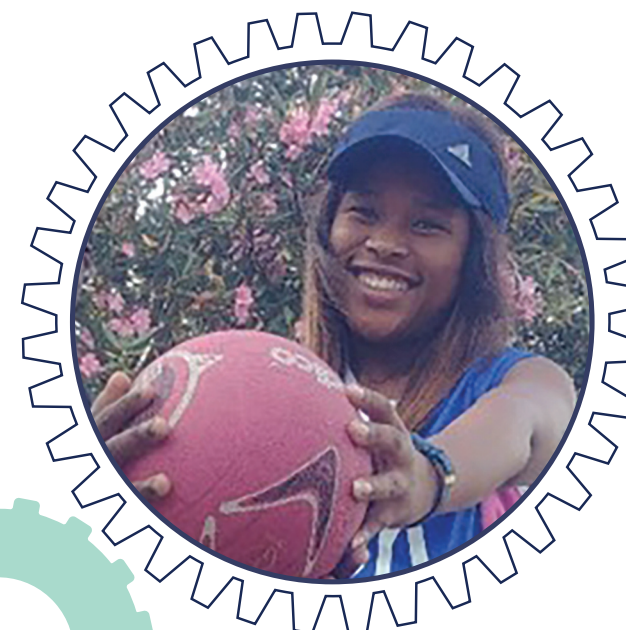
### 2018 quantitative analysis and recommendations

The results of the quantitative study highlighted the important role of building:

- ✦ Resilience in youth about to leave care.
- ✦ Relationships in assisting the transition out of care.
- ✦ In-care processes, especially relationships with GBTSA staff, for positive-care experiences, care-leaving readiness and later experiences. All contributed to better transitional outcomes over five years.

In-care recommendations arising from the quantitative study were:

- ✦ Build on strengths. Youth at disengagement had higher resilience in certain areas. They had a tendency towards establishing strong, supportive relationships, especially with role models, teachers, family members, and romantic partners.
- ✦ Build interpersonal skills. Care-leavers at disengagement scored highly in terms of their empathy and teamwork, which strengthened their ability to form nurturing relationships. In care there is a particular focus on developing these two social skills, through modelling and time to practice and enhance them.
- ✦ Recognise hope for the future. The findings showed that youth feel optimistic about their futures and believe that good things will happen to them.
- ✦ Foster self-esteem. While the practical part of getting youth ready to leave care is extremely important, therapeutic work with youth should also be a focal point.





# EVALUATION

and research services – continued

## Study outputs for the period April 2018 – March 2020

3

research reports



5

academic articles in local and international journals

5

presentations at international conferences



4

presentations at local conferences

5



lectures or seminars



- Invest in the care-leaving preparation and readiness. Improving the readiness of care-leavers for life once they leave is very important and can have a lasting impact on their post-care journey.
- Focus on reducing the rate of youth not in employment, education or training (NEET). The absence of education, training or employment affects all other areas of a young person's life. Preventing this situation starts with education while youth are in care.
- Provide pathways towards youth's employability. Strategies to help youth secure jobs include employment programmes, ensuring they enter the next level of schooling or further education before they leave care, and enhancing employability and job readiness.

After-care recommendations were as follows:

- Continue to cultivate relational networks. Relationships appear to offer structural benefits to care-leavers. Beyond care, youth should be encouraged to foster relationships, including those with friends, family, role models, teachers, romantic partners, and people in the community to which they return.
- Maintain GBTSA relationships. The importance of ongoing, stable relationships with GBTSA staff members after care should not be underestimated. Although most youth remain in touch with GBTSA, it may also be worthwhile to assign a staff member, whom the young person trusts and connects with, as a designated contact.
- Mobilise practical, quality support. While financial support is often beyond the capacity of residential care organisations, other means of reliable, practical after-care support and resources should be mobilised.

- Engage in advocacy. Growth Beyond the Town and other studies highlight the need for advocacy to change legislation so that youth are able to stay in care longer.

### Resilience reports

A total of 75 resilience reports were completed during the period under review as part of Phase 3 of the research project. The purpose is to measure the resilience of youth as they enter GBTSA. A resilience profile report is provided to the social workers for each questionnaire completed by the youth. Questionnaires are designed so that youth are able to answer in Afrikaans, English, isiZulu or Setswana. The information is used in planning the youth's individual development and treatment plans. Social workers also complete the questionnaires for all new youth who come into care at GBTSA.

### Staff training and development

During the reporting period we conducted staff workshops at which research was presented and the practical implications discussed.

- In 2018, the workshops examined disengagement criteria with staff. They explored the criteria they currently used and the factors they saw as crucial. The aim was to agree on a guideline of minimum standards for disengaging youth.
- 2019 saw a presentation of quantitative and qualitative data collated in 2018 and best practices were highlighted to staff.

Research information was also presented at regional development meetings.

### Research highlights

- Gauteng care-leaving practice forums 2018 and 2019 GBTSA hosts at least two forums a year to enable staff from child and youth care centres across Gauteng share knowledge in order to provide better support to youth who are leaving care. Usually researchers are invited to present their latest research findings. Participation at each forum session in 2018 and 2019 was higher than previously, with approximately 60 attendees at each forum session.
- In 2018, Sam Mokgopha presented his research on the challenges experienced by former street children while they were living on the streets, in residential care and after leaving care.



# EVALUATION

## and research services – continued



- In May 2019, a presentation from Zimbabwean PhD student Getrude Gwenzi was streamed live from Hong Kong. Her research focuses on definitions of the family from the perspective of care-leavers who described family not only in terms of blood relationships, but also in terms of the presence of love, care and support.
- In September 2019, Prof Adrian van Breda presented findings on criminal activity among care-leavers during their first five years out of care. International research consistently finds care-leavers to be over-represented among those engaging in crime. Prof van Breda found 73% of care-leavers were “crime free”, 10% reported involvement in “incidental crime” and 18% were engaged in “regular crime”.

The forum is recognised for purposes of continued professional development (CPD) points and is undertaking the refinement of best practice guidelines for care-leaving, which will be incorporated into a training manual for practitioners.

### International conference on care-leaving

An outstanding event in January 2019 was GBTSA's joint hosting of a conference on care-leaving in Africa in partnership with the University of Johannesburg (UJ), Queens University Belfast (QUB) and the Africa Network of Care-Leaving Researchers (ANCR). The conference was practice-oriented and included presentations from a range of African and Northern Hemisphere countries, followed by reflection and discussion sessions.

GBTSA CEO Lee Loynes opened the conference, which raised the profile of GBTSA as a leader in care-leaving research and practice in South Africa.

### Research Ethics Committee

GBTSA receives many requests from external postgraduate students to conduct research at our facilities. We have constituted the GBTSA Research Ethics Committee to review research proposals and decide whether to permit them to proceed. This supplements rather than replaces the research ethics committees at universities. Permission from the latter is required before applying to GBTSA.

For the period under review, the committee processed 25 research applications, they were successfully conducted, approved, and all studies were implemented within GBTSA's programmes.

In 2019, new members were appointed to the Research Ethics Committee, which now comprises Sasam Reuben: Senior researcher, Kashiefa Kader: Researcher, Karen Farred: Head of Residential Services (Inland) and Adrian van Breda: Professor and Head of Social Work Faculty of Humanities, UJ.

### International collaboration

GBTSA is collaborating with other members of the ANCR and QUB to conduct a pilot study on care-leaving in four African countries – Ghana, South Africa, Uganda and Zimbabwe. The aim is to establish the feasibility of a comparative cross-country African study on leaving care. A specific objective is to test the applicability and translatability of a research methodology based on that used in Growth Beyond the Town. The initiative promises to assist us to revise and improve the GBTSA study.

### Challenges

We would like to see significantly larger numbers of our alumni participating in research, as this would give our research greater credibility. In the 2018 round of data collection, we had a drop-off rate of 41% of participants. The team is looking at ways to reach out to more of our youth who are in the follow-up phase and hoping that the establishment of research alumni Facebook page will help build the links needed.

### Looking ahead

In 2020, we expect to publish the results of research undertaken in 2018 to examine how GBTSA's social-skills development programme, which is unique and central to the GBTSA model of care, contributes to preparing young people for life in the real world.

Our longitudinal quantitative study, which increases in value over time, will continue and enable us to refine our practice.

We will collect data during the course of 2020 on the employability of care-leavers, throwing light on the broader question of youth unemployment.

We have the exciting prospect of forming Western Cape Care leavers'-practice forum.





