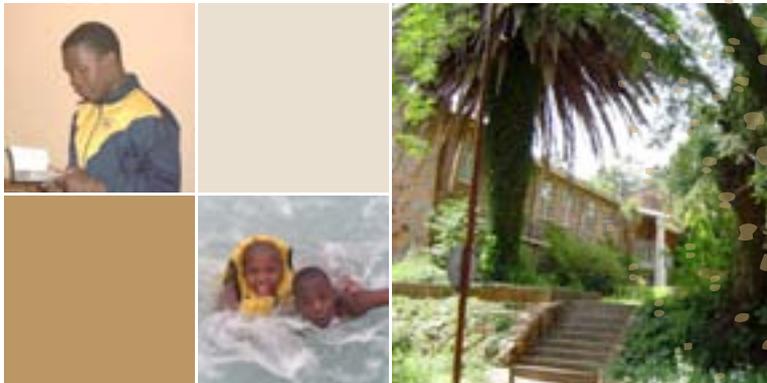




Serving youth into the future

*Biennial Report 2010*



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## List of acronyms and their definitions

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

Registered as a Non Profit Organisation

Act 71 of 1997 – **009-244 NPO**

Registered as a Welfare Organisation

Act 100 of 1978

Registered as a "Public Benefit Organisation" (PBO) in terms of section 18A of the Income Tax Act (58 of 1962)

SARS Ref 18/11/13/379

# Vision and mission



## *Delivering value*

We contribute to the community and society through:

- Socially responsible childcare facilities, programmes, services and initiatives;
- A dedicated focus on providing opportunities for our youth where others have given up hope;
- Innovative, effective programmes and services that meet youth, family and community needs; and
- Conversion of liabilities into assets for our society.

To investors we offer:

- Programmes that serve youth, families and communities;
- Our knowledge, skills and experience to the field of childcare; and
- Transparency and accountability to our donors and investors.



# Our history



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

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

In 1958, Magaliesburg saw the first, then Boys Town residential home established – borne out of the compassion, altruism and social consciousness of its founders, initially providing a home for nine youngsters from a local children’s home who had been destined for a so-called trade school. These boys were soon joined by 17 others from children’s homes throughout the country and, since then, the organisation has continued to expand exponentially over the following 52 years – including focusing on work with girls.

## *Our values and principles*

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





Future

# Then and now ...



1958

## 1958

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

## 1968

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

## 1970

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

## 1974

First Boys Town Family Home opens in Rondebosch, Cape Town. (More Family Homes opened throughout the country during the late 70s and 80s.)

## 1975

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

## 1993

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

## 1996

Trainers from Boys Town Nebraska, USA visit to train and introduce the Family Teaching programme to staff. This becomes a nationally standardised child-care practice model for all Family Homes.

## 1999

Boys Town Kagiso opens. Our National Hotline Service is launched.

## 2001

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

## 2007

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

## 2008

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

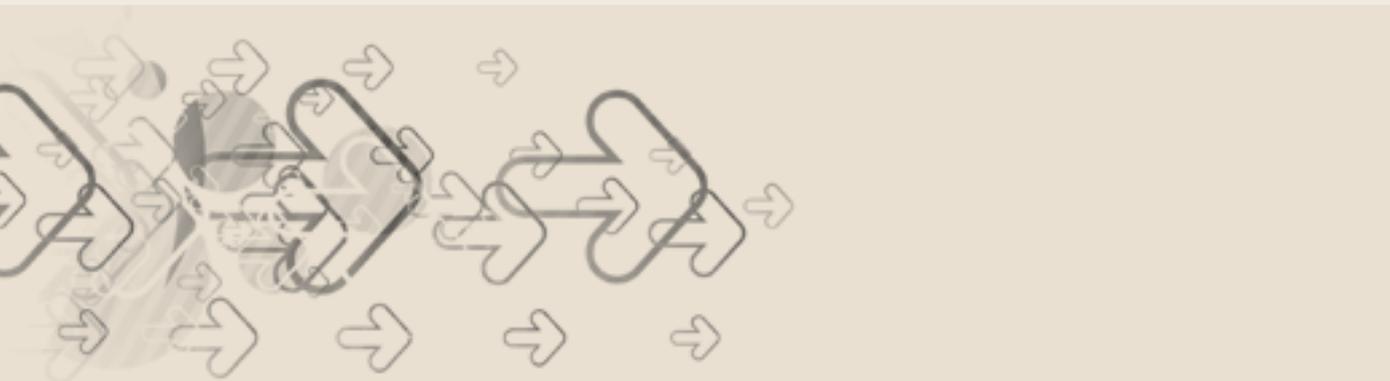
## 2009

Established Research Ethics Committee and engaged in formal research activities.

