



No more broken- hearted children



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Integrated Biennial Report 2020 – 2022



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www.girlsandboystown.org.za

About this report

This biennial report covers the operations of Girls & Boys Town South Africa (GBTSA) from 1 April 2020 to 31 March 2022. It is a sincere attempt to communicate the approach and ethos of GBTSA, the scope of our activities during the reporting period, and the most significant challenges we encountered to members and stakeholders.

We have applied the guidelines in the King IV™* (King IV) supplement for non-profit organisations and have presented the value created by GBTSA in terms of standard capitals utilised in integrated reporting.

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

Key material issues

- ◆ The **sustainability of our funding model** in a constrained economic climate and in the context of possible changes to government funding of social services.
- ◆ The **effectiveness of our residential care, therapeutic and educational programmes** in terms of protecting children and young people and helping them to heal and thrive.
- ◆ Our ability to **maintain our reputation and act with integrity** at all times, both as the custodian of vulnerable youth and as the recipient of substantial donations from members of the public.
- ◆ Our ability to remain **relevant and responsive in a fluid social environment** characterised by high rates of poverty, crime and violence, harmful alcohol and substance use and youth unemployment, as well as overburdened public health and education systems and vast overcrowded, underdeveloped residential areas.

Management has prepared and verified the information to ensure an accurate, balanced and comprehensive overview of the organisation. Our independent auditor, BDO South Africa, has audited all financial information. The Board's statement of responsibility for the quality of information contained in this report appears in the governance section on page 31.

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Introducing Girls & Boys Town South Africa

About GBTSA

Girls & Boys Town South Africa (GBTSA) is a non-profit organisation with a proud 64-year track record in the areas of child protection and youth development: we heal the broken hearts of society's vulnerable and abused children. The Children's Courts place girls and boys facing untenable childhood crises, sadness and pain with GBTSA.

Our services comprise therapeutic residential care, learning support centres to help young people overcome problems they experience in mainstream education, and a hotline that assists the general public through short-term counselling and referrals.

GBTSA was founded by Father Reginald Ormond and, although there is this historic link to the Catholic Church, our policy has always been to help youth of all religious beliefs. We build on the foundation laid by various faiths to create a shared value system that has sustained the organisation for decades.

GBTSA is funded through a broad and loyal support base. Most of our donors are private individuals who make monthly donations over an extended period. We also receive some corporate donations and a modest subsidy from the Department of Social Development (DSD).

Our value to our investors and donors

- ♦ Programmes that serve children, 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.

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.

Vision and mission

We contribute to the community and society through:

- ♦ Socially responsible and therapeutic residential facilities, programmes, services and initiatives.
- ♦ A dedicated focus on providing opportunities for our children and youth to S.H.I.N.E.® where others have given up hope.
- ♦ Innovative, effective programmes and services that build strength and meet the needs of children, youth, families and communities.

SHINE® means:

Helping young people develop a sense of self-worth and **significance**.

Giving young people the safety of a **home** and an experience of family that heals their broken hearts and enables them to contribute to the life of a home.

Helping young people develop the confidence, skills and **independence** necessary to progress.

Developing young people's sensitivity to their own needs and those of others and their ability to **nurture** each other.

Ensuring access to **education** that will impart knowledge and practical skills on them to make their way after leaving our care.

Highlights

for the period April 2020 – March 2022

10 Number of residential centres and family home	2 100 Number of individual therapy sessions
Number of children and youth in residential care	
190 (31 March 2021)	164 (31 March 2022)
875 Number of engagements with families	877 Number of hotline calls received
R118 536 Annual cost per child in care (2022)	122 Number of staff members

Growth Beyond the Town Study

A longitudinal study of GBTSA care-leavers, conducted from 2012 to 2019.

The study has tracked the capacity of care-leavers to live independently and related this to various aspects of resilience measured at the time of their leaving GBTSA. Phase 3 results were published in 2021.

A key conclusion was:

"The prominent contributors to improved outcomes for care-leavers exist in the social environment rather than only in the young person her/himself. Successful independent living is something that can be facilitated and enhanced through care-leavers' relationships, through their experiences of care, within interactions that take place in their environments and within themselves."

'What's your hug worth'

A 2021 multimedia campaign to raise funds for GBTSA.

The campaign appealed to people's memories of warm hugs and their appreciation of every child's need to be loved. It was also based on scientific evidence that hugging or touching can improve a child's mental and physical wellbeing, social behaviour and development.

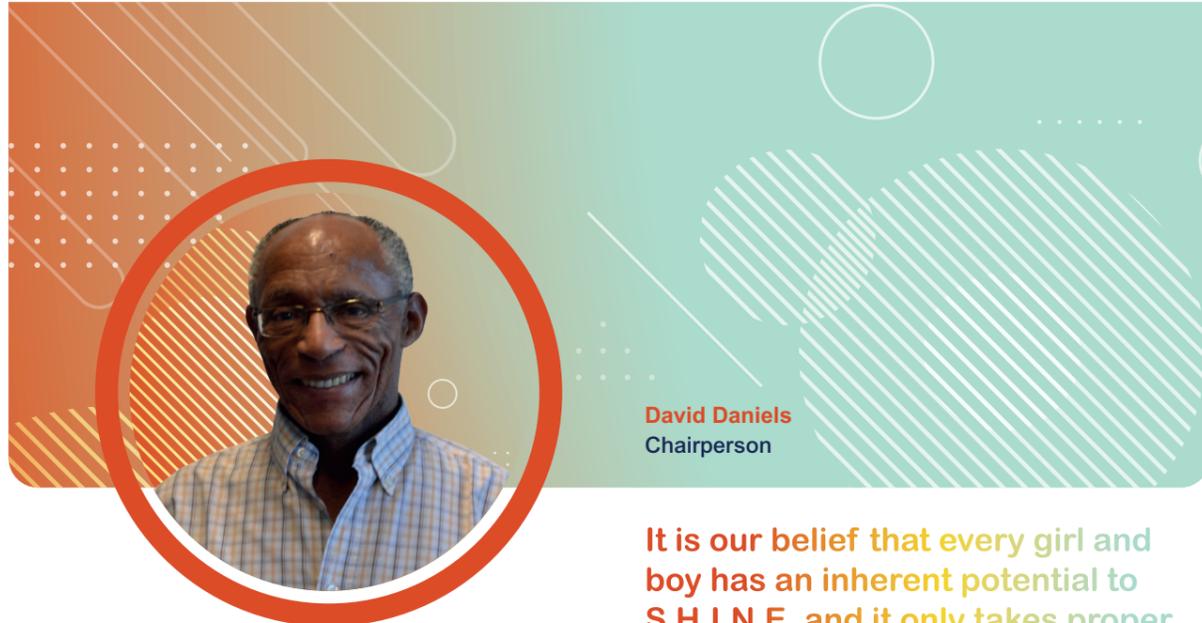
Thanks to media partners, the campaign reached:

18.4 million TV viewers

12 million radio listeners

It resulted in 7 127 online donations.

Message from the Chairperson



David Daniels
Chairperson

It is our belief that every girl and boy has an inherent potential to S.H.I.N.E. and it only takes proper care, direction and love for the individual's light to glow. This faith has sustained us during this difficult period and it underpins the activities summarised below and described more fully in the rest of this report.

E – Education: We strive to give our youngsters the knowledge and skills necessary to hold their own in a competitive society.

COVID-19 response

The level 5 lockdown imposed by President Cyril Ramaphosa in March 2020, as COVID-19 reached our shores, had a profound impact on every aspect of our lives: the way we worship, our social interactions, the country's education and welfare systems, sport and recreation activities and – most importantly – our already struggling economy.

The threat of COVID-19 itself demanded an immediate, carefully structured response from the whole of GBTSA. The safety of our staff and young people in our care was paramount. But securing our centres and homes put further pressure on our already stretched finances.

The response by management and staff was exemplary. Health and safety policies and protocols were immediately put in place. Measures included the purchase and use of personal protection equipment and the appointment of compliance officers. Our residential staff went into total lockdown with the young people in our care, often sacrificing contact with their own families. The precautions paid off and

Britain's Queen Elizabeth used the words *annus horribilis* to describe 1992, adding it was not a year she would look back on "with undiluted pleasure". The past two years evoke similar sentiments for a whole range of reasons, including:

- Revelations concerning the earlier state capture debacle and the theft of billions of rands of public funds.
- A sluggish economy and unprecedented rates of unemployment, especially among the youth.
- The COVID-19 pandemic, which caused great loss of life, aggravated our economic woes, curtailed our social activities and sapped our emotional strength.
- The looting and associated loss of life in KwaZulu-Natal and Gauteng in July 2021, which revealed how fragile stability is.
- The inability of Eskom to ensure a stable electricity supply, casting doubt over the path to future development.

In this context GBTSA remained focused on its core purpose and more committed than ever to the principles that underpin our work. The acronym S.H.I.N.E encapsulates our approach:

S - Significance: Nearly 40 years ago, when I joined GBTSA, a boy had a poster on his door which read: "I am not junk because God made me." Every boy and girl in our care is a unique human being and we nurture the child's sense of self-worth.

H – Home: GBTSA provides more than a roof over the head of a child or young person. We recreate the warmth, care and love of a good family home.

I – Independence: Our peer group system helps to develop responsible behaviour and accountability. These qualities, we believe, will enable our young people to function independently outside of GBTSA.

N – Nurture: We not only help our children and youth to develop a sense of self-respect but also an appreciation of the needs and dignity of others.

we are grateful that there was no serious outbreak of the virus at any of our campuses or work places during the reporting period. We continue to be vigilant, however, as the pandemic is not completely behind us.

Services and programmes

The residential projects in Magaliesburg and Kagiso in Gauteng, Tongaat and Verulam in KwaZulu- Natal, and Macassar and Dingle in the Western Cape continued to function well. The Board approved the relocation of the family home in Glenwood, Durban, to the Tongaat campus and the boys have settled into their new environment.

The redevelopment plan for the Tongaat campus remains firmly on our radar but it will demand a major fund-raising drive. Several unsafe buildings on the Tongaat campus were finally demolished during the reporting period, after protracted negotiations with the KwaZulu-Natal Heritage Authority.

Buildings and maintenance

At 23:00 on 23 July 2021, the Verulam family home caught fire and was damaged extensively. Thankfully, because of regular fire drills, the staff and young people were safely evacuated. The house has been rebuilt and is expected to be occupied once more in mid-2022.

The buildings on all our campuses are old and require regular maintenance. A maintenance programme is in place but its implementation is contingent upon the availability of funds.

Finance, marketing and fundraising

The weak economy, exacerbated by the COVID-19 pandemic, has had a major impact on GBTSA's ability to raise funds from corporates and private individuals. Creative approaches to marketing the organisation and its brand have been most welcome and we are grateful to our media industry partners who helped realise these activities. We pray that the wider exposure of our brand will bring positive results.

Clean independent audit reports, which we have received annually, are testimony to our organisation's ethical fundraising practices, good governance and sound financial management.

The budget deficit remains a serious concern. Cost-containment measures instituted by the Chief Executive Officer (CEO) and the teams included the closure of the training division, optimising staff capacity at various campuses and other internal restructuring initiatives. Staff members are commended for their efforts to contain operational costs.