# ORGANISATIONAL

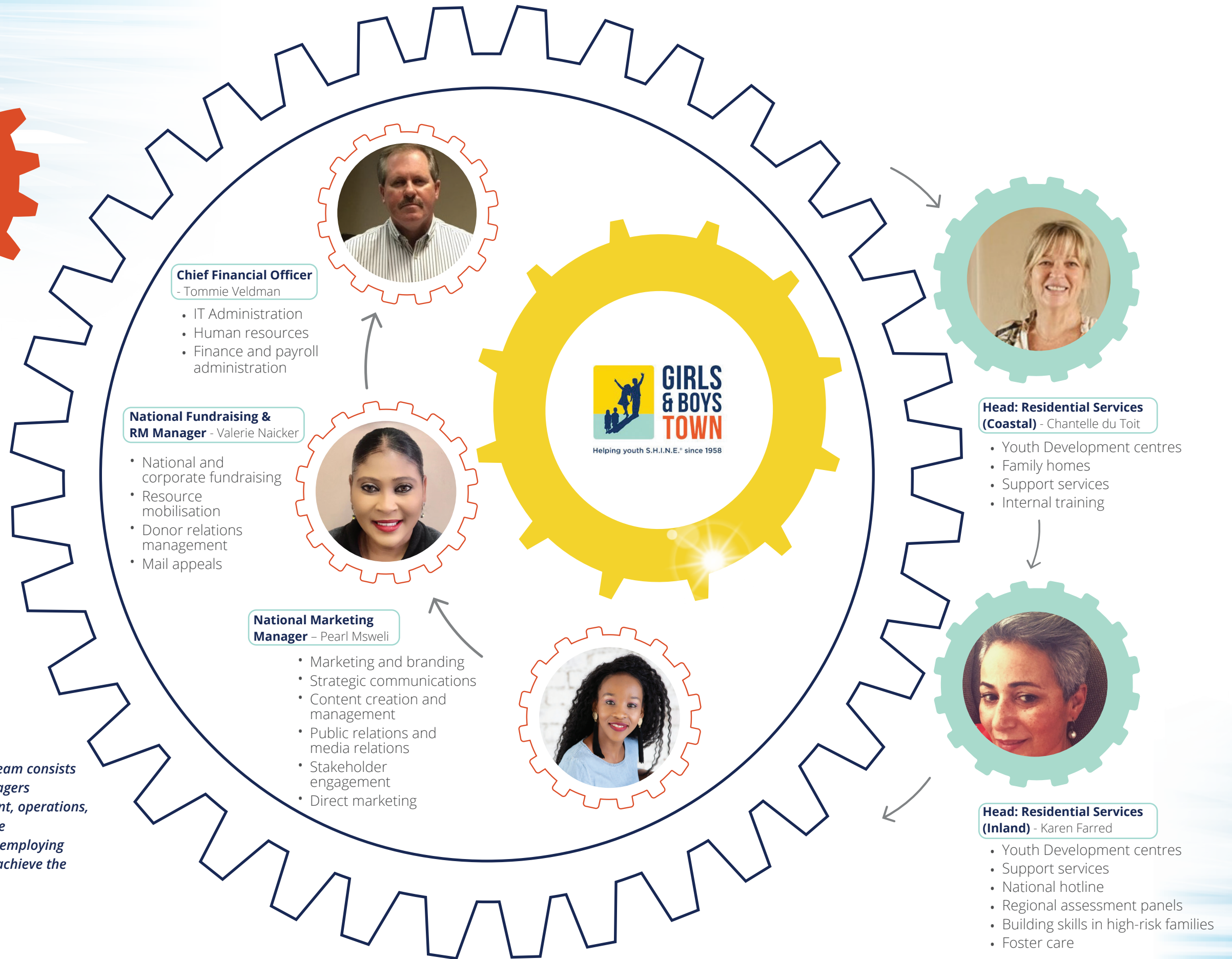
management



**Chief Executive Officer** - Lee Loynes

- Executive secretary
- Corporate governance
- Policy making
- Research
- Programmes and model evaluations
- Overall organisational management

*The GBTSA executive management team consists of the CEO, the CFO and senior managers responsible for financial management, operations, fundraising and marketing. Executive management is also responsible for employing and managing the staff required to achieve the outcomes of each cluster.*





# ORGANISATIONAL

## management – continued

### Human resources

Our staff are at the core of delivering therapeutic care to youth and implementing GBTSA's programmes across all our campuses nationally. Having built credibility and integrity over the past 62 years, GBTSA 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.

GBTSA's human resources management focuses on the following key goals:

- Planning to meet the workforce requirements for the execution of our programmes.
- Acquiring and retaining the talent required to realise GBTSA's strategy.
- Building internal competency to meet key requirements of the organisation.
- Improving performance management and rewards in order to drive high productivity and efficiency.
- Ensuring the smooth functioning of HR processes and systems.

Our human resources policies and procedures comply with relevant legislation in South Africa.

### Our employees

Human resources are the key to service excellence and, unsurprisingly, represent the single biggest cost in GBTSA, consuming 62% of total operating expenditure. It is essential that employees are productive and employee numbers are aligned with the numbers of youth in care.

Emphasis has been placed on employing qualified child and youth care staff, in compliance with standards set by the National Department of Social Development, which licenses all NPOs in the child and youth care field. All child and youth care staff employed at Kagiso and Magaliesburg are now qualified as professional Child and Youth Care Workers.

A staff-optimisation process was implemented in December 2018 to reduce employee numbers. This resulted in efficient operations, ensuring donor funding is used to the maximum to serve youth in care.

As at the reporting period, GBTSA had a total staff complement of 140. Women on our staff outnumber men two to one – a situation that is common in care-giving organisations – and, overall, there is strong representation of all major population groups.

### Internal training and development

GBTSA invests considerably in its human capital through extensive training. Yet we remain at risk of attrition as staff, 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.

We are fortunate that a large number of our senior management have been with us for 15 years or longer, and GBTSA continues to benefit from their skills and knowledge.

Training in use of the Long-term Residential Programme (LTRP) is provided to child and youth care workers who are required to implement it. Other clinical staff also receive training on the circulation model.

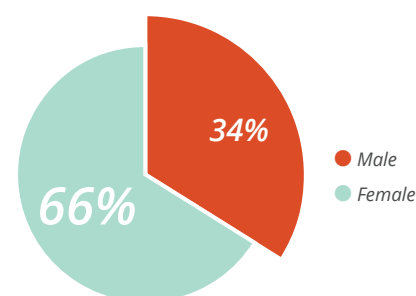
Consultation Model training is provided to consultants and staff who are supervising teams. These are normally GBTSA youth development managers, senior child and youth care workers, senior social workers, and some of our child and youth care workers in family homes.

The Training Institute is the train-the-trainer workshop for staff responsible for performing internal training. These staff are normally consultants and individuals who have demonstrated sound ability to implement the models on which they were trained.

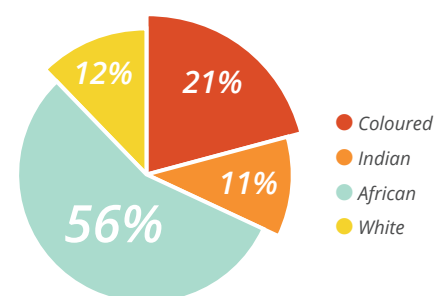
## Training conducted in 2018 and 2019\* (number trained)



GBTSA staff by gender



GBTSA staff by population group



Media training was delivered by our PR partner, Meropa Communications, to equip media-facing staff to handle media interviews and stakeholder engagements. Staff at campuses participated in workshops on self-care and relaxation, and influencing, triggering and changing thoughts.

### Staff turnover

In the past year, a total of 30 members of staff left the employ of GBTSA. The most common reason was resignation, followed by discharge. There has been a transition in leadership on some campuses due to retirement and ill health.

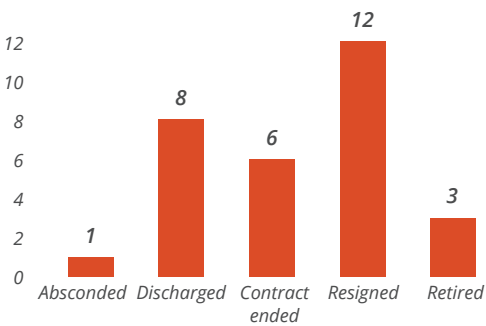


# ORGANISATIONAL

## management – continued

In addition, the implementation of the updated GBTSA HR policy — which applied rigorous approaches towards staff conduct and practices towards youth in care — resulted in staff turnover. This has ultimately achieved a positive shift in organisational culture and the staffing situation has stabilised.

Staff turnover by reason 01 April 2018 – 01 March 2020



### Employee wellness

GBTSA has implemented an employee wellness programme, which aims to improve the quality of life of employees by providing support to alleviate the impact of everyday work and assist with personal and family challenges. Unattended individual setbacks can have a negative impact on the entire work environment, resulting in absenteeism, employee turnover, low morale and higher costs.

Annual wellness days are held across all campuses, affording employees access to glucose, cholesterol and blood-pressure testing in conjunction with healthy activities and nutritional guidance. The idea is to remind all employees to make positive lifestyle choices, such as healthy eating and exercise.

### Health and safety

GBTSA is committed to creating and maintaining a safe and healthy work environment for all employees. We monitor and manage occupational health and safety in the workplace. 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 must be reported, following which the relevant committee undertakes an investigation and recommends remedial actions.

Measures taken to ensure compliance with the latest safety standards of the Department of Social Development (DSD) are described in the property management section below.



### Property management and maintenance

Our therapeutic residential campuses not only serve as places of accommodation, but also as spaces for care, healing and social development. This was the reason for moving from large dormitory setting to a family-style living arrangement.



### Overview

During the past two years, a number of upgrades to GBTSA properties were under discussion, various plans were developed and, in some instances, renovations have taken place. The task is a large one and we need to ensure we have the capacity to focus on it at 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 KwaZulu-Natal region and are exploring how to refurbish the residences and optimally use the land. This is an opportunity to raise the profile of GBTSA across the region and win the support and financial contributions of stakeholders.

Good work has been undertaken regarding the upkeep of other therapeutic residential campuses, although it must be re-emphasised that the cost of building restoration and maintenance of particularly old buildings remains a concern. The partnership with the architectural practice, Boogertman + Partners, has been extremely valuable. They have been generous and gracious in undertaking pro bono design work for the Kagiso, Magaliesburg and Tongaat campuses.

### Tongaat capital campaign

The Tongaat campus is a flagship property, built by Dominican nuns over a century ago. This campus has a rich history and is known for caring for vulnerable youth and creating opportunities for them to grow into responsible citizens.

Due to aging infrastructure and compromised workmanship, some buildings are falling down and a few have been condemned. We have launched the Tongaat capital campaign to raise funds to create a beautiful new facility, purpose-built to allow our young people to heal emotionally and begin to S.H.I.N.E.®. The rebuild of the Tongaat campus will not only preserve KwaZulu-Natal history but will serve future generations of children who desperately depend on our strong grounding to survive and thrive.