Governance and management

It is important to recognise the difficult circumstances in which our staff do their work: the lack of economic growth, changes in legislative procedures, renovation work on campuses, and increasingly challenging issues among the youth. On behalf of the Board, I would like to express our gratitude to all our staff for their loyalty, for honouring our child-centred ethos, and for their ability to adapt to internal and external changes. Thank you also to the CEO and her management team for their dedicated leadership and guidance.

We express our thanks to trustees and Board members for giving their time and talents. We thank our partners, sponsors, donors and relevant government departments without whose generosity and support this work would not be possible.

The governance structures of GBTSA continued to function well throughout the two years and played a significant role in the effective running of the organisation

I am grateful to be the chairperson of a Board comprising men and women who are completely committed to the vision, mission and goals of Girls & Boys Town. I appreciate the voluntary contribution of their vast experience in the areas of youth care, education, social work, business and finance – all ultimately contributing to the wellbeing of the youth in our care. Our regional chairpersons, Mr Brad Glenn in KwaZulu-Natal, Ms Jacqueline Michael in Gauteng and Ms Eugenie Smith in the Western Cape, deserve special mention for generously sharing their expertise.

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 fill us with His grace and mercy.

David Daniels
Chairperson



Message from the Chief Executive Officer



Lee Loynes
Chief Executive Officer

Despite the adverse economic climate and related social challenges that prevailed during this two-year reporting period, we are able to present a very positive report. Not only did adversity bring out the best in so many members of the GBTSA community, but we appear to have weathered the immediate financial threats through prudent management and the continued generosity of our much-valued supporters.

The start of the COVID-19 pandemic in March 2020 heralded many operational and financial challenges for GBTSA. We had two major concerns: to avert a major COVID-19 outbreak in our 10 therapeutic residential facilities and continue to provide caring homes and healing programmes for young people in our care.

At the start of the reporting period, April 2020, all campuses were in full lockdown with children, youth and residential staff members unable to move about freely or have physical contact with their families and/or friends. We had to introduce new safety policies and procedures and find new ways to continue working with the children and young people to achieve their ongoing development and treatment objectives.

However, the situation differed from province to province. Many of our children and young people were spending school holidays with their families when the lockdown was imposed. In the Western Cape, the authorities gave a directive for children and youth in care to return to residential facilities immediately, while in Gauteng the guidance was that those already with their families should remain there. Clearly these contrasting situations posed distinct – and unprecedented – challenges to our care and therapeutic teams.

As schools were closed during the first wave of the pandemic, young people and staff members in lockdown on campus were together 24/7. Keeping the children occupied and ensuring they did not lose educational ground proved demanding for our staff. At the same time, management needed to ensure that staff members remained energised and robust throughout this demanding period.

Doing more with less

We also faced the unknown in terms of the impact of COVID-19 and related restrictions on our income. We therefore adopted a strategy of “doing more with less” to mitigate the financial risks without reducing the quality of care.

Crises often serve to reveal the true character of people and our staff came through with flying colours, their complete dedication to serving our children and youth plain for all to see. The entire team accepted the suspension of salary increases and possible bonuses. GBTSA also froze the recruitment of new staff in specified posts and existing staff shouldered additional responsibilities. All our teams and the youth in our care helped implement a general cost-cutting initiative.

A surprise silver lining

Interestingly, the external threat and the reduced contact with the outside world generated camaraderie among staff members nationwide and between our staff and the young people in our care.

There was a powerful sense that staff and young people were “all in this together” and, in this shared crisis, the youth had something to offer the staff in terms of mutual safety. Circumstances had created reciprocity between staff and young people and demanded co-creation of solutions – the very thing we strive to build through “relational” therapeutic approaches (and which are often very challenging to achieve). With schools closed, staff also spent extended periods of time with the youth and went to great lengths to use it creatively. No doubt this also strengthened relationships.

In addition, where children and youth were locked down with their families in the community, our teams found ways to continue supporting them. Not only did social workers and child and youth care workers maintain counselling sessions via digital platforms, but we tried to support remote schooling for the period that schools were closed down.

During this trying time, it was nothing short of an honour to lead the GBTSA team, serve our children and youth, and benefit from the guidance of Board members who were sensitive to the organisation’s needs, strategic in their guidance and totally supportive of our mission. We are also deeply thankful for our donors, who are the backbone of GBTSA and who continued to support us, and therefore our young beneficiaries and their families, despite their own anxieties and hardships.

Weathering additional shocks

However, COVID-19 was not the only crisis to affect the running of GBTSA in this reporting period. Just as COVID-related restrictions began to ease in mid-2021, the country was rocked by widespread rioting and looting in KwaZulu-Natal and Gauteng. In KwaZulu-Natal, the instability was serious enough to raise concerns about food security and safety of our children and youth at our centres. Fortunately, staff at the relevant campuses, working with the support of GBTSA’s regional and national boards, and once again, our loyal and deeply valued donors, managed the situation competently.

The third crisis of this period was more specific and direct. On the night of 23 July 2021, we experienced a fire at our family home for girls in Verulam, KwaZulu-Natal. All the girls and staff members were evacuated without injury. Assessors confirmed that the fire was probably caused by an electrical fault. Repairs to the house have been completed the estimated reoccupation date is mid-2022.

Against a national backdrop of growing poverty and increased unemployment, we experienced a steep increase in security incidents at our four larger residential campuses. These included break-ins, sometimes by armed intruders, and theft of computers, metal items, electrical goods and vehicles. Securing our properties, through improved lighting, alarm systems and perimeter security, is an ongoing process requiring financial resources that were not budgeted for during the reporting period. Although security provisions are exceptionally costly, we cannot compromise on the safety of our staff and young beneficiaries and therefore these upgrades will remain a priority for GBTSA into the next financial period.

The lessons learned through dealing with these challenges, have produced positive adaptations to management and services that will inform our strategic goals in the years ahead. The shift to better and more cost-effective work via the use of digital technology has improved communication among organisational teams in different regions and strengthened organisational bonds.

Looking ahead

Despite the hidden GBTSA strengths revealed by this difficult period and the positive outcomes, we sincerely hope for respite from major challenges as we take our work forward.

We will continue to strengthen the skills of our campus clinical teams, focusing on the development of specialist therapeutic capacity. This is a strategic, longer-term goal designed to adapt to potential changes in state policy, which seems to be shifting toward community models of youth protection and development. It is possible that residential care centres will only be registered in years to come if they provide specialist child and youth care interventions. We believe we can achieve this repositioning without departing from the essential ethos and mission of GBTSA, continue to develop best practice models and ensure the organisation’s uninterrupted service to society.

GBTSA has a tradition of conducting formal research on our programmes to understand how effective we are and what types of intervention contribute most to the progress and wellbeing of our children and youth. The value of our research is fully realised when we create opportunities to reflect on research findings and integrate them into our models of practice. With the normalisation of our working

GBTSA’S five-year strategic objectives

- Ensure sustainable fundraising.
- Expand ways of increasing fundraising and income.
- Increase our footprint to reach younger donors.
- Extend the research partnership with the University of Johannesburg.
- Improve our relationships and collaborations with media houses.
- Leverage our 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.

environment, we will be able to resume this habit of active exploration and analysis.

We are eager to renew our role in building professional practice in the child and youth care sector more broadly. We also look forward to expanding our efforts to demonstrate our work to the broader public through collaborations with the media.

In closing, I would once again like to extend a heartfelt thank you to our loyal donors who have supported us through thick and thin. We appreciate that the past two years have been a time of anxiety and loss for many of you and yet your support for our young people has not faltered. We have drawn strength from your unwavering generosity and feel confident in our combined ability to nurture and heal broken hearts and enable hundreds more children to S.H.I.N.E.

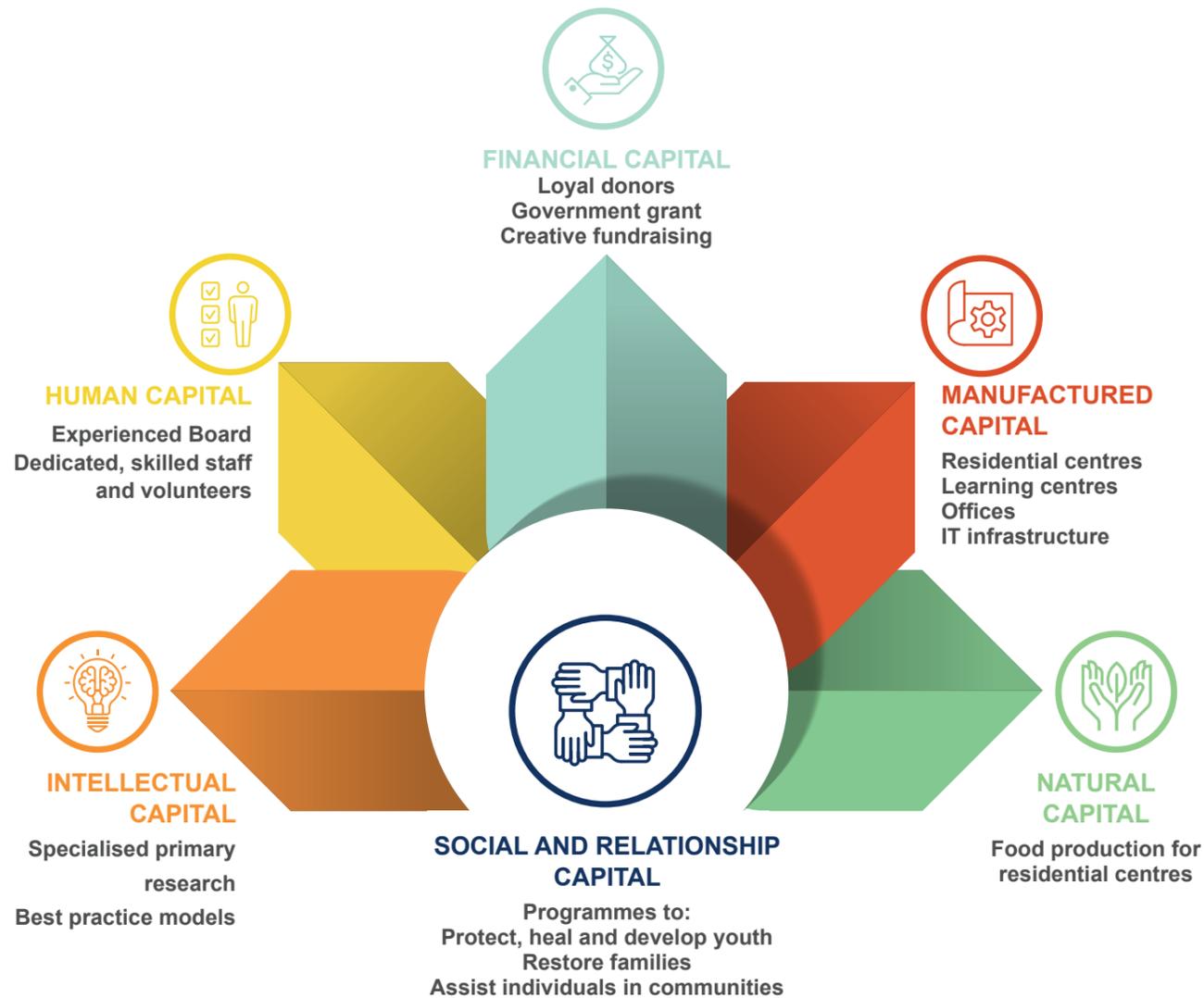
Lee Loynes
Chief Executive Officer

The value of Girls & Boys Town SA



GBTSA delivers a social service of direct value to vulnerable children and young people in our care and their families, and of indirect value to our society at large. The very reason for our existence is to protect, nurture, heal and grow young people who have been damaged by their circumstances. The value of our effort is measured in the number of young people who leave our care able to deal with the ups and down daily living, make their way in the world and contribute to the community.

Mobilising capitals to create social value for children, youth, families and communities



Delivering this multifaceted service to scale – GBTSA has about 200 youngsters in care at any time and had an average of 1 375 beneficiaries a year in the reporting period – demands the mobilisation of diverse resources. We place the highest value on teamwork, knowing that the failure to marshal any of the essential inputs outlined below would undermine our entire social mission.



It costs us close on R50 million a year to provide our services to children, young people and other beneficiaries. We raise donations to the value of nearly R30 million each year to accommodate, feed, clothe, provide care and offer therapeutic and developmental services to children and youth in care, and to assist families in crisis in the community. We ensure we meet the conditions for government grants in order to supplement our financial resources, although these grants are insufficient to bridge the funding gap.



We own, maintain and equip residential homes of varying size and learning support centres that meet the special educational needs of our young people. Preserving and securing our properties, and renovating and renewing them in accordance with unfolding needs and safety standards are critical to our mission. Without safe shelter, care is not possible.



Our financial resources allow us to employ some 120 staff members who are both qualified for their work and invested in our organisational values. We attract Board members and other volunteers who are moved by our mission. Many staff and Board members remain with GBTSA for extended periods, enriching the organisation increasingly as their experience deepens.



We are challenged and humbled by the complexity of psychosocial renewal, the uncertainty of results and always keen to know more. We conduct research, reflect critically on our practice and share our insights with a wider community of child and youth care workers through symposia, workshops and professional publications. Our research also feeds into the practice models we use and the training of our staff.



Increasingly, GBTSA is becoming aware that wiser use of natural resources can contribute to the sustainability of our caring, therapeutic campuses. We have begun to invest in food production for our consumption and will in future pay closer attention to the energy efficiency of our buildings.

Our Programme of Therapeutic Care

At the heart of GBTSA is its programme of therapeutic residential care for vulnerable, broken-hearted children and young people. A number of additional interventions support this core service and others benefit a large number of individuals and families beyond our residential campuses.

Children and young people who enter residential care at GBTSA have experienced major adversity such as domestic violence, sexual abuse, emotional abuse, the loss of a parent or caregiver, severe neglect and abandonment. GBTSA has a proven track record of guiding children and youth through their pain, enabling them to form positive relationships and move away from destructive behaviours.

It takes a team to help a hurt young person to regain trust in the world and self-confidence. GBTSA has such teams at its centres around the country. The approach to every young beneficiary is holistic, individualised and aimed ultimately at enabling the individual to re-enter the wider community comfortably, safely and with newfound personal competence.

Primary services

♦ **Residential services:** Each year we provide therapeutic residential care for at least 200 boys and girls who are accommodated in our youth development centres and family homes. Equal attention is paid to creating a caring, safe home for each young beneficiary and delivering an individualised development plan to heal emotional wounds and enable personal growth. The therapeutic programme often entails working with the child's family to facilitate his or her return to the nuclear family or a relative.

♦ **Learning support centres:** We have four centres that provide specialised educational assistance to young people in our care who are struggling to cope in mainstream education. In some instances, learning centres temporarily replace mainstream schooling and in other instances they supplement teaching offered through community schools. Resolving our young people's learning challenges and meeting their special needs can play a major role in their psychosocial growth.

♦ **Family services:** Wherever possible, GBTSA works with the families of children and youth in care to improve relationships within the family and enable the family to function healthily. This facilitates the young person's successful disengagement from care.

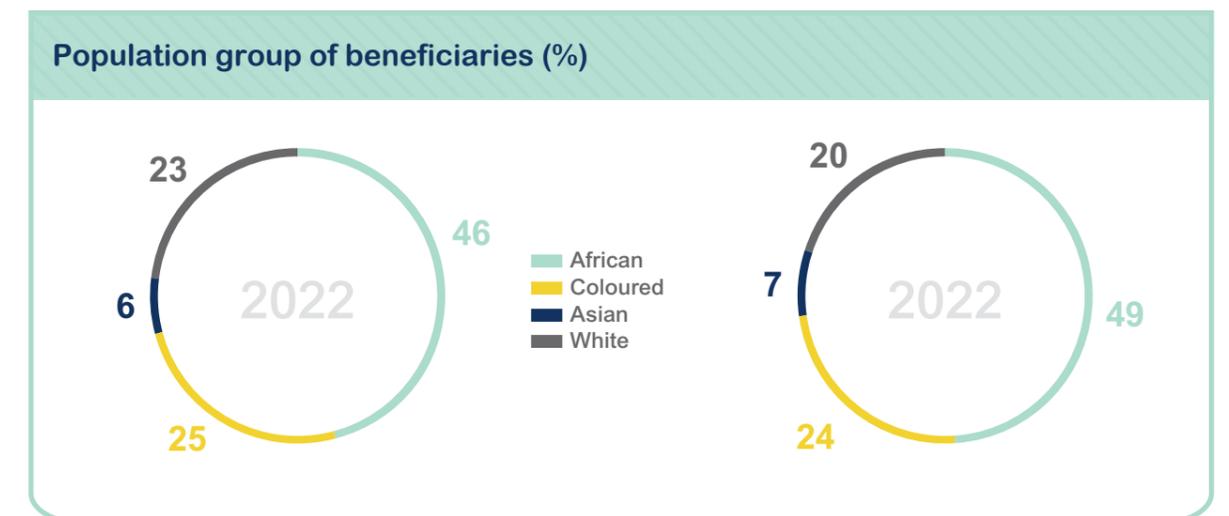
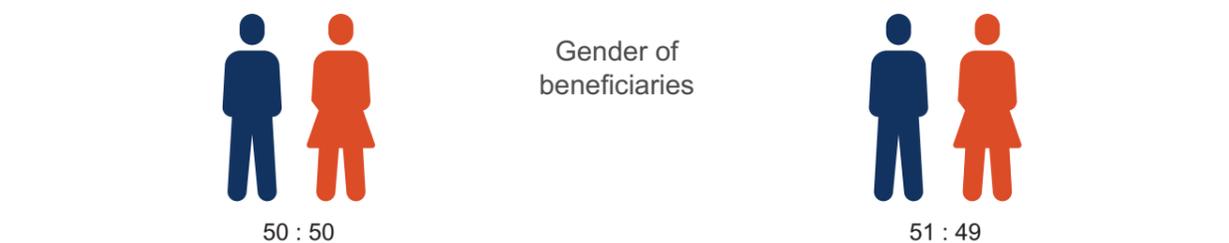
♦ **National hotline service:** We provide short-term telephone counselling and advice to young people and their family members who call us from across the country, and refer them to appropriate services where more extensive help is needed.

Support activities

♦ **Evaluation and research:** GBTSA conducts research – often in partnership with an academic institution – to evaluate its work and better understand its impacts. Models of intervention are adjusted in the light of research findings.

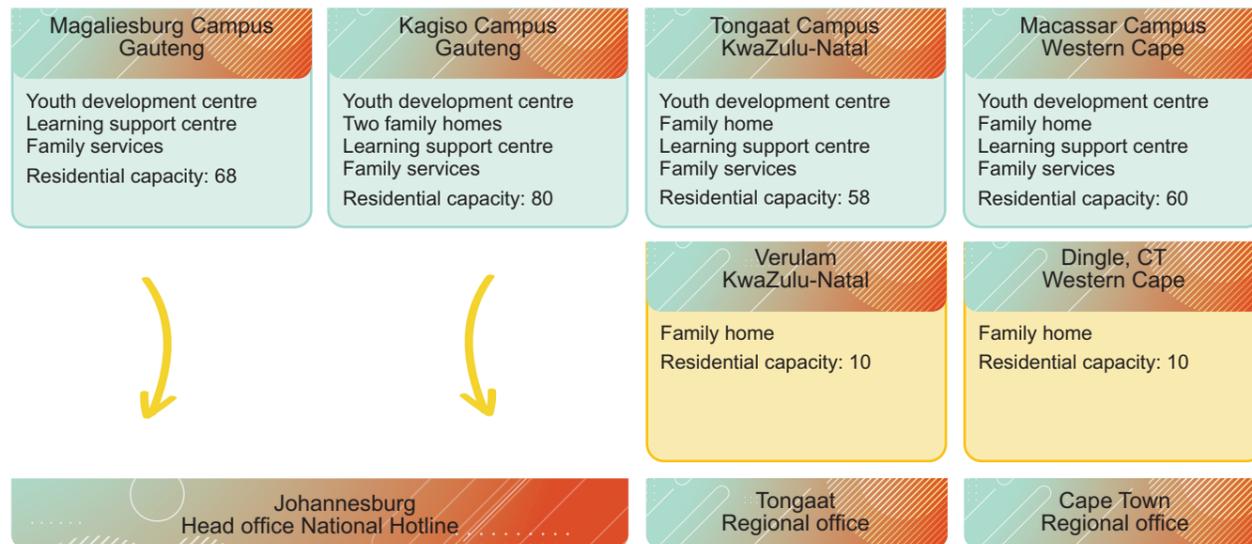


About our residential and non-residential beneficiaries



Our network of care

Our network of care



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's growth and development. This helps the child transcend the pain of the past, learn adaptive ways of interacting with the world and adopt more constructive and rewarding behaviours.

Staff provide emotional care while helping the children achieve their therapeutic goals. The GBTSA long-term residential programme is the model used to achieve this positive behavioural change. Its hallmark is that it requires the therapeutic team to balance “head” and “heart” responses to beneficiaries.

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, healthy relationships with significant people in his or her life.

Residential care and the pandemic

Outbreaks of infectious diseases often affect people living in congregate settings disproportionately and, within days of COVID-19 reaching South Africa, GBTSA staff dedicated themselves to keeping our children and youth safe. We rigorously implemented infection control measures, including

the severe initial lockdown. This was only possible because our residential staff locked down with the youth and shared their isolation from family and friends.

We are proud of the fact that we avoided any significant COVID-19 outbreak at all our youth centres and family homes throughout the two-year period. While we had isolated cases after our facilities re-opened to the outside world, these were contained swiftly and effectively with excellent support from public health services.

This period of enforced “inwardness” generated a surprising degree of cooperation among young people and staff on all campuses. Even youth who normally tended to be rebellious and test the boundaries, recognised the seriousness of the situation and helped forge a mutually supportive community. Staff and young people shared responsibility for each other's safety, spent more leisure time together and, in many cases, strengthened relationships.

This was true of all campuses although some were operating at full strength, while others had reduced numbers because some provincial authorities directed that young people should remain in their family homes if they happened to be there when lockdown was imposed.

Special arrangements were made for youth who were confined to campus to communicate digitally with their families.

GBTSA management stepped up its support for residential staff during this period, holding weekly digital debriefings for all campuses and ensuring that relevant information from health departments and other authorities was relayed timeously.