With the generous help of Boogertman + Partners and other private sector firms we have created an ambitious, phased plan. While we hope to secure significant corporate and institutional support, a planned crowd-funding initiative will enable ordinary South Africans to give to this worthy cause. We are confident that this project will be successful and are appealing to all South Africans to open their hearts and donate because we believe that every child needs the security of a home. To support us, email: [mailing@gbtown.org.za](mailto:mailing@gbtown.org.za). or visit: [www.girlsandboystown.org.za/townstore-campaign](http://www.girlsandboystown.org.za/townstore-campaign).



# ORGANISATIONAL

## management – continued

### Compliance with new Department of Social Development (DSD) safety requirements

The DSD has tightened regulations for renewed licensing of facilities in the child care sector and is applying these rigorously in an apparent effort to avoid any occurrence similar to the Life Esidemeni tragedy. For GBTSA the financial impact of complying with the new requirements was substantial and the required spending had not been budgeted.

In order to renew our licences, we had to make significant structural and operational changes, including renovations to buildings, the installation of additional fire hydrants and safety doors, the replacement of all mattresses with fire-resistant products, and the training of staff in compliance with the Health and Safety Act.

The DSD contributed towards the costs of safety doors and fire-resistant mattresses but GBTSA had to cover the greater portion of the costs.

### Our fleet of vehicles

Having a fleet of 25 vehicles helps to ensure performance of daily operations, including dropping off and picking up youth at various community schools. We are grateful that donors have generously sponsored most of our fleet.



### Customised ICT solutions

People, process and technology form a triad for excellence. Even with the best people, organisational culture and training, we cannot achieve excellence without quality systems and technology. We pride ourselves on delivering quality technology solutions designed specifically to support our strategic goals and services.

The Information and Communication Technologies (ICT) Department manages all regional and national network connectivity and ensures end-to-end ICT solutions for GBTSA.

iShine is proprietary GBTSA software that allows GBTSA to link every employee's role in the organisation to the goals that drive our strategy, services and outcomes. It provides objective outcomes information which enables the management team to track each employee's performance every month.

iShine consolidates individual employee performance into reports that give leadership a performance pulse: a real-time data stream that pinpoints achievements to be recognised and threats to be addressed.

Each employee has a private and secure iSight dashboard which displays the GBTSA goals and objectives, plus a set of personalised subordinate outcomes that the employee is required to deliver monthly to contribute to the achievement of organisational objectives. A tool set on every dashboard makes it easy for our employees to provide weekly feedback on activities linked to outcomes.



Performance data is consolidated and communicated to leadership monthly, enabling leadership to check the pulse of delivery across the organisation.

iShine ensures that effective and efficient performance reviews occur across the board every month. Because iShine stores each employee's monthly performance scores, this data can be consolidated to inform the annual review of every employee's contribution.

KidShine is a web application that groups therapeutic teams around individual children or young people in our care. It simplifies collaboration across disciplines and makes it easy for every professional team member to track interventions occurring and their impact. It also makes it possible for team members to visualise all the work groups they are connected to and the tasks for which they and other team members are responsible.



# COMMUNICATIONS

## and Marketing

GBTSA makes every effort to engage with our stakeholders, and this biennial report provides an in-depth account of our work as part of our endeavour to be accountable to those who help us succeed. We are considering producing the report on an annual basis in future as we strive to embody the King IV™ reporting framework.

We have recently launched a quarterly online newsletter for stakeholders that we hope it will help to share our unique research and practice models more widely and put GBTSA at the forefront of youth development.

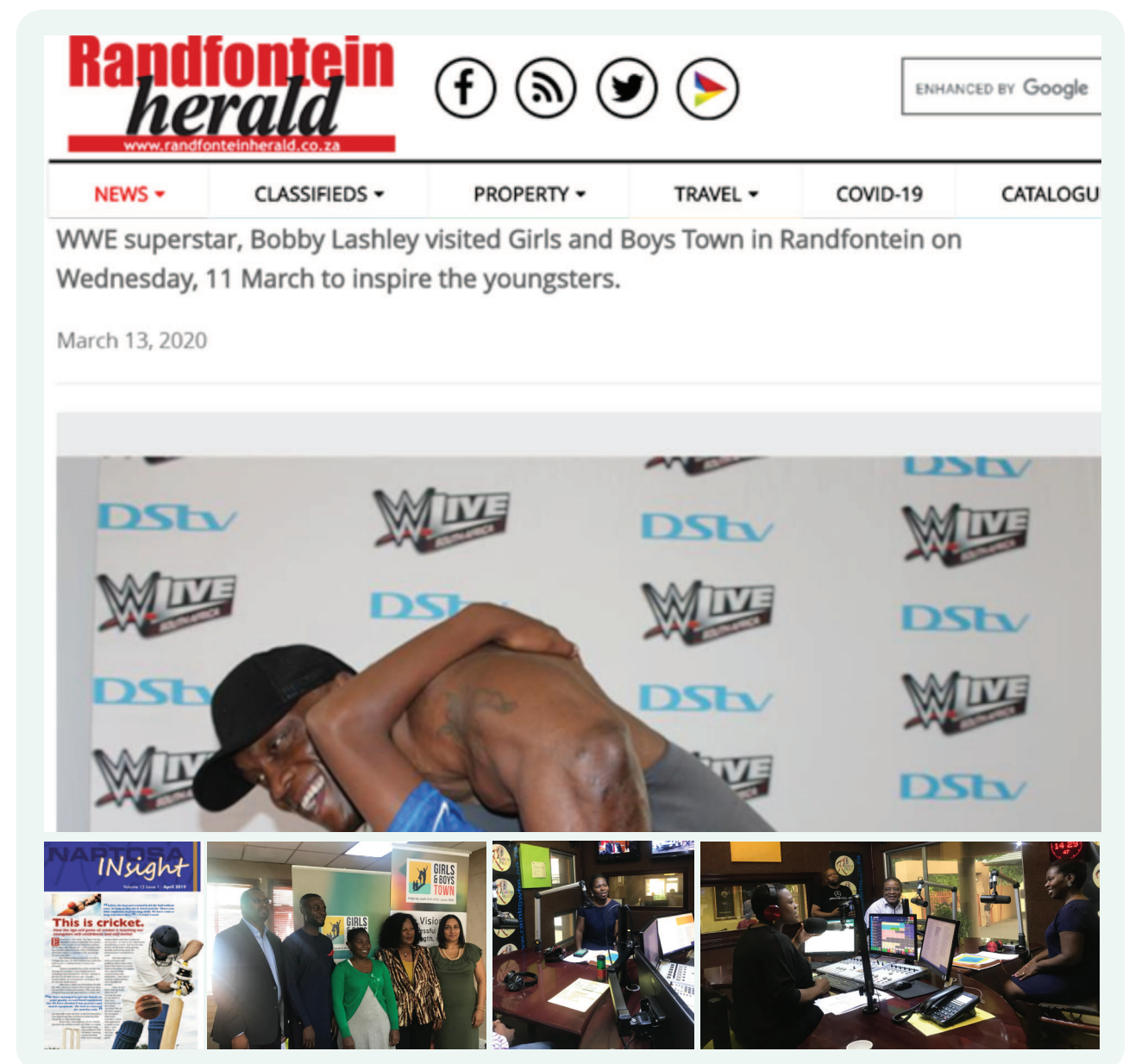
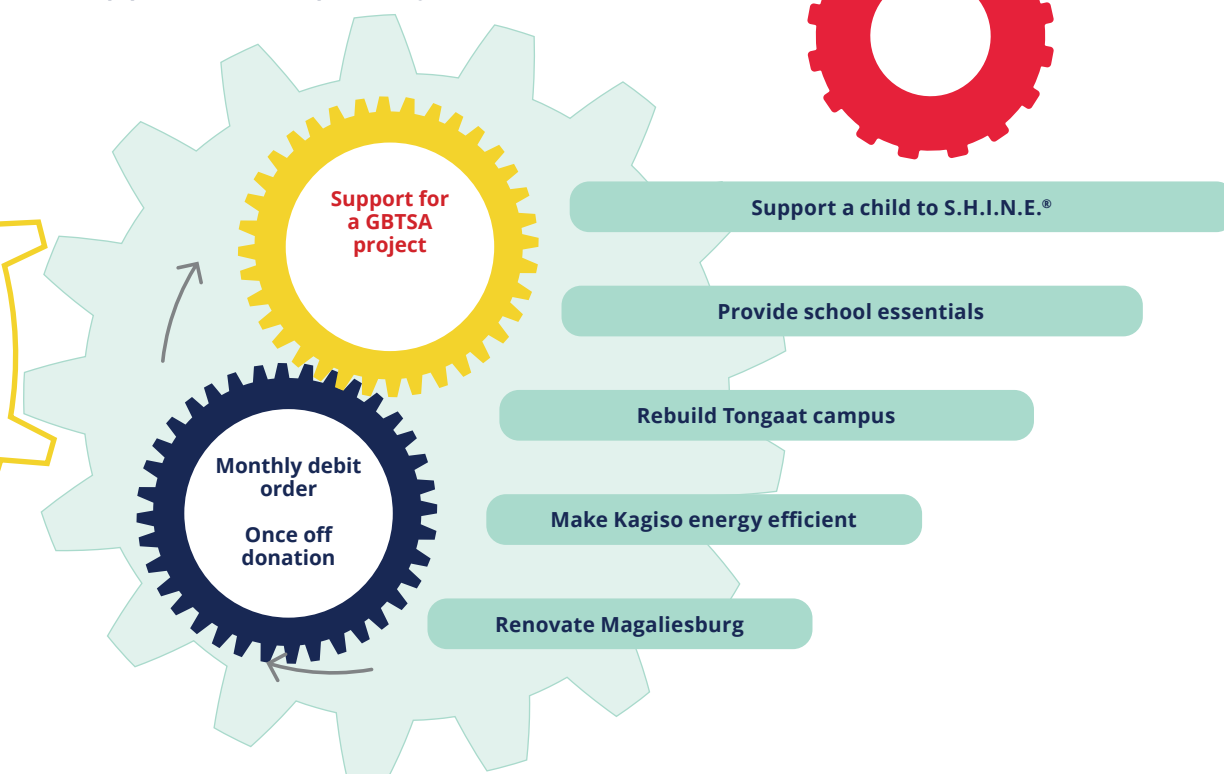
Our donors are a very special group of stakeholders and we attempt to share with them the fruits of their investment through our quarterly tabloid newsletters and mail appeals. These publications are presented largely from a beneficiary point of view, relating the achievements of our youth and developments that affect them. We have launched e-mailers to engage our supporters and we communicate our campaigns through digital newsletters, which also direct readers to the GBTSA website for further information.