Residential care by numbers

	2021/22	2020/21
Number in residential care at year end	164	190
Number who disengaged from care	18	32
Number who entered care	76	49
Total number in care during year	182	222

The peer group system

GBTSA recognises that a key life skill for children and young people who enter residential care is the ability to take responsibility both in their personal lives and in the broader community. The organisation seeks to develop responsibility through its peer group system, a form of self-government which involves young people making decisions about the functioning of the GBTSA programme on their campus.

The peer group system is hierarchical and the individual'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. Each campus periodically elects a council and a mayor who constitute the top tier of the system.

Our youth development managers provide support and training to young people fulfilling leadership roles in the peer group system and facilitate the functioning of the councils.

While COVID-19 proved disruptive to the peer group system, toward the end of the reporting period, councils were being reconstituted on each campus and leadership elected.

Portraits of success Healing and growth: a winding road

When Sesethu came to GBTSA in Macassar in January 2019, he was no longer attending school. He was impulsive and struggled to control his behaviour. He had started experimenting with substances and his brother could no longer take care of him.

He settled well into GBTSA and, after a few weeks in the learning support centre to build his school-going skills, Sesethu was enrolled in a nearby school. He was able to read and write and perform at the academic level for his grade but he was easily influenced. Child and youth care staff needed to help him develop social skills to keep him focused on schooling and making positive choices.

His substance use became more frequent and staff noticed a deterioration in his personal hygiene. During this time his brother refused to host him for holidays. He eventually dropped out of school and had regular aggressive outbursts, during one of which he broke a window in his cottage.

However, our team did not give up on Sesethu.

In 2020, he returned to the learning support centre and the social work team focused on strengthening his motivation. The care team paid close attention to his personal hygiene, anger control and reporting of his whereabouts. Every positive achievement was praised and every negative behaviour met with care and consideration.

Sesethu also participated in an off-campus art programme to help him express his feelings in a positive way. The social work team intensified family reunification services so that his brother could be part of Sesethu's journey.

In January 2021 he began Grade 7 at a nearby primary school. Our staff kept a close eye on his school attendance and progress. When he was reluctant to go to school, staff reminded him of his commitments and the goals he had set for himself and encouraged him to complete his homework. Sesethu also attended a maths tutoring programme.

On the GBTSA campus his aggressive outbursts and vandalism ceased. A simple prompt from staff enabled him to gain self-control. He still had to be reminded to report his whereabouts and struggled with substance use but was now prepared to accept help for this addiction.

This year, he was inaugurated as a school prefect, an achievement that recognised his leadership potential. We are so proud of Sesethu and of the team who believed in him and persisted even when their help seemed unwelcome.



Virtual therapy – real results

Our social work teams ensure that every young person admitted to GBTSA has a development plan which sets out his or her individual counselling and group therapy sessions. A social worker chairs the clinical team supporting each youth and focuses on the factors that drive the individual's behaviour, while child and youth care workers mostly attend to day-to-day living and nurturing. Social workers are also responsible for completing all official reports required for minors placed in care and ensuring that all Children's Court orders are updated.

Family members and other individuals important to the youth are partners in the healing process, and we help them to use their skills and strengths fully through the building skills in high-risk families model. This helps end the family's dependence on services, as they apply newly-learned skills to overcome problems that arise in the future. We have found that young people disengage from GBTSA more successfully when we have spent time working with their families.

Therapeutic services by numbers

	2021/22	2020/21
Individual therapy sessions	1 040	1 060
Group therapy sessions	81	78
Therapeutic visits to family homes	171	166
Digital support sessions with families	268	270
Parents trained in family skills module	15	15
Total therapeutic service interventions	1 575	1 589

In the reporting period, our therapeutic teams faced special challenges arising from COVID-19 restrictions:

- ◆ For several months it was not possible for social workers to conduct face-to-face counselling sessions with youth in residential care. Our social workers do not, as a rule, live on the campuses and most were therefore outside the protective barrier established in compliance with regulations to prevent the spread of COVID-19.
- ◆ It was equally difficult to conduct visits to the families of those in our care and to children and young people who had been required by the authorities to "stay in place" with their families rather than return to GBTSA.
- ◆ During roughly the same period, the Children's Court and various social services were inoperative, and this resulted in fewer children and young people coming into our care – even though families were in greater need than ever. Intake was only allowed in exceptional circumstances.

However, just like many other forms of engagement, therapeutic conversations proved compatible with digital communication. Our professional staff and our beneficiaries adapted amazingly well to this remote way of working, as the figures indicate. Both in 2020/21 and 2021/22, when the delta variant of COVID-19 exacted a heavy toll on the country, more than 60% of engagements with families of children in our care were conducted on digital platforms.

Once our social workers were back on campus, face-to-face counselling and group sessions resumed with the necessary COVID-19 precautions of distancing and mask-wearing. Even after our young people returned to school, classes were often rotated to maintain social distancing. As a result, they still spent more time on our campuses than in pre-COVID times. Their more relaxed schedules afforded more opportunity for the therapeutic programme.

Support for education and learning

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.

Many children and youth at GBTSA attend regular government schools located near their residential care centres. However, this mainstream education is supplemented by our four education and learning support centres, which provide home-schooling in some cases, bridging programmes for young people whose education has been interrupted, and remedial assistance for learners with specific learning difficulties. In all cases, the objective is to enable our youth to fit comfortably into mainstream education at some point.

Our education and learning centres spend a huge amount of time interacting with the schools our children attend. In any year, they deal with close to 40 schools in various regions – attending parents' days and concerts, responding to special requests, and dealing with problems that arise. GBTSA's use of many community-based schools speaks to our individualised programming and scheduling. We take into account the vernacular of the child and the ability of the

school to offer subjects that accord with the child's strengths, interests, special needs and career options.

COVID-19 took the educational challenge to a whole new level. On each campus we were home-schooling dozens of children in different grades. This was no easy task and initially schools were not geared up to provide guidance or learning resources.

Our main objective was to ensure that hard-won educational gains of our children and youth would not be reversed by COVID-19. Our educational staff focused strongly on basic literacy and numeracy, along with general intellectual stimulation. As schools began to send out learning materials, we made every effort to ensure the relevant children received these and completed the work.

Feedback from various schools indicates that the GBTSA learners kept pace with their peers over the course of COVID-19 and, in some cases, returned to school better equipped and more focused than their classmates.

Education in the community

	2021/22	2020/21
Children/youth attending community schools	115	113
Number of community schools involved	38	36
Number of special needs schools involved	8	7

Access to additional services

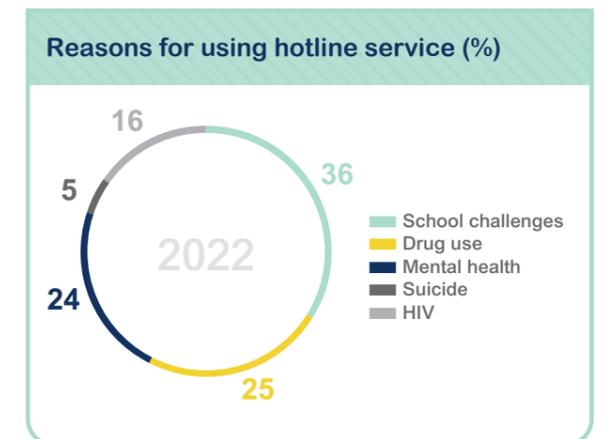
Residential teams have built positive relationships with various specialised services in order to refer our youth when necessary. These facilities include:

- ◆ Mental health services: TARA and Weskoppies Hospitals in Gauteng and the Western Cape Department of Child and Adolescent Psychiatry.
- ◆ Services for children who have experienced sexual abuse: Teddy Bear Clinic in Gauteng and Jelly Beans in the Western Cape.
- ◆ Rehabilitation for substance use: Toevlug Rehab Centre in the Western Cape and Golden Harvest Rehab Centre in Gauteng, both providing in-patient services at a minimal cost. In KwaZulu-Natal, SANCA and ARC Rehab Centres, which are more costly.

Each campus has a regular general practitioner, dentist and local clinic that they use for routine healthcare. The Magaliesburg campus has the services of an optometrist.

The Hotline Service

Over the two-year period, 877 individuals reached out to GBTSA for help via our Hotline Service, which provides short-term counselling and referral to appropriate services. Youth and orphaned children comprised the largest group of callers. A substantial number of adults also made use of this facility. The most common reasons for calling were school-related challenges (36%) and problems associated with drug use (25%). Use of the hotline was much lower than in the preceding two years and there is no obvious explanation for this as the facility continued to function during lockdown.



Research and evaluation



Over the years, GBTSA has systematically collected data and reflected on practice in an effort to improve our model of care and therapeutic interventions.

In the period 2020/21 and 2021/22, we published the latest results from our major longitudinal study on care-leavers and their adaptation to the challenges of independent living. We also generated practice-based journal articles reflecting on lessons from our very special COVID-19 experience.

Growth beyond the Town study

Our longitudinal study on care-leaving, entitled *Growth beyond the Town*, has been conducted since 2012 through a partnership between GBTSA and the Department of Social Work and Community Development at the University of Johannesburg. The latest report, written by Dr Lisa Dickens and Prof Adrian van Breda, relates the resilience of youth at the time of leaving GBTSA to their circumstances outside the Town six years later. In particular, it considers the independence or self-sufficiency of study participants.

The study confirms that many therapeutic practices followed in GBTSA are positively linked to successful integration of young people into society and also suggests areas where more focused attention might benefit our care-leavers in the short to medium term.

Growth beyond the Town: perspectives of care-leavers six years on



How independent are our care-leavers six years after leaving GBTSA?

Accommodation: one year out of care, 80% of care-leavers were living with their families. Over the next five years, fewer than half had self-supported accommodation. However, only small numbers experienced homelessness.

Education and employment: Over the six-year period, about one-third of participants were not in education, employment or training (NEET). This was just slightly above the national average. Employment rates improved from 34% in the first year to 67% in the sixth year. The stability of employment improved with time. Continued study was not the norm: in year one, 36% reported they were studying and by year six this had dropped to 11%.

Income: The percentage of care-leavers who had a liveable income – mainly derived from their employment – rose from 19% to 57% between years one and six.

Substance-use: One in five participants reported a substance-use problem.

Criminal involvement: Reported “crime-free” rates rose steadily from 71% in year one.

By year six, there was zero reported involvement in any form of crime.

Resilience: Care-leavers’ belief in their own resilience grew over the years while external measurements of resilience remained constant.

What aspects of resilience are predictors of independent living?

The study measured resilience in five areas or “domains”:

- ◆ Relational, which looked at relationships with various people such as teachers, role models, friends and family.
- ◆ In-care, which considered relationships with GBTSA staff, experiences in care and maintaining contact with GBTSA.
- ◆ Environmental, which included social activities.
- ◆ Interactional, which focused on empathy and teamwork.
- ◆ Individual, which considered qualities such as self-esteem and optimism of care-leavers.

The study found that some factors in all the domains were strong predictors of success in various aspects of independent living. However, some stood out:

- ◆ Relationships with friends, role models and community.
- ◆ Maintaining contact with GBTSA and leaving readiness.
- ◆ Qualities of bounce-back ability, self-esteem and empathy.
- ◆ Engagement in social activities.

The study concluded that:

- ◆ Resilience derives from the total social environment surrounding care-leavers.
- ◆ Many aspects of resilience are predictors of care-leavers’ ability to live independently.
- ◆ The capacity for independent living is not inherent to the individual: it can be developed.
- ◆ A multi-level holistic approach should be adopted to care-leaving to build potential for self-sufficiency.
- ◆ GBTSA should identify the enabling factors it already promotes and the factors it needs to reinforce going forward.

Impact of Growth beyond the Town



Learning from the COVID-19 crisis

The conditions imposed by the COVID-19 pandemic led to new ways of working with our young people in care and some of these proved to be genuinely beneficial rather than stop-gap measures. The team reflected on this, and the CEO developed articles for professional publications. The central question she addressed was: how did GBTSA make substantial improvements in practising a relational form of youth care and development when lockdown imposed so many restrictions on human interaction? The articles clearly identify the value of some COVID-driven changes in therapeutic practice and indicate an intention to build on these.

Regional care-leaving practice forums

Once the initial impact of the COVID-19 pandemic had been absorbed and processed, GBTSA resumed the convening of care-leaving practice forums for staff of child and youth care centres (CYCCs) in Gauteng and the Western Cape.

Gauteng was first off the mark, holding a virtual forum in August 2020 where Prof van Breda shared selected findings of a care-leaving study conducted in Ghana, South Africa, Uganda and Zimbabwe. The Gauteng forum also convened digitally in November 2020 to discuss practice guidelines. The first pandemic-era forum in the Western Cape was held in September 2020 and featured a panel discussion on the latest phase of *Growth beyond the Town*.

In 2021, the regions convened a forum apiece and linked hands in November to organise a joint forum. The speaker at the November event was Dr Mandi MacDonald, Senior Lecturer in Social Work at Queen's University, Belfast, who spoke about providing mentorships as young people transition out of care.

Social workers and child and youth care workers participating in all the forums were eligible for continuing professional development (CPD) credits.



Portraits of success 'It's a beautiful journey – embrace it!'

GBTSA alumna Belinda Phahlane is confident, exuberantly outspoken and a lover of life and all things good but it was not always that way.

Like many teens, Belinda confronted obstacles in her family environment. She watched her mom turn to alcohol and, with a lack of support from her father, she became a rebellious child, full of anger and unwilling to listen to anyone. Finally, in 2014, her grandmother had her admitted to GBTSA via the Children's Court.

Safety, adequate nutrition and regular school attendance gave Belinda the space to gradually reset her course in life.

She developed essential life skills which she continues to use today – how to ask for help, when to take "no" for an answer and how to accept criticism and responsibility for the consequences of her actions. She made friends easily and won the respect of her peers.

Belinda was excited to go home in 2016. She underwent a positive change, enjoying the respect of her elders and discovering that she could respect them too. She was eager to start the next chapter of her life.

After completing her secondary education, she obtained a diploma in business administration at Richfield Graduate Institute of Technology. Belinda's first job was as a sales consultant at Telkom and she is now a financial adviser at Old Mutual. Her dream is to own a successful business so she can provide for her family and others in need.

Belinda has a message for young people who need external care: "It is not easy to leave your family and friends and go to a completely strange place. But remember that you are doing it for you and your future. Go and better your life."

Her advice to those about to leave care: "If you have gotten used to the nice life that a place like GBTSA provides, then work hard to start your own. Believe in yourself and most importantly pray to God for strength to be able to change. It's a beautiful journey – don't be afraid to embrace it."

In terms of communications and marketing, the 2020/2022 period was busy and fruitful despite the COVID-19 pandemic and the restrictions it imposed. The communications team stepped up to the challenge and quickly found its groove in the online space while maximising its trusted mass media platforms. This period saw a bold multimedia marketing campaign, plus several public awareness initiatives and an ongoing conversation with our valued donors, colleagues and supporters in the fields of child care and youth development.

Meaningful marketing

What's Your Hug Worth? was a major campaign that kicked off in May/June 2021. GBTSA secured wonderful partnerships with prominent production houses Urban Brew Studios and Tshedza Pictures and with media houses Primedia, SABC, Adreach House and MediaMark.

The primary campaign's appeal was:

"Millions of emotionally and physically hurt children search the streets for a hug like yours every day. Few find one. Next time you hug someone you love, spare a thought for our broken-hearted children. Then donate the worth of your hug to us."

Additional campaign collateral set out scientific evidence on the necessity of a comforting touch to the emotional and physical wellbeing of a child. It described how GBTSA provides a loving home and individualised therapeutic services to the children entrusted to its care.

The campaign strategy enabled GBTSA to reach potential corporate donors, development institutions and the general public. Our aim was to:

- ◆ Increase recognition of the GBTSA brand and reach new audiences.
- ◆ Secure investment in GBTSA's youth development programmes.
- ◆ Highlight youth-related social issues.

Thanks to our partnerships we were able to produce appealing creative content and secure donations of advertising time and space. This resulted in:

- ◆ Huge media exposure. Our radio spots reached an estimated 12 million listeners and our TV adverts some 18.4 million viewers. The monthly foot traffic near our outdoor adverts totalled about 40 million. In terms of

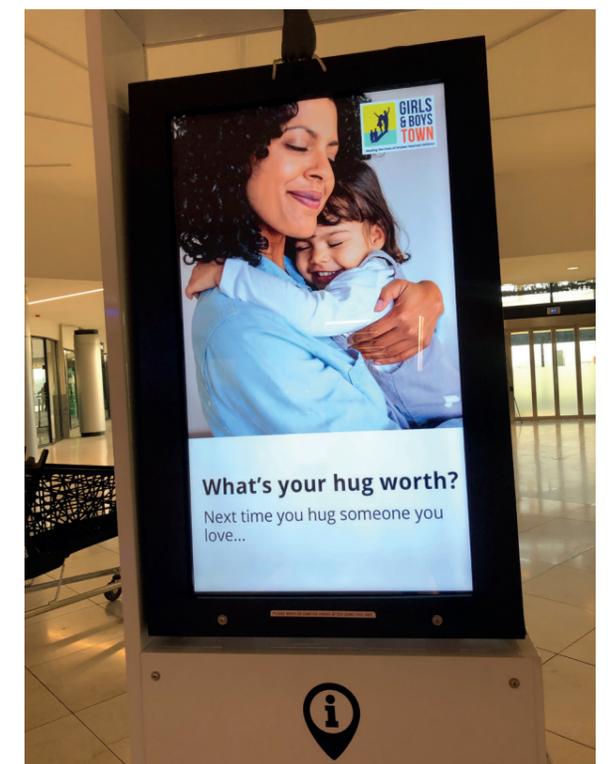
written online communication, two articles in Bizcommunity reached 62 368 and 42 558 readers respectively. There were 7 008 YouTube views of our advert, as well as strong engagement on Facebook and Instagram.

- ◆ Mobilisation of financial support: A total of 7 127 online donations were received.

Presence in the media

Thanks to the generosity of media partners, GBTSA received free advertising airtime and space valued at R7.99 million over the two-year period. We are extremely grateful to Primedia Broadcasting and OOH, MediaMark, SABC, e-Media Holdings, Adreach, i-Point and Urban Brew Studios, who either supplied the airtime/space or helped produce our adverts or interviews.

In addition to this, there is strong public interest in the social issues that confront families and communities across South Africa. We talked to journalists about these issues from time to time and achieved free editorial coverage on GBTSA's services for vulnerable youth, the impact of the pandemic on non-profit organisations and our need for assistance after the fire at our Verulam family home.



Marketing, communications and stakeholder engagement continued

Promoting dialogue

GBTSA strives to promote discussion on matters that affect vulnerable children and young people. Many of these subjects are complex and often poorly understood by the general public. In addition, stigma is sometimes attached to these subjects and by talking openly we can help to break down stigma and make it easier for individuals and families to seek help.

- ◆ As the second wave of COVID-19 swelled in late 2020, we held three Facebook Live events where a psychologist discussed topics including the need to protect children and the rights of LGBTQI children.
- ◆ In June 2021, GBTSA hosted a virtual webinar to mark Child Protection Week in collaboration with the University of Johannesburg and Sonke Gender Justice. This focused on what science is teaching us about abused children in terms of their fight-or-flight responses, their ways of building trust, and their views on adults.
- ◆ In Youth Month 2021, we collaborated with Urban Brew Studios to discuss mental wellbeing on the TV music channel ONE Gospel. The guest panel included our alumna, Matladi Twala, who is passionate about sharing her story to help others overcome their challenges.

These events left us feeling inspired and energised, and highlighted the need to engender continuing dialogue.

Stakeholder engagement

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. This kind of engagement has been described under our therapeutic care programme.

Social media as well as our website facilitate daily engagement with supporters and other stakeholders. 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 the youth.

Social media has also become a convenient way for members of the public to reach GBTSA when they need assistance or wish to provide feedback on our services. We value this two-way engagement and embrace diverse opinions.



Reflecting on the law

GBTSA produces a quarterly digital newsletter for stakeholders. A new feature in 2021 was **The Legal Corner**, which looks at how the law impacts topical social issues. For example, we focused on:

- ◆ **The proposed amendment to the Children's Act of 2005 to extend the jurisdiction of the Children's Court.**
- ◆ **Bullying – when this becomes a criminal offence, the policies that guide schools in their response and creating a rights-based environment to reduce bullying.**
- ◆ **The introduction of the Department of Basic Education's new policy on teenage pregnancy in December 2021. This prohibits schools from excluding or expelling pregnant pupils, while making it compulsory for schools to report cases of statutory rape to the police.**
- ◆ **The policy framework on child and adolescent mental health and the continuing need to expand mental health services for young people.**

Sharing with our donors

Our donors are a very special group of stakeholders and we attempt to share the fruits of their investment with them through regular newsletters and appeals. These publications – now in digital format – centre on our beneficiaries, their achievements and developments that affect them.

After a lengthy hiatus due to COVID-19 restrictions, in November 2021 we resumed our Tea & Tour events with groups of donors at our Macassar campus in the Western Cape. This was a cautious but heartwarming return to normal life at GBTSA. We believe in the power of the human touch not just for our young people but when it comes to donors as well. No amount of writing can substitute meeting our staff members and young people face-to-face.

We imagine that our donors support social programmes to transform lives and be assured their resources are put to good use. We aim to assure them on both counts when we open our doors to them.



GBTSA's methods of engaging stakeholders



Marketing, communications and stakeholder engagement continued

Within the GBTSA family

Various events and ceremonies at our care centres are part of the GBTSA culture. Usually we would have regular oath-taking ceremonies for the GBTSA council, a cornerstone of our peer group system of building youth leadership. COVID-19 interrupted this tradition but by the end of the reporting period all campuses were planning to hold these ceremonies that underscore the trust that is vested in young people serving on the councils.

After the fire at our Verulam centre, we arranged for fire fighters stationed near our campuses around the country to come and address us on fire, health and safety procedures.

We publish a monthly internal staff communique, *Staff Zone*, to keep all staff aware of what is happening in GBTSA countrywide.