GBTSA has received assistance from various media houses that have enabled us to share our message with mass audiences through radio, print and television commercials and out-of-home advertising.

Social media as well as the website increase our daily engagement with supporters. They enable us to share visual content, which often holds most appeal and is best remembered. We try to keep our messaging relevant, sensitive and responsive to current issues that impact on the youth.



### How supporters help our youth S.H.I.N.E.®



### Meaningful marketing

The Sponsor a Child campaign extended the reach of GBTSA's communication in the year under review. The support of Primedia Broadcasting, Primedia Outdoor and the Adreach group meant that GBTSA's exposure was amplified, resulting in favourable advertising value. These media platforms afforded GBTSA an opportunity to showcase the work of the organisation and market GBTSA to potential corporate donors, development institutions and general mass audiences.

The Sponsor a Child campaign featured:

- A marketing focus to increase GBTSA's brand recognition.

- Leveraging collaborations and cause-related marketing opportunities as a platform for investment in GBTSA's youth-development programmes.
- Opportunities for advocacy on youth-related issues, which helped position GBTSA as a thought-leader in the field.

For our donors, the value of donating to GBTSA lies in:

- Clear impact: Our donors support programmes that transform lives in measurable ways in some of South Africa's most-impovertised areas.
- Public recognition: They gain visibility as a leader in social responsibility through joint public relations and marketing campaigns.



# STAKEHOLDER

## engagement

### How we engage the public and stakeholders

Service organisations like GBTSA relate to communities and a range of stakeholders not only through targeted communication activities but also through the services that lie at their heart – in this case our work with children, young people and their families, our outreach to communities and our national Hotline Service.

When it comes to the broader public – beyond the direct reach of our services – GBTSA's work lends itself to storytelling as a method of communication. There are many stories contained within our campuses, and a good many have inspirational endings. While respecting and protecting the rights of individual beneficiaries in terms confidentiality and privacy, we use many of these stories to foster pride in our achievements and to win new supporters. We enjoy good relations with the media and they generally support us through honest reporting. Our media interactions are always protective of the rights of our beneficiaries and their families.

Wherever possible we broadcast interviews. Media are generally engaged through our PR service provider which issues media releases and secures interviews for the CEO. We always aim to respond to the media promptly, accurately and honestly – and to amplify some of the issues raised through our stakeholder publications and social media.

Social media continues to provide opportunities for us to share information with agility and cost effectively. It has also become an easy access for enquiries by the public who need assistance with youth matters. They provide a unique opportunity for feedback and we value this two-way engagement. We embrace diverse opinions, but do not tolerate bullying, racism or hate speech and, therefore, have filters that monitor and remove offensive comments.

Our teams develop compelling fundraising campaigns, nurture relationships with our supporters and seek meaningful partnerships with government bodies, agencies, media, corporate social investors, private individuals, philanthropists, trusts and foundations as well as other stakeholders.

Our regional fundraising teams engage with the public consistently through various activations and initiatives. We also publish a monthly internal staff communique, Staff Zone, to keep all staff aware of what is happening at GBTSA. We pride ourselves on transparency and consider ourselves accountable to our donors and supporters. Our CEO communicates personally with any donor who might have negative or critical feedback.

### The value of partnerships

We are truly grateful for partnerships that contribute significant pro bono services and do not take for granted the generosity and commitment of service providers to GBTSA as they deliver above-and-beyond what we could ever have hoped for.

- The Department of Social Development, as the regulatory and licensing authority that oversees, registers and subsidises centres, is a valued partner. Stable relationships are especially important in a context where policy and funding conditions are undergoing change.
- We have established a relationship with Monash University as a placement partner for child and youth care students. This helps GBTSA identify suitably qualified workers for future employment. One of our Youth Development Managers serves on the Monash University Advisory Board.
- Boogertman + Partners have generously provided architectural support for the renovation and reconstruction of our campuses in Gauteng and for the major redevelopment in Tongaat.

- Anglo American has made a substantial contribution to our evaluation and research cluster with a donation of R330 000 for 2018/19 and a similar amount for 2019/20.
- We also have a research partnership with the University of Johannesburg (UJ) which was described earlier in this report.
- KFC, Add-Hope not only provides funding for our food budget, but donates chicken for special occasions, like graduation and awards ceremonies.
- The support of Primedia Broadcasting, Primedia Outdoor, DSTV and the Adreach group meant that GBTSA's exposure was amplified, resulting in favourable advertising value. These media platforms afforded GBTSA an opportunity to showcase the work of the organisation and market GBTSA to potential corporate donors, development institutions and general mass audiences.
- We have established a relationship with House of Brave as an agency partner to help us develop GBTSA's marketing strategy.

### GBTSA's methods of engaging stakeholders



#### It's your last chance to give in 2019!

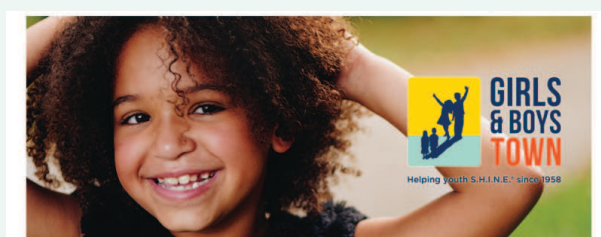
We are incredibly grateful for everything our community of donors, companies and individuals have contributed to, this year at GBTSA and made it possible for our youth to achieve their milestones.

In case, you have not yet made a donation in 2019. Here are **FIVE** great projects that could still use your support this year—and if you start a new monthly donation for any one of them, your initial gift will be matched 100%. You are also more than welcome to contribute to all of them, should you wish to do so.



"We feel that contribution to younger generation is contributing to the future. We always believe that the background of a person should not define who the person becomes. Having no support, nor opportunity can mean that one's dreams are shattered and can be the end of their world. GBTSA is doing real work in transforming young people's lives to be better people in their communities. We need communities that can add value to those who are vulnerable and when women support each other, incredible things happen!" You can also make your mark and support a child at GBTSA.

Support a child



#### HARD TIMES REAP REWARDS

A man who can wholeheartedly adopt three children and raise them to be responsible young adults has to be pretty special, particularly when his own start in life was a shaky one, writes Lee Currie.



# FUNDRAISING

GBTSA operates in a complex ecosystem and functions optimally through strategic partnerships and collaborations. Nowhere is the spirit of collaboration more evident than in fundraising and yet — despite the generosity of funders — the mobilisation of funds remains extremely challenging.

GBTSA's five-year sustainability strategy requires a systematic, predictable and well-coordinated approach to soliciting, acquiring and retaining donors. The overarching goal is to develop a stable and growing base of sustainable revenue that will cover programme and operational costs. The strategy also focuses on reducing expenditure via cost savings.

We are more confident in implementing actions to achieve the following strategic objectives:

- Diversifying revenue sources.
- Stabilising income from diversified funding sources.
- Reducing dependence on state subsidies and institutional funding.
- Increasing contributions with a long-term commitment: by debit order, stop order, declared EFT and credit card payment.

- Developing capacity to generate revenue for the long term.
- Drawing more on GBTSA's natural appeal to religious and other “like-minded” networks.

The 2018/19 financial year proved successful for the fundraising unit, which mobilised R30.65 million and achieved its income target.

For 2019/20, GBTSA had set a fund-raising target of R36.4 million. Our actual funding amounted to R29.3 million. Although our strategic planning had taken account of slow economic growth, we had not foreseen the negative impact that electricity load shedding would have on business.

The reporting period saw an increase in bequests and legacy donations to GBTSA. We continued to organise our “Teas and Tours” activations, when our valued donors are invited to our campuses to see first-hand how their generosity is benefiting others.



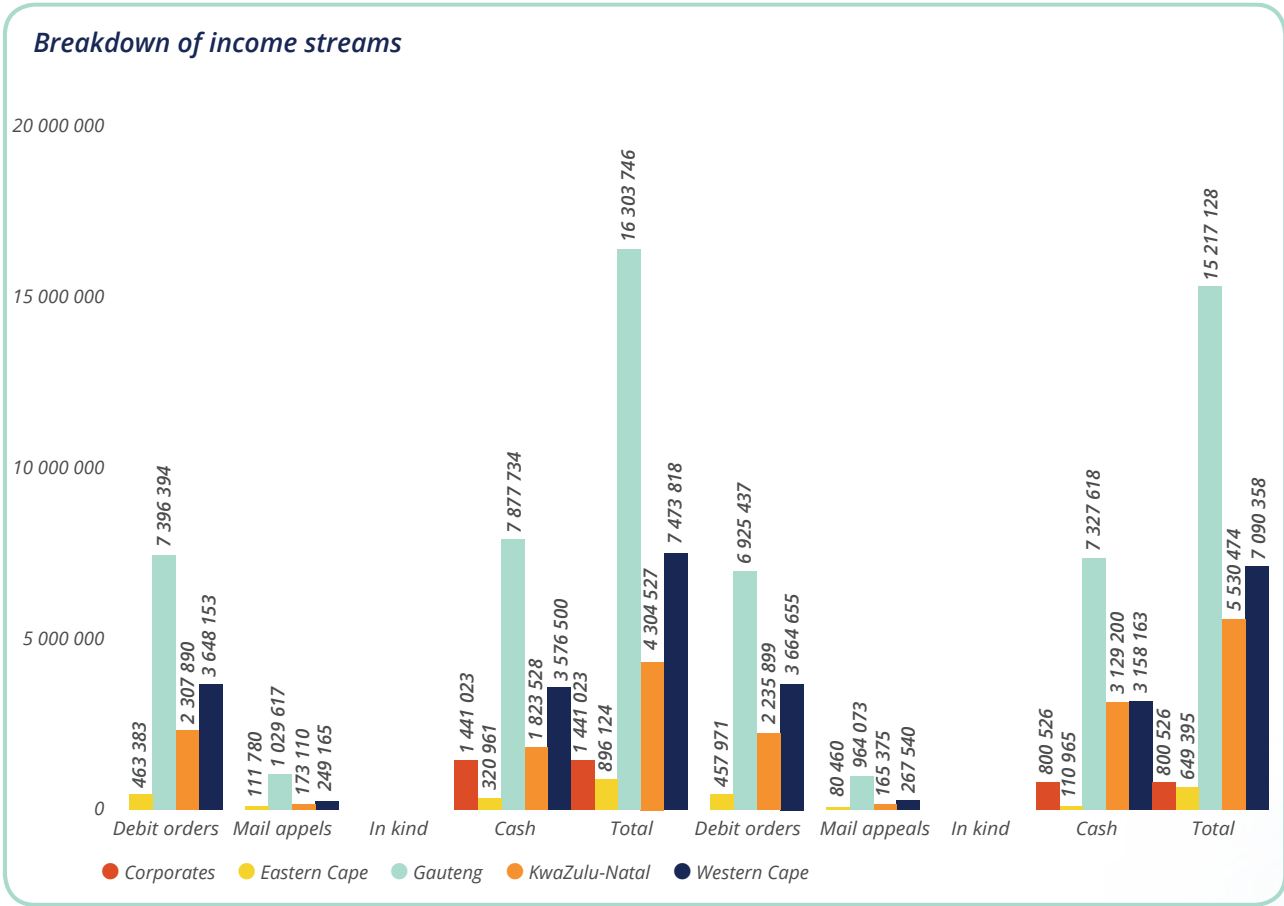
## Going forward

In terms of our five-year strategy, key objectives for 2020/21 were to:

- Focus our fundraising activities on cultivating new corporate partnerships.
- Streamline our fundraising events and continue to improve return on investment.
- Generate higher levels of unrestricted income.
- Continue to focus on cost efficiencies.

However, as the 2019/20 financial year drew to a close, the catastrophic threat of the COVID-19 epidemic was becoming apparent to South Africans. GBTSA recognises that this will fundamentally redefine the fundraising environment for the coming financial year and we will need to be flexible in how we pursue our objectives.

## Fundraising totals by source 2018/19 and 2019/20



Funds are raised principally through strong corporate partnerships, fundraising and fundraising events, trusts, legacies and bequests and individual donors.



# CORPORATE

## *governance*

GBTSA is constituted in terms of a memorandum of incorporation (MOI) which sets out the structure of the organisation and its governance mechanisms. The Board composition reflects the appropriate mixture of knowledge, skills and experience envisaged in the MOI. It has become more diverse in terms of race, age and gender and benefited from this in terms of different insights and perspectives.

The religious roots of GBTSA are reflected today in the deeply ingrained values and moral culture of now non-sectorial organisation. Our membership comprises individuals from various religious orders and serves the additional purpose of ensuring smooth succession over the years.

The relationship between management and Board members is one of confidence and trust. The health of the relationship is evident in the quality of discourse and collaboration.

Regional Committee members play a significant governance role and the three regional Chairs serve on the National Board as trustees.

This is the first report in which GBTSA has adopted the integrated reporting framework. We have taken guidance from the principles of the King IV report on Corporate Governance in identifying areas where application of these principles can be enhanced.

### **Governance structure**

Governance of GBTSA is exercised through a Board consisting of 15 members, who volunteer their expertise and services pro bono. The Annual General Meeting (AGM) is responsible for electing Board members and approving formal resolutions that guide the organisation.

While trustees and board directors have many differences, they also share a fair amount of similarities. Trustees' primary duty is to the beneficiaries of the organisation, whereas, Board members are responsible for ensuring that the organisation follows the policies that they establish and always adheres to the organisation's mission.

Nomination as a trustee is in writing, is signed by the nominator and any voting member of the organisation, and is accepted in writing by the candidate. The Board elects the Chairperson annually and David Daniels currently holds this position.

The CEO, with the help of Company Secretary, assumes responsibility for an informal induction programme, which provides new Board appointees with a comprehensive briefing on GBTSA strategy, financials and accounts, as well as operational activities. Before on-boarding, a prospective Board member attends Board meetings as observers. Board members take an oath of confidentiality and complete a form for submission to the Director General of the Sexual Offenders unit to obtain clearance against the Child Abuse Register.

### **Responsibilities of the Board**

The Board provides strategic guidance and maintains close oversight of the activities of the organisation through at least four scheduled meetings a year. Formal Board committees are maintained for the following functions: operations, capital projects, audit and risk, investments, and human capital. These committees meet quarterly and formal minutes are recorded for each meeting.

The Board approves the annual budget presented by the CFO. Any expenditure outside of the approved budget must be authorised by the Board. The Chair of the Board and the CEO ensure that management and governance functions are independent and that control of the organisation is vested primarily in its members – meeting at the AGM – the Board and executive management. This structure ensures that no individual exercises unfetter powers of decision-making and that members of management exercise authority within the guidance of a strategic framework and clear plans.

The various committees of the Board hold executive management to account for compliance with all legislation, regulation and policies. The governance structures strive to achieve transparency, accountability, integrity and ethical leadership. They provide practical guidance to senior management about the sustainable development of GBTSA's programmes.

The Board reviews and evaluates GBTSA's finances, capital projects as well as principles, policies and practices adopted in the preparation of the accounts of the organisation. It ensures that the annual financial statements of GBTSA and any other matters relating to its financial performance comply with statutory requirements.

### **Company Secretary**

The CEO and the Company Secretary ensure compliance with relevant legislation and regulations. They are also responsible for continually updating the Board on regulatory and legislative developments. The Board includes members who have served on boards of listed companies and are well informed about corporate governance practices and requirements.

### **Risk Management and Internal Audit**

The Board and the audit team provide assurance that risks are managed appropriately. The Board is responsible for the oversight of risk and has delegated this responsibility to the Audit and Risk. The Board is also responsible for ensuring that GBTSA has implemented an effective policy and plan for managing risk, and that disclosures regarding risk are comprehensive, timely and relevant. Management is responsible for designing and implementing risk-management processes as well as monitoring ongoing progress in this respect. Management regularly reviews the organisation's risks to ensure that mitigation strategies are being implemented.

In terms of audit oversight, the role of the Audit and Risk is to:

- ❖ Review the principles, policies and practices adopted in the preparation of the accounts of the organisation and to ensure that the financial statements of GBTSA and any other formal announcements relating to its financial performance comply with all statutory requirements.
- ❖ Review the work of the GBTSA's auditors to ensure the adequacy and effectiveness of the organisation's financial management controls.

GBTSA retained the services of BDO for the conduct of internal audits during the reporting period. The audit is closely aligned with the GBTSA risk list, and findings identified are incorporated and managed as part of the risk mitigation process. Focus areas for the reporting period were: operational stations, income, expenditure, ICT and brand reputation.





# CORPORATE

## *governance – continued*

### Board reflections on reporting period

The audited financial statements of GBTSA for the reporting period confirm the organisation's financial state, good business practice and responsible guardianship of assets.

The financial year was challenging for non-profit social service providers, and the child protection and development sector in particular. Political tensions, uncertainty in the approach and commitment of DSD to the residential care sector, delays in subsidy payments, insecurity regarding DSD policy, cautious sponsorship by business and individuals, rising costs and a competitive fundraising environment combined to generate uncertainty and unease. GBTSA held firm to the value of residential care for youth, where circumstances require this, and the right of youth and families to access this service.

Financial sustainability and service survival are familiar challenges for non-profit organisations, though possibly never more so than now. Anticipating reduced operational income for 2019/20, GBTSA implemented strategies to improve financial sustainability, including:

- **Collective advocacy and lobbying on a range of operational blockages and social issues.**
- **Programme adjustments to encourage responsibility in youth.**
- **The research partnership with UJ that provides evidence for aspects of best practice.**

The financial fitness of an organisation depends largely on the cooperation and adherence of staff to budgets and their contribution of ideas on how to do things better. We are thankful to our dedicated staff who appreciate their role in the financial sustainability of the organisation.

We acknowledge the financial leadership and expertise of National Board Members, who serve in a voluntary capacity and have been generous with their time and knowledge.

### Board responsibility statement

While our independent auditors have audited our financial information, we have, in the interests of optimising the use of funds, not sought further independent verification for the biennial report 2018/19 to 2019/20. However, the report is thoroughly verified internally and both executive management and our Board have assured themselves that all material aspects pertaining to GBTSA have been covered comprehensively.