The value of partnerships

We are immensely grateful to our partners for their significant contribution of resources and pro-bono services to GBTSA and would like to acknowledge:

- ◆ The DSD, as the regulatory and licensing authority that oversees, registers and subsidises child and youth care centres. Stable relationships with the DSD are vital especially when policy and funding conditions are undergoing change. Timeous submission of reports to the DSD and our compliance with funding conditions is the foundation on which our relationship is built.
- ◆ South African Broadcasting Corporation which has partnered with us and demonstrated a real commitment to the goals of youth care and development. Due to financial constraints, the SABC Foundation ceased to operate during the reporting period and GBTSA is grateful to have been included among the recipients of its final donations.

- ◆ The University of Johannesburg, which has a long-term research partnership with GBTSA. The university has provided expertise and guidance throughout the longitudinal study of GBTSA care-leavers, *Growth beyond the Town* (see page 16). This unique study has not only informed our practice but enabled us to share insights with the professional child care community.
- ◆ KFC's Add Hope initiative, which has supported our Macassar and Tongaat campuses since 2012. They not only contribute to our food budget, but they also donate chicken for special occasions, like graduations and award ceremonies.

Looking ahead

COVID-19 compelled GBTSA to migrate many marketing and communications activities to digital platforms and we discovered that these could be used quite effectively and economically to conduct informative conversations on issues of mutual interest to various stakeholder groups. There is no doubt that digital will remain a major element in our integrated media approach.

Use of the mass media has proved powerful and indispensable to the marketing of the GBTSA brand and we will make every effort to sustain this visibility going forward. Undoubtedly there is also room for us to grow our social media exposure and engagement.

GBTSA has recently formed a partnership with the Graphic Design and Strategic Communications Department of the University of Johannesburg and we hope to see their final year undergraduate and Honours students contributing to our communication interventions going forward.



Fundraising

Strategic partnerships and collaborative relationships are essential to GBTSA and nowhere is the spirit of collaboration more evident than in the response to our fundraising activities. Donations are the lifeblood of our organisation and our work literally depends on the generosity of individuals and organisations. In the current climate, the mobilisation of funds is extremely challenging despite many committed individual and organisational donors.

GBTSA's five-year sustainability strategy requires a systematic, predictable and well-coordinated approach to engaging, acquiring and retaining donors. The overarching goal is to develop a stable and growing revenue base that will cover programme and operational costs.

The importance of private donors – and particularly individual donors – to GBTSA's ability to deliver its programmes cannot be overemphasised. They are responsible for 77% of our income.



Note: the remaining 3% derives from interest, bequests and other sources.

Fundraising objectives

In terms of our five-year strategy, GBTSA aims to:

- ◆ Acquire a good number of new members/donors using direct mail to secure their initial donations.
- ◆ Retain the support of existing members by encouraging them to renew their contributions and keeping them informed about the tangible impact of their generosity.
- ◆ Develop special appeals for projects that meet an urgent need or enhance our services.



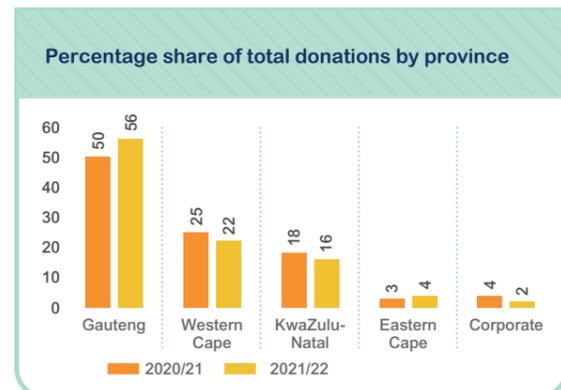
Outcomes of fundraising

Year	Target	Actual	% of target achieved
2020/21	R29 303 707	R28 667 492	96.5%
2021/22	R29 421 331	R30 206 166	102.7%

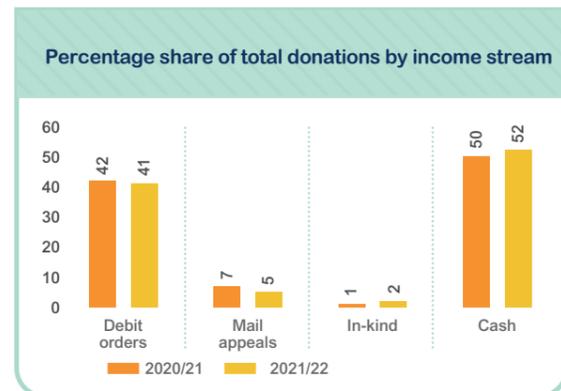
Outcomes of fundraising

The adverse economic climate undoubtedly caused hardship to our donors and affected their ability to support GBTSA. The 2020/21 period was the toughest and GBTSA achieved 96.5% of its fundraising target for the year. With a slight recovery in economic conditions in 2021/22, we exceeded our annual target – as indicated on page 23.

Data indicates that donors based in Gauteng contributed about half of the total amount, those in the Western Cape contributed about one quarter, with the balance shared among residents of the Eastern Cape and KwaZulu-Natal and corporate entities. There was a slight increase in Gauteng's share in the second year of the reporting period.



Cash contributions constitute the largest "category" of donation and are made by diverse donors – regular and once-off, old and new, individual and corporate. Donors who utilise debit orders are generally our regular, committed contributors and it is gratifying to note that more than 40% of donor income falls into that category. In-kind donations are valued and assigned an equivalent monetary value.



Special fundraising initiatives in the reporting period included:

- ◆ The fire emergency appeal arising from the destruction of our Verulam family home for girls in the winter of 2021. Our call for help to members and the general public met with an overwhelming response. Donations helped cover the immediate needs of girls and staff who had lost personal belongings in the fire and supplemented the insurance payment which did not fully meet the cost of restoring the property to the standards required by the authorities.
- ◆ The Tea & Tour event at the Macassar campus in November 2021. Altogether, 12 major donors were invited to the first "living with COVID" event of this kind – seven corporates and five individuals who have made an exceptional contribution over the years. Youth in care at Macassar conducted a tour of the campus and was the best possible evidence that we have a cause worth supporting.
- ◆ *What's your hug worth?* campaign – which has been described in the Communications, Marketing and Stakeholder Relations section.

In process and for the future

We realise that innovation is necessary when it comes to fundraising and a number of new initiatives are in the pipeline. These include:

- ◆ Partnerships with public and private schools and colleges. We aim to increase awareness of the GBTSA brand through outreach to schools and access potential donors associated with these schools.
- ◆ Winning the support of at least one prominent sports professional who would be willing to profile and promote the work that we do.
- ◆ Increasing mass marketing initiatives linked to fundraising and streamlining campaign-based fundraising.
- ◆ Cultivating new stakeholder and corporate partnerships.

GBTSA recognises that donors value good custodianship and prudent use of the funding they have provided. Therefore, we will continue to focus on cost-containment and good management as a way of improving our balance sheet.

For readers who would like to support GBTSA financially, please see page 46 for details on how to donate. Every rand counts and is greatly appreciated!

Information cost chart of a youth at Girls & Boys Town South Africa 2022



Organisational management



The GBTSA executive management team consists of the Chief Executive Officer, the Chief Financial Officer (CFO) and senior managers responsible for financial management, operations, fundraising and marketing.

Executive management is responsible for employing and managing the staff required to achieve the outcomes of each cluster.



Tommie Veldman
Chief Financial Officer



Lee Loynes
Chief Executive Officer



Kganya Mothapo
National Fundraising and Resource Mobilisation Manager



Karen Farred
Head: Residential Services (Coastal and Inland)



Pearl Msweli
National Marketing Manager

Human resource management

The delivery of effective therapeutic care to hundreds of young people requires a substantial number of knowledgeable, skilled and committed staff members. GBTSA's performance and our reputation for excellent care are entirely down to the quality of our staff. Our human resource challenge is to recruit and retain individuals who are highly competent and share the values that lie at the heart of our organisation.

GBTSA's human resources strategy has the following key goals:

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

Due to the financial uncertainty triggered by the COVID-19 pandemic, the executive team adopted an extremely conservative approach to the filling of vacancies in the past two years. As a result, our total staff complement at the end of the reporting period was 122, representing a 13% decrease on the number two years earlier.

GBTSA aims to keep staff turnover to 15% or lower and, in the last two years, we slightly exceeded this limit. The period saw a transition in leadership on some campuses due to retirement and ill health. We implemented our updated HR

policy which takes a more rigorous approach to staff conduct and practices involving youth in care and this also had an impact on staff turnover.

Our staff members are broadly representative of the main population groups in South Africa. Women outnumber men by a ratio of almost two to one, a common situation in care-giving organisations.

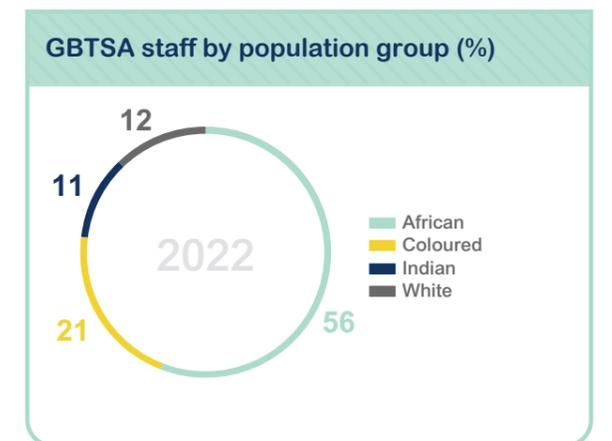
Training and development

Following the closure of the Training Division, as a COVID-19 induced economy measure, experienced members of staff presented training modules to ensure that newer staff were equipped to deliver the GBTSA standard of care and therapy. The nature of training provided is indicated in the table.

Training conducted 2021/ - 2021/2022

	Number trained
Consultation model	7
Drugging and bullying policy	12
Common-sense parenting (for parents of youth)	30
Building skills in high-risk families	19
Long-term residential programme	15
Chemical dependency programme	15
Middle managers' programme	14
Meta-cognitive learning process	15
Neuro integrated study methods training	12

* Unless otherwise indicated, participants were staff members.



For detailed profiles of our Executive team, please visit our website.



Health and safety

Full compliance with occupational health and safety requirements is vital in an organisation with extensive residential facilities. We have invested the necessary time and money to appoint health and safety committees at all campuses, train committee members, conduct health and safety audits and ensure any incidents are reported.

COVID-19 measures

All measures required by regulation to curtail the spread of COVID-19 were taken at our residential campuses and head office.

We developed policies and protocols and updated these as regulations evolved. We appointed COVID-19 compliance officers from members of campus occupational health and safety committees. They met regularly to share information and devise solutions to challenges.

We communicated to staff and youth on mask-wearing, hand-washing and social distancing and ensured the necessary personal protective equipment was made available. We frequently cleaned and disinfected our premises. We implemented compulsory workplace risk assessments and screened staff, youth and visitors at all entrances. This enabled us to institute track and trace measures where necessary.

As vaccinations became available in 2021, we launched a drive to encourage staff and eligible young people to get vaccinated. The uptake among youth in care was very high, while some staff refrained because of health concerns.

Renewal of DSD registration

The receipt of funding from the DSD is conditional on the organisation obtaining departmental registration, complying with reporting requirements, and fulfilling the conditions of service-level agreements. In the reporting period, the Gauteng and KwaZulu-Natal facilities secured renewal of DSD registration for a further five-year period. In the case of the Western Cape, conditional registration – valid to December 2022 – was granted pending a decision on the full five-year registration. The re-registration of the Magaliesburg campus was challenging because it depended on the rezoning of the facility.