The Board of Trustees of GBTSA acknowledges its responsibility to ensure the integrity of this report and confirms that this biennial report addresses all material matters and provides a balanced overview of the organisation and its prospects. The Board has approved this report for publication.

### ICT operation and risk management

The ICT department manages national and regional network connectivity. It ensures that the network infrastructure, data storage facilities, procurement of hardware and software, and maintenance are all centrally managed at head office. Data storage capacity includes the fundraising server, research database, and the Kidshine & iShine databases.

Video conferencing facilities have been put in place to save costs related to travel and accommodation for meetings.

We have ensured that all learning support centres and family homes are equipped with computers and internet access. In all, GBTSA has about 140 laptop and desktop computers at its various offices and campuses. We are exploring fibre links to all campuses and offices in order to combine network and telephony systems.

The IVORY system is our in-house fundraising app, which has served as a donor management system since 2005. Data is frequently verified and updated and is appropriately protected. Our usage of information is in compliance with the Protection of Personal Information Act (POPIA).

GBTSA has a disaster recovery plan (DRP) which deals with GBTSA's ability to withstand a disaster as well as recovery processes to be followed in event of a disaster. The plan would:

- **Prevent the loss of resources such as hardware and data.**
- **Minimise system downtime.**
- **Keep affected aspects of GBTSA running.**

The measures taken by the ICT Department have ensured that the ICT systems are integrated, intellectual property is protected, connectivity with campuses has been improved and ICT due diligence has been completed.

### Members of the Board of GBTSA

**David Daniels** -- David has been a GBTSA Board member for more than 30 years and has served several terms as Chairperson. He has played an integral role in the growth, development and transformation journey of GBTSA. His key contributions include the expansion of service offerings, the inclusion of girls as beneficiaries, the establishment of new projects at learner support centres in Macassar and Kagiso, and measures to promote financial sustainability. His qualifications include a Master's degree in City Planning (University of Cape Town), Master's degree in Urban and Regional Planning (Massachusetts Institute of Technology), and a BA degree from the University of the Western Cape.

**Adèle Thomas** -- Adèle is Professor in the Department of Industrial Psychology and People Management, University of Johannesburg. She is a former Director of Wits Business School and former Director of the Johannesburg Child Welfare Society. She holds BA Social Work (cum laude), MA (cum laude), MBA, MA Creative Writing, and DLitt et Phil degrees. She spent time abroad as a Post-Doctoral Research Fellow at Boston University. She has researched affirmative action practices and diversity management in top companies in South Africa. Her areas of research and teaching also encompass organisational culture, corporate social responsibility, corporate governance, business ethics, and governance at universities. Adèle has consulted to prominent organisations and blue-chip companies, including Absa, The Chartered Accountants Medical Aid Fund, the Compass Group, the Clicks Group, the Department of Labour, Discovery Health, First National Bank, Nampak Ltd, Grey Worldwide, NamiTech, Pfizer Laboratories, Sasol and Standard Bank.

**David Jule Bergman** -- David was Senior Manager Investments for General Mining Union Corporation, Managing Director of Genbel Investments Limited, and Group Financial Director for the Alexander Forbes Financial Services Group. He has held numerous board appointments for listed and non-listed companies, and is a non-executive director of HDI Global, Land Bank Insurance and Land Bank Life Insurance companies. He is a Chartered Accountant and holds a Higher Diploma in Tax Law (University of the Witwatersrand).

**Sister 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 the Boarders' Mother at Assumption Convent boarding school. She started the Johannesburg Catholic School Council and managed it for eight years. She holds BSc and BEd degrees from Rhodes University and has a diploma from the Institute of St Anselm in Mill Hill, London. She completed a semester programme with the Maryknoll Institute of African Studies at St Mary's University of Minnesota and Tangaza University College in Kenya.

**Eugenie Smith** -- Eugenie has extensive experience in the area of financial and HR control of major works contracts. She has held positions at the Department of Public Works, Trust Building Society, National Research Institute for Oceanology, Ninham Shand, and the Cape Town Child Welfare Society. Eugenie has served as Principal Officer at Child Welfare Pension and Provident Funds and Chairperson of the MSP/Sizwe Medical Aid Regional Committee. She is a board member of Stellenbosch Hospice NPC and Heartlands Baby Sanctuary. She holds a BA and BA Honours from Stellenbosch University.



# CORPORATE

## *governance – continued*

**Jacqueline Cecilia Michael** -- Jacqueline is a senior supervisor at Jewish Community Services, a social work consultant to the Johannesburg Parent and Child Counselling Centre and a mentor who specialises in on-boarding directors and social workers. She also assists organisations manage funds received from trusts and the KFC Add Hope campaign. She previously worked at GBTSA as a Youth Development Manager, having started as a social worker in various children's homes. She helped set up an adoption and child protection agency under the auspices of Johannesburg Parent and Child Counselling Centre and chaired the organisation for 15 years. She has worked as a consultant to the Coalition of Anglican Children's Homes (COACH). She was a co-founder, with the Minister of Social Development in 2001, of an NPO for community projects in the Free State and Eastern Cape. This assisted communities affected by poverty and HIV to care for their children. She holds a BSc from University of Pretoria, Honours in Social Work, an Advanced Diploma in Business Administration and a Master's in Child and Youth Care.

**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 Master's in Human Resources: Industrial Psychology from Rand Afrikaans University and B Admin and B Admin (Hons) in Industrial Psychology from University of the Western Cape.

**Lee Loynes** -- Lee joined GBTSA in 1993 and has been at the helm as CEO since 2007. Prior to that, her career focused on education and counselling. She trained as a clinical therapist and is working towards her PhD. Lee is honoured to be a role player in the youth-care field where her goal is to find solutions that give challenged youth a better chance at life. Her educational background includes Honours in Social Work from the University of the Witwatersrand and a Master's in Child and Youth Care Administration from Nova University in the US.

**Mario Colussi** -- Brother Mario serves as the Secretary of the Catholic Religious Institute of the Marist Brothers, Province of Southern Africa. A school teacher by profession, he worked in Kenya for eight years, where he contributed to the religious and professional formation of Young Brothers from 12 African countries. Since returning to South Africa, he has managed transformation workshops for teachers in Marist schools. He has a BSc from the then University of Natal, a Post-Graduate Diploma in Education from UNISA, as well as two Master's Degrees: an MEd (Wits University) and MPhil Theology (St Augustine).

**Marko Mhara** -- Brother Marko has worked in Swaziland and other parts of Africa as a teacher in religious education and as a field researcher on children at risk and orphans. He is co-ordinator of the Sport for Good Youth Programme Youth Care in collaboration with Nelson Mandela Children's Fund. Brother Marko has also undertaken monitoring and evaluation of food distribution in Catholic Rural Schools for USAID Southern Africa, working with youth on the streets and developing vocational skills of orphans and children at risk. He serves as Salesian Brother of Don Bosco. He holds a Diploma in Philosophy, UNISA Certificate in HIV/AIDS Counselling, and a certificate in mediation skills, Diploma in spirituality, youth ministry and youth education, all from Tangaza University College in Kenya. He also holds a BA in Management and Leadership from DePaul University in Chicago.

**Michael Joseph de Klerk** -- Michael is an experienced educationist who has served in schools and institutions across southern Africa. He is a member of the boards of the Rural Education Access Programme (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 the University of South Africa.

**Pat Pillay** -- Pat has served GBTSA for over two decades, helping ensure optimal management of homes in Glenwood and Verulam. In his capacity as Principal of the youth development centre, Tongaat, Pat warmly welcomes youth into their new homes and endeavours to secure placement in appropriate local schools. He is a retired school principal and holds several qualifications, mostly in education, including a BA from University of Durban Westville.

**Robert Gore** -- Father Robert's rich background in education, as a teacher and principal, has equipped him for his contribution to GBTSA. He was the director of a child-care programme in Cape Town and the Bosco Youth Centre in Gauteng. He holds an Honours degree from Maynooth University in Ireland and a BA and education qualification from the University of South Africa.

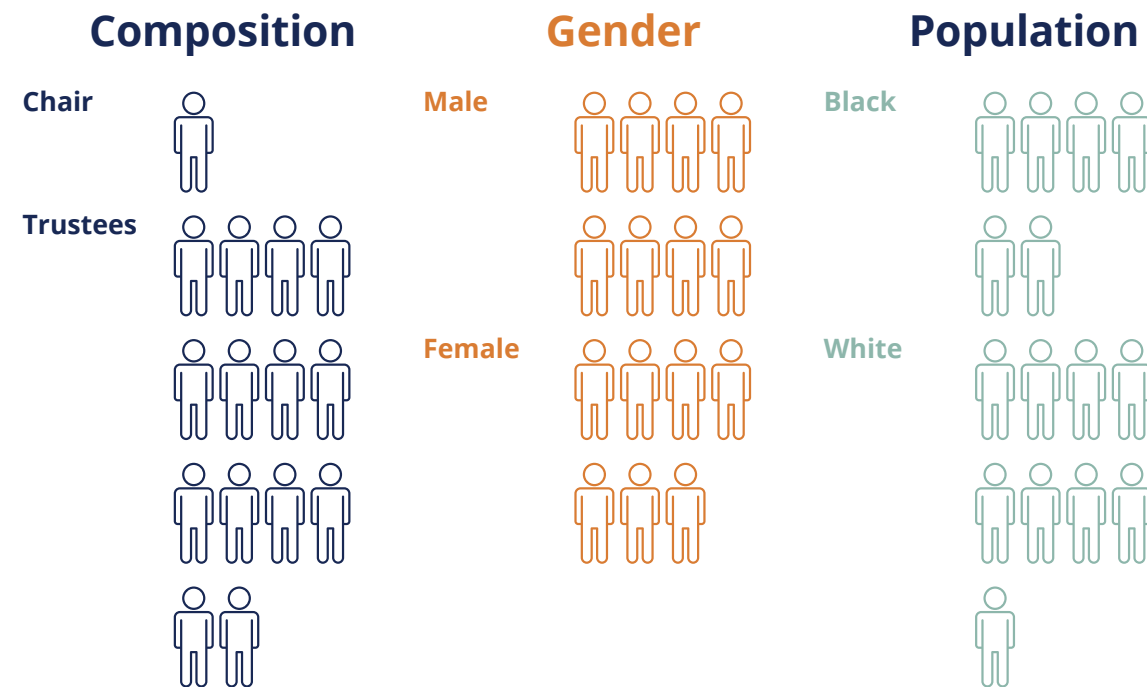
**Shimi Donald Kau** -- Donald has a long history of serving young children lacking home support. A scholarship from the Gifted Child Programme instilled in him the values of mentorship and stewardship of young children who lack basic homecare. Donald previously worked as a Communications Officer in Transnet's Corporate Social Investment Division and was an Executive Director at Meropa Communications. He holds a Diploma in Public Relations Management from the University of Johannesburg.