Property management

Our facilities not only serve as places of accommodation, but also as spaces for care, healing and social development. They need to be managed in accordance with the functions they serve, but many of our buildings are old and require extensive, costly maintenance.

COVID policies and guidelines

- ◆ GBTSA occupational health and safety guideline – COVID-19 regulations
- ◆ GBTSA COVID-19 workplace readiness plan, policy and procedures
- ◆ COVID policy: medically diagnosed comorbidity, infection and leave
- ◆ Guidelines: COVID-19 lockdown level 2 and campus visitors
- ◆ GBTSA guidelines: COVID-19 quarantine and isolation following exposure and infection
- ◆ Interim GBTSA transport arrangement: campus staff utilising public transport during COVID-19
- ◆ Resourcing virtual family reunification work

The rebuilding of the Verulam girls home after the 2021 fire was almost complete by the end of the reporting period. While the insurance company approved the GBTSA claim, the cost of the work exceeded the insured amount largely because building standards for children's homes have become more stringent in recent years. The building was expected to be operational in the second half of 2022.

Major maintenance work was required at various campuses and the combined costs absorbed virtually all funds earmarked for building maintenance and upgrading. Details are as follows:

- ◆ Macassar Campus: work necessary to secure water and electricity certificates of compliance (as required for DSD registration) and installation of security lighting.
- ◆ Magaliesburg Campus: major repairs to the disintegrating sewerage system and rezoning to secure DSD registration.
- ◆ Tongaat Campus: extensive plumbing and electrical work – some resulting from the demolition of a derelict building on site, replastering and gradually replacing wooden windows with aluminium frames.
- ◆ Kagiso Campus: security enhancement and electrical work at the family homes.

Our fleet of vehicles

We rely on our fleet of 26 vehicles to perform daily operations, such as transporting our youth to schools in the community. We are grateful that donors have generously sponsored most of our fleet.

Expanded use of digital solutions

For some years, GBTSA has used proprietary software to manage staff and corporate performance and enable therapeutic teams to collaborate. In response to the COVID-19-related restrictions on workplace and social interaction, our staff began to utilise internet-based solutions much more extensively to:

- ◆ Work from home, in cases where they were not required to be on campuses.
- ◆ Consult with colleagues across campuses and regions and participate in management meetings.
- ◆ Continue working with the families of young people in care, talking with them on digital platforms rather than face-to-face.
- ◆ Enable youth to communicate with their families during strict lockdown periods.

After an initial period of discomfort with digital meetings, our managers and staff found that this low-cost, time-efficient option actually improved communication. Interaction between

campuses and regions became much more frequent and the style of work more collaborative. Therapeutic teams found that they were able to maintain regular contact with young people's families, even those living a good distance from our campuses.

The cost of using digital platforms was relatively low – subscription for an advanced software solution – as most sites already had adequate computer facilities.

Our staff and management team continued to use GBTSA's proprietary iSHINE software to report activities against strategic objectives, manage performance and track organisational progress on a monthly basis, enabling timely corrections where needed.

Members of therapeutic teams continued to depend on KidShine, a web application that groups therapeutic teams around individual children and young people in our care. It simplifies collaboration across disciplines and makes it easy for every professional team member to track interventions.



Corporate governance



GBTSA is governed by a constitution that sets out the structure of the organisation and its governance mechanisms. The Board's composition reflects an appropriate mixture of knowledge, skills and experience, as envisaged in the constitution. The Board has, over recent years, become more diverse in terms of race, age and gender and has had the benefit of a wider range of insights and perspectives in its deliberations.

Sound corporate governance practices and an ethical culture form the foundation of sustainable value creation for members, stakeholders and beneficiaries. The GBTSA Board's approach to governance extends beyond regulatory compliance. Open and balanced disclosure and transparent financial reporting are central to our governance framework. The Board welcomes the opportunity to engage with members on the organisation's governance philosophy, processes and practices.

Members of GBTSA's Regional Committees play a significant governance role and the three regional chairs serve on the National Board as trustees.

This is the second report in which GBTSA has adopted the integrated reporting framework. We have taken guidance from the principles of the King IV and identified areas where application of these principles could be enhanced.

Values and overseeing the membership body

The religious roots of GBTSA are still reflected in the deeply ingrained values and moral culture of our organisation. Currently our membership comprises individuals from various religious denominations. The Board derives its mandate from the membership, which is also the source of institutional values that flow through to our work with vulnerable youth and families. The relationship between Board members and management is one of confidence and trust.

Governance structure

The GBTSA Board consists of 15 members who volunteer their expertise and services pro bono. The annual general meeting (AGM) of members is responsible for electing Board members and approving formal resolutions that guide the organisation. The Board elects the Chairperson annually and David Daniels currently holds this position.

The Board meets four times a year. Virtual meetings became a necessity during COVID-19 and the Board has retained this practice because members are drawn from different regions and the use of digital meeting platforms has reduced travel and accommodation costs without sacrificing quality of interaction.

Eight members of the Board are trustees of GBTSA, who have been nominated by the membership and elected at the AGM. All Board members are responsible for ensuring that the organisation adheres to its mission and is managed competently and in accordance with policy. The trustees have an additional duty to ensure the wellbeing of GBTSA beneficiaries.

The CEO, with the help of the Company Secretary, assumes responsibility for an informal induction programme, which provides new Board appointees with a comprehensive briefing on GBTSA strategy, financials and operational activities. Before on-boarding, prospective Board members attend 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. 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, the Board and executive management. This structure ensures that no individual exercises unfettered 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.

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 Committee

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 Committee. This committee is responsible for ensuring that GBTSA has 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 Committee is to:

- ◆ Review the principles, policies and practices adopted in the preparation of the accounts of the organisation and 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 GBTSA's auditor to ensure the adequacy and effectiveness of the organisation's financial management controls.

GBTSA retained the services of BDO South Africa 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.

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

Connectivity to most sites was upgraded during the review period to ensure stable internet access. GBTSA now uses a combination of fibre, LTE advanced, 5G and other wireless solutions, depending on the circumstances of individual sites. The only facilities that were not upgraded were:

- ◆ Dingle family home where ADSL is sufficient for the needs of the home.
- ◆ Verulam family home which was under renovation due to the fire.
- ◆ Tongaat campus which is locked into a Telkom contract.

The IVORY system, our in-house fundraising app, has served as a donor management system since 2005. Data is frequently verified, updated and appropriately protected. GBTSA has been fully compliant with Protection of Personal Information Act (POPIA) since it came into effect. Other relevant policies include the GBTSA Group Policy, the Data Breach Policy and the Clean Desk Policy.

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

- ◆ Prevent the loss of resources such as hardware and data.
- ◆ Protect the personal information of donors.
- ◆ 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.

Board responsibility statement

Our independent auditor has audited our financial information and the Board, in the interests of optimising the use of funds, has not sought further independent verification for the biennial report 2020/21 to 2021/22. However, the report is thoroughly verified internally and both executive management and the Board have assured themselves that all material aspects pertaining to GBTSA have been covered comprehensively.

The Board 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.

Members of the Board of GBTSA



David Daniels – Chairperson

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 learning 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 encompass organisational culture, corporate social responsibility, corporate governance, business ethics, and governance of 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, NamTech, 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 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).



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 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.



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.

Members of the Board of GBTSA continued



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 in life. Her educational background includes an Honours degree 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.



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 undertaken monitoring and evaluation of food distribution in Catholic rural schools for USAID Southern Africa, worked with youth on the streets and developed 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, a certificate in mediation skills, and diplomas 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 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.



Brad Glenn

Brad is managing director at The Inside Edge, a national destination management company. His involvement with GBTSA includes sourcing funding and overseeing the development of a vegetable garden at our Tongaat campus. He secured funding for a tutoring programme which ran successfully for a number of years at all three KwaZulu-Natal campuses. He has served on the advisory board of the Faculty of Hospitality, Tourism and Leisure at the Durban University of Technology. He currently serves on the board of the Society of Incentive Travel Excellence (SITE), Africa. He holds a National Diploma in Hotel Management from Durban University of Technology.



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 home care. Donald previously worked as a communications officer in Transnet's Corporate Social Investment Division and was an executive director at Meropa Communications. He holds a Diploma in Public Relations Management from the University of Johannesburg.



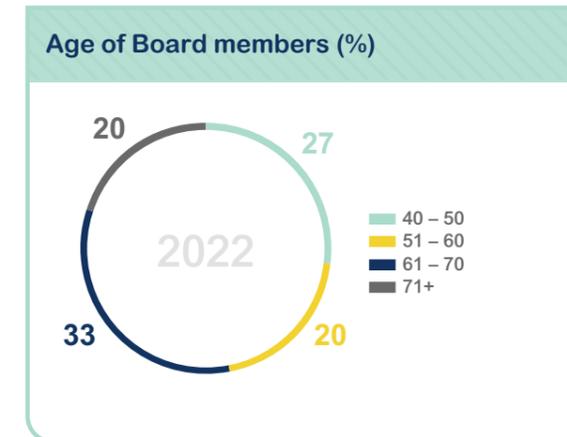
Sister Velephi Venencia Mthembu

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 various ministries. She has worked in orphanage, preschool and basic education projects.

Members of the Board of GBTSA continued



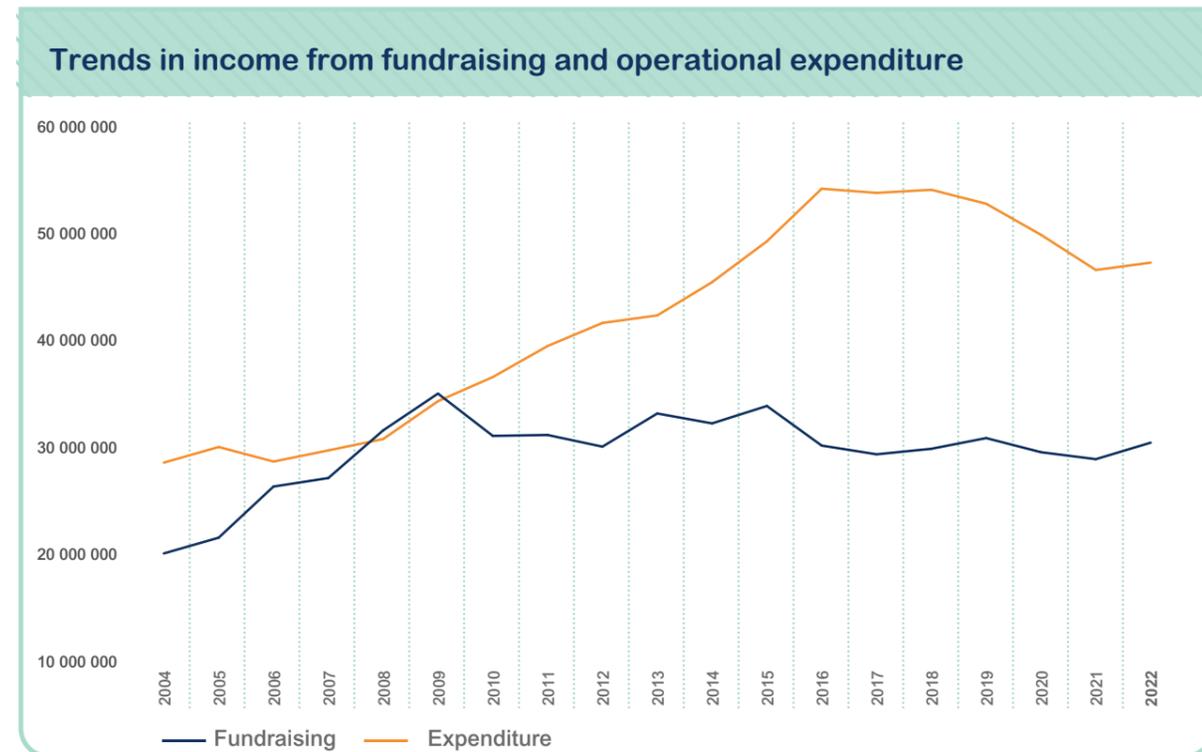
GBTSA Board at a glance



Financial overview



The two years covered by this report – April 2020 to March 2022 – overlapped substantially with the period of deep economic instability caused by the global COVID-19 pandemic and restrictions imposed to contain the spread of infections. The impact on GBTSA is evident in terms of somewhat reduced revenue from grants and donations in 2021 and a reduction in daily operational expenditure. The annual deficits of about R1 million in 2020/21 and R1.3 million in 2021/22 would have been much greater had it not been for the generosity of donors, the resilience of our fundraising team and the measures instituted promptly to contain costs.



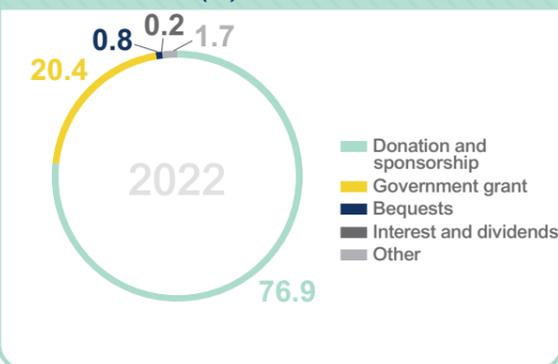
Operational spending over a three-year period

	2021/22 Rand	2020/21 Rand	2019/20 Rand
Youth development centres	26 690 062	26 052 057	28 014 305
Family homes	6 835 473	6 439 174	6 734 682
Admin and other expenses	7 337 923	6 947 025	6 975 562
Fundraising	6 123 465	7 453 145	7 924 652
Marketing and public relations	816 858	655 984	1 097 647
Research	307 698	548 199	528 913
Training	–	–	–
Family services	–	–	–
Total	48 111 479	48 095 585	51 275 763

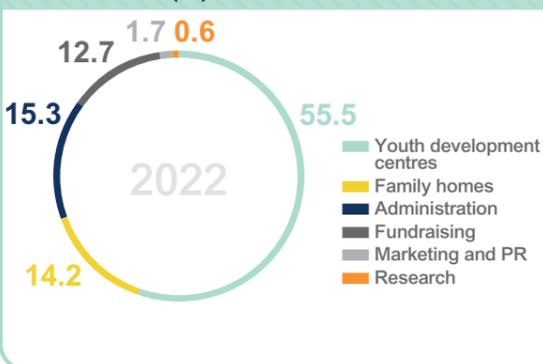
Note: extraordinary expenses, provisions and building depreciation are excluded from the above table

Extracts from the audited annual financial statements for 2021/22 appear on the following pages and contain comparative figures for 2020/21. Excerpts from the financial statements for 2020/21 have not been reproduced in this report. We confirm that the audit reports for both years were unqualified and members may request the full set of annual financial statements from our finance section.

Breakdown of revenue sources April 2020 to March 2022 (%)



Main areas of expenditure April 2020 to March 2022 (%)



Figures reflect the efforts of management and staff to manage spending extremely carefully during the pandemic years. In each of the years in this reporting period, operational expenditure totalled about R48.1 million, whereas spending in 2019/20 was about 6% higher at nearly R51.3 million.



Independent auditor's report



To the trustees of Girls & Boys Town South Africa

We have audited the financial statements of Girls & Boys Town South Africa (the Association), set out on pages 42 to 45, which comprise the statement of financial position as at 31 March 2022, 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, the financial statements present fairly, in all material respects, the financial position of Girls & Boys Town South Africa as at 31 March 2022, 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 opinion

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 (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa.

We have fulfilled our other ethical responsibilities in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is 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). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the document titled "Girls & Boys Town South Africa Annual Financial Statements for the year ended 31 March 2022", 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. We have nothing to report in this regard.

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.

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 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 issue an auditors' 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 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 auditors' 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 auditors' 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

3 September 2022

Wanderers Office Park
52 Corlett Drive
Illovo, 2196



Financial overview

Statement of financial position as at 31 March 2022

	2022 R	2021 R
ASSETS		
Non-current assets		
Property, plant and equipment	17 199 980	19 006 824
Current assets		
Trade and other receivables	2 647 937	1 175 964
Cash and cash equivalents	3 874 393	5 042 211
	6 522 330	6 218 175
Total assets	23 722 310	25 224 999
EQUITY AND LIABILITIES		
Equity		
Special trust fund	352 324	335 449
Retained income	19 159 373	20 467 240
	19 511 697	20 802 689
Liabilities		
Current liabilities		
Trade and other payables	3 166 021	3 170 783
Funds	1 044 592	1 251 527
	4 210 613	4 422 310
Total equity and liabilities	23 722 310	25 224 999

Statement of surplus or deficit and other comprehensive income for the year ended 31 March 2022

	2022 R	2021 R
Revenue	46 511 583	46 995 154
Grants from National Lottery Commission	1 217 000	–
Total revenue	47 728 583	46 995 154
Proceeds from insurance claims	86 506	–
Other operating gains/(losses)	(25 596)	123 280
Other operating expenses	(48 994 725)	(48 108 076)
Operating deficit	(1 205 232)	(989 642)
Investment income	76 994	105 535
Finance costs	(179 629)	(148 252)
Deficit for the year	(1 307 867)	(1 032 359)
Other comprehensive income	–	–
Total comprehensive deficit for the year	(1 307 867)	(1 032 359)

Financial overview

Statement of changes in equity for the year ended 31 March 2022

	Special Trust Fund R	Retained reserve R	Total equity R
Balance at 1 April 2020	329 696	21 499 599	21 829 295
Deficit for the year	–	(1 032 359)	(1 032 359)
Other comprehensive (deficit)/ surplus	–	–	–
Total comprehensive deficit for the year	–	(1 032 359)	(1 032 359)
Increase in Vera Kennedy Trust Reserve	5 753	–	5 753
Total contributions by and distributions to beneficiaries of the association recognised directly in equity	5 753	–	5 753
Balance at 1 April 2021	335 449	20 467 240	20 802 689
Deficit for the year	–	(1 307 867)	(1 307 867)
Other comprehensive (deficit)/ surplus	–	–	–
Total comprehensive deficit for the year	–	(1 307 867)	(1 307 867)
Increase in Vera Kennedy Trust Reserve	16 875	–	16 875
Total contributions by and distributions to beneficiaries of the association recognised directly in equity	16 875	–	16 875
Balance at 31 March 2022	352 324	19 159 373	19 511 697

Statement of cash flows for the year ended 31 March 2022

	2022 R	2020 R
Cash flows from operating activities		
Cash (used in)/generated from operations	(1 082 423)	2 324 530
Interest income	76 994	105 535
Finance costs	(179 629)	(148 252)
Net cash from operating activities	(1 185 058)	2 281 813
Cash flows from investing activities		
Purchase of property, plant and equipment	(239 728)	(810 104)
Sale of property, plant and equipment	256 975	128 719
Net cash from investing activities	17 247	(681 385)
Total cash movement for the year	(1 167 811)	1 600 428
Cash at the beginning of the year	5 042 211	3 441 783
Total cash at end of the year	3 874 400	5 042 211

Financial overview

Detailed statement of surplus or deficit for the year ended 31 March 2022

	2022 R	2021 R
Revenue		
Sponsorships, grants and donations	45 860 951	46 144 868
Rental income	650 632	850 286
	46 511 583	46 995 154
NLC Funding	1 217 000	–
Gross income	47 728 583	46 995 154
Other operating income		
Proceeds from insurance claims	86 506	–
Other operating (losses)/ gains		
(Losses)/ gains on disposal of assets or settlement of liabilities	(25 596)	123 280
Expenses (Refer to page 30)	(48 994 725)	(48 108 076)
Operating deficit	(1 205 232)	(989 642)
Investment income	76 994	105 535
Finance costs	(179 629)	(148 252)
Deficit for the year	(1 307 867)	(1 032 359)

Financial overview

Detailed statement of surplus or deficit for the year ended 31 March 2022

	2022 R	2021 R
Other operating expenses		
Advertising	376 378	325 633
Architects' fees	7 100	–
Auditor's remuneration – external audit	306 384	294 073
Bank charges	306 137	299 459
Cleaning	571 751	388 749
Clothing	122 086	122 964
Computer expenses	172 078	125 814
Consulting and professional fees	440 233	414 923
Consulting and professional fees – legal fees	307 727	203 825
Consumables	52 979	65 464
Delivery expenses	20 775	15 007
Depreciation	1 764 000	1 478 731
Education	568 460	530 830
Employee costs	30 602 562	30 397 081
Fines and penalties	1 850	7 695
Food	2 162 820	1 937 997
Gifts	242	–
Insurance	831 011	847 726
Medical expenses	139 911	243 420
Motor vehicle expenses	1 808 532	1 097 673
Municipal expenses	3 237 199	3 587 910
Other expenses	19 587	15 314
Postage	5 124	12 037
Printing and stationery	321 498	501 556
Recreational expense	151 406	215 834
Repairs and maintenance	1 690 602	1 799 846
Secretarial fees	83 069	86 597
Security	1 714 072	1 977 450
Stipend	75 542	93 410
Subscriptions	25 211	30 658
Telephone and fax	979 616	903 153
Travel – local	128 783	87 247
	48 994 725	48 108 076

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/
 Email: 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



Snap here to donate
 SnapScan

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 GBTSA through the 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
 Find out more by visiting www.myschool.co.za/schools/



Future gifts

Help GBTSA deliver lasting change through our bequest legacy programme.
 Contact 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 & Boys Town South Africa



@GirlsBoysTown1



Girls & Boys Town Non-Profit Organisation



@girlsandboystownsa



Girls & 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

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.

Gift by debit order

SHINE®

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 _____

 _____ Code _____

Physical address _____

 _____ Code _____

Occupation of contributor _____

Debit order details

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

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 notified 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 GBTSA office or email to fundraising: mailing@gbtown.org.za

Contact information

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NATIONAL HOTLINE

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Koketso Moloto
kt@gbtown.org.za

FUNDRAISING DIVISION (NATIONAL)

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Healing broken-hearted children

Girls & Boys Town South Africa was established in 1958 to provide the homes, therapeutic care and educational and vocational support to heal the lives of South Africa's physically and emotionally abused children. Girls & Boys Town is privately funded by donations from the public. The organisation is a registered NPO and accredited by the Department of Social Development.