**Sister Velephi Venencia Mthembu** -- Sister Velephi entered the convent in 1992 and is a physiotherapist at King Edward VIII Hospital. She studied at the University of KwaZulu-Natal for a year before she headed to New York to complete her studies in biology and obtain a Master's 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. She has worked in orphanage, preschool and basic education projects.

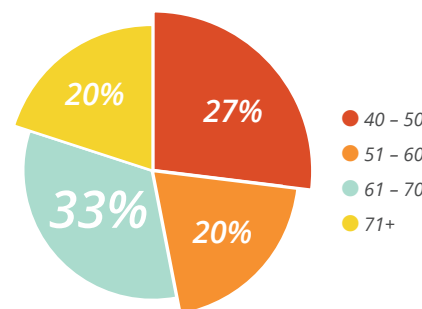




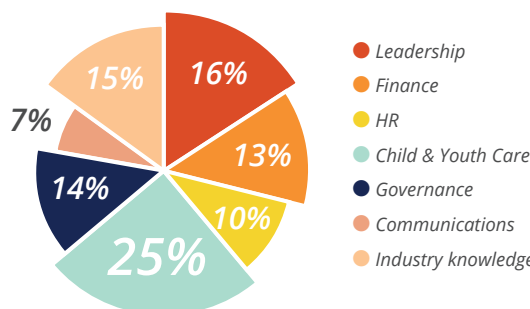
## The GBTSA Board at a glance



Age of Board members



Areas of expertise



## Developments related to income

Extensive information on income generated by fundraising activities has been provided in the fundraising section of the report (page 40). It is important to highlight the significant decline in debit orders as long-standing donors have passed away or reach a stage where they are no longer able to contribute. This, combined with the devastating impact of the COVID-19 epidemic on the business sector and individuals, could present a serious threat to GBTSA going forward. However, the epidemic has sensitised many middle-class people to the grave inequalities in our country and there is an opportunity for GBTSA to position itself as an organisation that helps build a more equal society.

Campuses apply every three years to the Department of Social Development (DSD) for re-registration and annually for renewed funding of their activities. The DSD completes a full inspection of our buildings and our services. Our business plan, the DSD inspection report and a report from Department of Health inform the decision whether to register and fund us for a further three-year period.

In the period under review, funding from the DSD for our Kagiso facility changed significantly. The per-capita funding was reduced from 70 to 40 youths because the campus had to cut numbers while the residence was being renovated. Campus management has worked with DSD to gradually increase the number of subsidised residents. Registration of the Kagiso campus has been a challenge and admissions will increase once the new registration certificate is issued.

Magaliesburg campus was on course to complete its re-application for registration in April 2020. This campus has remained fully funded by the DSD.

The KwaZulu-Natal campus received subsidy for 45 youth and two social workers. In October 2019, the provincial DSD increased its subsidies along with its service expectations and reporting requirements. These now include:

- The provision of integrated assessments by psychologists, psychiatrists, occupational therapists, doctors and nurses.
- Compliance with nutritional requirements set out in DSD regulations. These address specific needs of youth with chronic illnesses and disruptive behaviour disorder.
- Adherence to occupational health and safety standards.

The KwaZulu-Natal region's new business plan has been submitted and we have since received conditional registration.

Western Cape received a subsidy for 60 youth and two social worker posts. The full subsidy is only paid if there is 90% occupancy on campus, otherwise pro rata subsidies are paid. This creates some difficulties because, in terms of the Children's Act, we are expected to keep beds available for up to six months when youth are on leave of absence with their families, a step that is critical to our goal of reunifying youth with their families in a well-planned disengagement process.

## Managing operational expenditure

Residential service is an expensive model of care and the cost of having a child in care increases along with inflation in the cost of fuel, electricity, food and education.

Campuses have made a concerted effort to reduce costs by monitoring and managing the use of resources. This is difficult as some resources — for instance, vehicles — age and become more costly to run and repair. Stricter controls have been introduced to reduce unnecessary trips and driving. Co-operation between the campuses is encouraged to assist each other with drop-offs and pick-ups of youth, and trips to head office. Bulk buying of groceries to reduce costs is undertaken and orders are checked and approved by the Support Services Manager and Youth Development Manager to ensure that only essentials are purchased. School fee exemptions are applied for annually to reduce the strain on our education budget.

## Conclusion

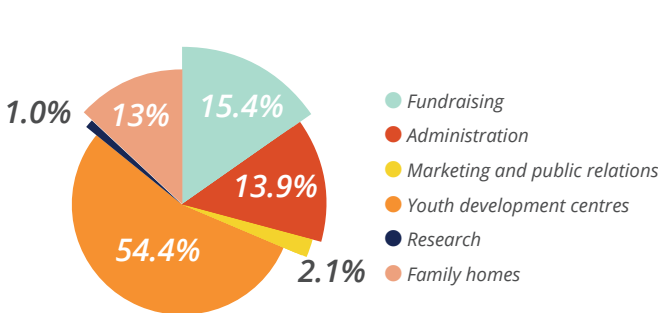
Financial operations will retain a keen focus on minimising reliance on non-sustainable funding while maximising fundraising in areas that can continue to provide funding. Prudent financial management is continuously being enhanced through the implementation of relevant cost-saving strategies, dynamic management across our operations to align use of resources with the number of youth in care, and efforts to increase overall productivity.



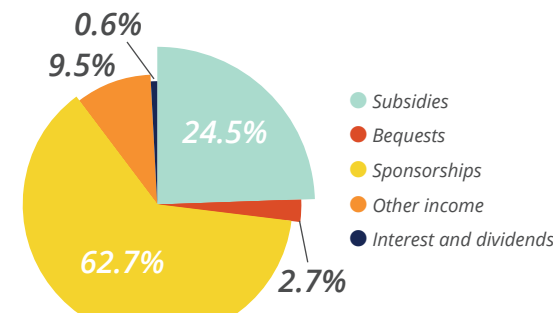
# FINANCIAL OVERVIEW

Financial report – continued

Cost distribution to 31 March 2020



Revenue resources to 31 March 2020

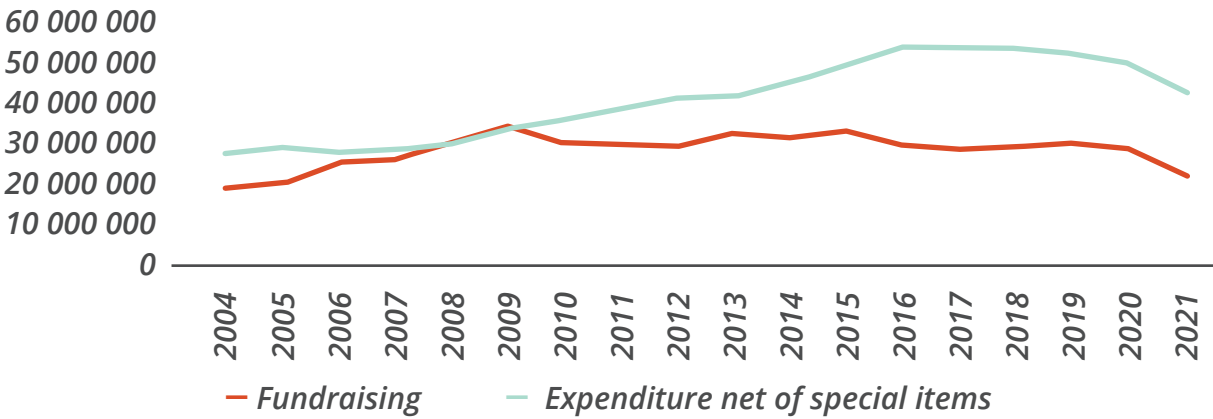


## Cost distribution

	2019/20 R	2018/19 R	2017/18 R
Fundraising	7 924 654	8 000 430	6 960 033
Other	6 975 562	7 175 701	6 345 076
Marketing and public relations	1 097 647	1 017 547	1 133 495
Youth development centres	28 014 305	26 460 074	25 502 016
Research	528 913	2 119 434	2 568 607
Family homes	6 734 682	6 935 391	6 686 262
Training	-	2 613 385	2 314 441
Family services	-	-	3 335 979
	51 275 763	54 321 962	54 845 905

Since 2017 a concerted effort has been made to save on costs hence the downward trend on expenditure. In 2018/19 the family services division was incorporated into the youth development centres. In addition the quality services division was restructured and also incorporated into the youth development centres. A strategic decision was taken to close the training division in December 2018.

Income versus expenditure trend (R)



There is a continuous lack of growth in our fundraising income versus an ever increasing expenditure trend. This has been constantly managed by reducing costs and a concerted effort to maximise fundraising income.

# FINANCIAL OVERVIEW

Independent auditors' report

## To the trustees of Girls and Boys Town South Africa

### Qualified opinion

We have audited the financial statements of Girls and Boys Town South Africa (the Association) set out on pages 8 to 30, which comprise the statement of financial position as at 31 March 2020, and the statement of surplus or deficit and other comprehensive income, statement of changes in equity and 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 section of our report, the financial statements present fairly, in all material respects, the financial position of Girls and Boys Town South Africa as at 31 March 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Constitution.

### Basis for qualified opinion

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 (ISAs). 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 sections 290 and 291 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised January 2018), parts 1 and 3 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised November 2018) (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa.

The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the document titled "Girls and Boys Town South Africa Annual Financial Statements for the year ended 31 March 2020", which includes the trustees' report as required by the Constitution. 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. As described in the basis for qualified opinion section above, we were unable to obtain sufficient appropriate audit evidence about whether all cash donations were recorded. Accordingly, we are unable to conclude whether or not the other information is materially misstated with respect to this matter.

### Responsibilities of the trustees for the financial statements

The trustees are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Constitution, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



# FINANCIAL OVERVIEW

## Independent auditors' report – continued

In preparing the financial statements, the 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 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 ISAs 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 ISAs, we exercise professional judgement and maintain professional scepticism 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 trustees.
- Conclude on the appropriateness of the 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 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

Registered Auditors

**TM Rahiman**

Director

### Registered Auditor

10 September 2020

Wanderers Office Park

52 Corlett Drive

Illovo, 2196

# FINANCIAL OVERVIEW

## Statement of financial position as at 31 March 2020

	Note(s)	2020 R	2019 R
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	3	19 680 890	13 160 553
<b>Current Assets</b>			
Trade and other receivables	4	1 262 665	1 232 883
Cash and cash equivalents	5	3 520 697	8 030 722
		4 783 362	9 263 605
<b>Non-current assets held for sale and assets of disposal groups</b>	6	–	805 211
<b>Total Assets</b>		24 464 252	23 229 369
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Special Trust Fund	7	329 696	300 247
Retained reserves		21 499 599	17 348 435
		21 829 295	17 648 682
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank overdraft		578	914 –
Funds	8	1 164 426	3 464 276
Trade and other payables	10	1 391 617	2 116 411
		2 634 957	5 580 687
<b>Total Equity and Liabilities</b>		24 464 252	23 229 369



# FINANCIAL OVERVIEW

*Statement of surplus or deficit and other comprehensive income for the year ended 31 March 2020*

	Note(s)	2020 R	2019 R
Revenue	11	<b>55 130 024</b>	52 533 091
Proceeds on sale of property	12	<b>3 637 376</b>	21 944
Other operating expenses		<b>(54 765 797)</b>	(54 321 962)
Operating surplus (deficit)	13	<b>4 001 603</b>	(1 766 927)
Investment income	14	<b>289 653</b>	393 582
Finance costs	15	<b>(140 092)</b>	(132 845)
Surplus (deficit) for the year	4	<b>151 164</b>	(1 506 190)
Other comprehensive income		-	-
Total comprehensive surplus (deficit) for the year		<b>4 151 164</b>	(1 506 190)

*Detailed income statement for the year ended 31 March 2020*

	Note(s)	2020 R	2019 R
Revenue			
Sponsorships, Grants and Donations		<b>51 993 663</b>	50 482 525
Rental Income		<b>756 795</b>	1 457 473
National Lottery Commission		-	593 093
CEO Sleepout Revenue		<b>2 379 566</b>	-
	11	<b>55 130 024</b>	52 533 091
Other operating surplus			
Gains on disposal of assets or settlement of liabilities		<b>3 637 376</b>	21 944
Less: expenses (Refer to page 31)		<b>(54 765 797)</b>	(54 321 962)
Operating surplus (deficit)	13	<b>4 001 603</b>	(1 766 927)
Investment income	14	<b>289 653</b>	393 582
Finance costs	15	<b>(140 092)</b>	(132 845)
Surplus (deficit) for the year		<b>4 151 164</b>	(1 506 190)

The supplementary information presented does not form part of the financial statements and is unaudited

# FINANCIAL OVERVIEW

*Detailed income statement for the year ended 31 March 2020*

	Note	2020 R	2019 R
Other operating expenses			
Advertising		<b>(407 083)</b>	(515 673)
Auditors remuneration - external auditors	13	<b>(306 935)</b>	(247 902)
Bank charges		<b>(403 562)</b>	(418 355)
Cleaning		<b>(312 111)</b>	(251 998)
Computer expenses		<b>(97 163)</b>	(230 005)
Consulting and professional fees		<b>(618 293)</b>	(651 050)
Consulting and professional fees - legal fees		<b>(424 855)</b>	(336 039)
Consumables		<b>(53 460)</b>	(36 383)
Delivery expenses		<b>(40 142)</b>	(85 167)
Depreciation		<b>(1 403 290)</b>	(1 613 837)
Donations		<b>(3 490 034)</b>	-
Employee costs		<b>(32 242 733)</b>	(34 348 454)
Food		<b>(1 988 970)</b>	(1 688 402)
Clothing		<b>(108 769)</b>	(92 879)
Education		<b>(631 509)</b>	(757 150)
Recreational Expense		<b>(276 126)</b>	(260 062)
Stipend		<b>(76 039)</b>	(103 663)
Fines and penalties		<b>(5 860)</b>	700
Gifts		<b>(2 608)</b>	(1 177)
Insurance		<b>(908 815)</b>	(967 064)
Lease rentals on operating lease		-	(813 432)
Medical expenses		<b>(529 073)</b>	(91 043)
Motor vehicle expenses		<b>(2 076 167)</b>	(2 154 692)
Municipal expenses		<b>(2 901 884)</b>	(3 315 684)
Other expenses		<b>(24 942)</b>	(23 515)
Postage		<b>(7 294)</b>	(45 593)
Printing and stationery		<b>(410 002)</b>	(514 032)
Repairs and maintenance		<b>(2 021 594)</b>	(2 019 738)
Research and development costs		-	(420)
Secretarial fees		<b>(108 609)</b>	(70 496)
Security		<b>(1 440 301)</b>	(1 149 061)
Staff welfare		<b>(5 317)</b>	-
Subscriptions		<b>(72 401)</b>	(46 469)
Telephone and fax		<b>(941 035)</b>	(983 364)
Travel - local		<b>(428 821)</b>	(489 863)
		<b>(54 765 797)</b>	(54 321 962)

The supplementary information presented does not form part of the financial statements and is unaudited



# INFORMATION

## Cost chart

### Monthly and annual cost of a youth at Girls & Boys Town South Africa 2020

KEY:

- Programmes and counselling
- Education and tutoring
- Accommodation
- Food and transport
- Clothing and uniforms
- Medical and dental
- Recreation and cultural



# GIFT BY DEBIT ORDER



is for  
Significance



is for  
Home



is for  
Independence



is for  
Nurturing



is for  
Education

®

Name of contributor

Contact person	Title	Initials	Surname
Telephone No	Work	Home	Cell
Fax No	Email	ID number	

Postal address

Physical address

Occupation of contributor

Debit order details

First contribution due on the 2nd or 23rd (circle the applicable day of and each month thereafter until cancelled by me in writing) 20

Contribution

Amount in words

Bank

Branch name and town

Branch number

Account number

Account type

Name in which account is held

I/We authorise Girls & Boys South Africa to debit the amount of the gift specified above against my/our bank account as indicated. Girls & Boys Town South Africa is legally entitled to the amount withdrawn in terms of this authority from my/our bank account while this authority is in force and until I have notify you at your address in writing of the cancellation of this authority.

Signed at on this day of 20

Signature

Seconded signature for joint accounts

For office use only

Please circle the applicable allocation (1) New Increased Re-instated

Fundraiser's name

Cut out and return to GBT office or email to fundraising: mailing @gbtown.org.za





# HELP GBTSA 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)



Donate via SnapScan – first, download the SnapScan App, sign up with your details, scan to add your bank card details, then choose a four-digit PIN and you are ready to make your donation safe, seamless and convenient.



### My School

Every swipe counts! Did you know that you can support GBT through MySchool programme? If you do not have a MySchool MyVillage MyPlanet card yet, simply apply for your free card now and select GBTSA as your beneficiary. Once you start swiping your card, we will 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 GBTSA deliver lasting change through our bequest legacy programme.  
Contact [mailing@gbtown.org.za](mailto:mailing@gbtown.org.za)/ (+27) 11 482 2655 for information about including GBT in your estate planning.



### Activate

Join the conversation! Mobilise your networks for good



Girls and Boys Town South Africa



@GirlsBoysTown1



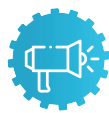
Girls and Boys Town Non-Profit Organisation



@girlsandboystownsa



Girls and Boys Town



### Advocate

Speak up! To empower our vulnerable youth to S.H.I.N.E.®  
Contact our hotline on 0861 58 58 58



### Support

Girls & Boys Town South Africa by donating via our Givengain link on the website. You can also become an activist by setting up your own fundraising page for Girls & Boys Town.

# ABBREVIATIONS

<b>ABET</b>	Adult basic education and training
<b>ADHD</b>	Attention deficit and hyperactivity disorder
<b>DSD</b>	Department of Social Development
<b>ERS</b>	Evaluation and research services
<b>FH</b>	Family Home
<b>FS</b>	Family services
<b>GBTSA</b>	Girls and Boys Town South Africa
<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>UN SDGs</b>	United Nations Sustainable Development Goals
<b>WMC</b>	Well-managed classroom
<b>YDC</b>	Youth Development Centre





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