## 2010

Achieved direct community outreach services to beneficiaries in all nine provinces.





**1978**

Boys Town Genazzano-Tongaat opened in KwaZulu-Natal.

**1979**

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

**1988**

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

**1989**

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

**1992**

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

**2002**

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

**2003**

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

**2004**

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

**2005**

First girls are admitted to our Alpha Family Home in Claremont, Cape Town. Wider services to girls (and boys) continue via our community outreach programmes, training centres and National Hotline.

**2006**

A chemical dependency programme is introduced.



# Chairperson's report



*It is appropriate to begin this report with a word of thanks and appreciation to all our donors, volunteers and partners for their continued support and belief in the work of Girls and Boys Town. In the last two years your generosity allowed us to maintain our commitment to the girls and boys placed in our care and to strengthen their families and especially brothers and sisters – some of who live quite far away. It also enabled dialogue and exchange of skills with a wide range of professionals and NPOs working for a better life for children. On behalf of the Board of Trustees of Girls and Boys Town, thank you.*

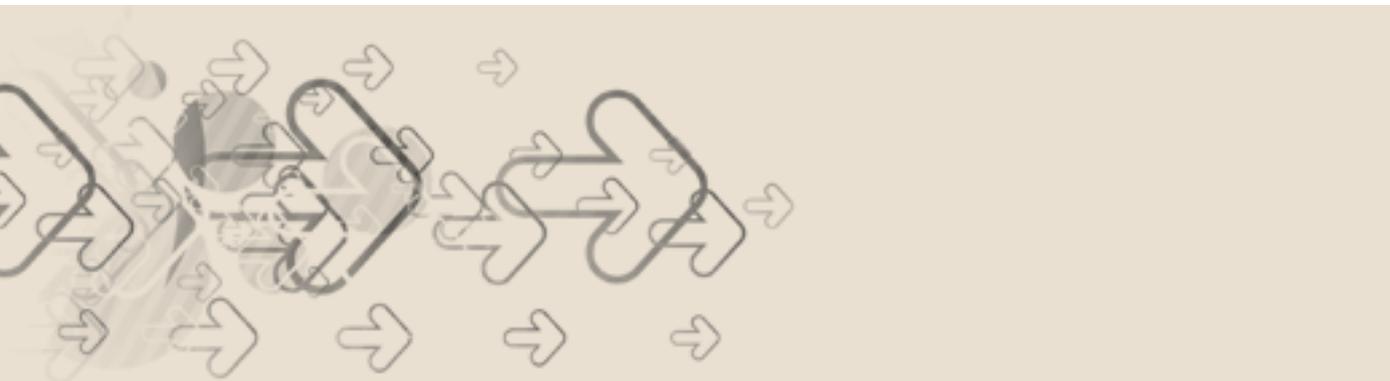
Without doubt the greatest challenge of the last two years has been managing the effect of the global economic crisis on South Africa and its impact on social-service delivery for children/youth. Within this context it is pleasing to report that sound financial management, the vigilant monitoring and evaluation of expenditure, revisiting our fundraising methods and wise financial investment made it possible for Girls and Boys Town to continue existing services, even to upgrade some of them and to address key issues of concern.

While the body of this Biennial Report shares interesting detail and stories related to work done with you, it is important to acknowledge the wise counsel and collective expertise of the Girls and Boys Town Board of Trustees in supporting these achievements. This is particularly so in the areas of education and in extending of Girls and Boys Town services.

## *Achievements of note in 2008 – 2010 include:*

- Incorporating in-house educational programmes into the Girls and Boys Town services offered by bridging courses to fill the education gaps of many youth to increase their chances of mainstream school acceptance.
- Reaching out to communities and families in areas where Girls and Boys Town maintains no physical presence – Limpopo, Mpumalanga and the Eastern Cape.
- Building the capacity of educators in rural schools through corporate sponsorship to train in our Well-Managed Classroom (WMC) programme as well as contributing to the safety in community schools.





An important part of 2008 – 2010 was remembering the past and its value for the present. The 50<sup>th</sup> anniversary of Girls and Boys Town was celebrated by former and current learners, volunteers and colleagues of years gone by at the regional events attended by sponsors and friends. For those interested in history, you will be pleased to know of a special funding allocation set up by the Board to maintain and upgrade our buildings – some of which were constructed as far back as the early 1900's – a graceful heritage.

Girls and Boys Town is privileged to have a team of volunteers across its national infrastructure, who are dedicated to the vision and mission of the organisation. Our volunteers selflessly share their time and competencies to benefit the youth we serve and to enhance the image and visibility of the organisation in their communities. The capacity of volunteers for connecting with the right person at the local level never ceases to amaze. On behalf of the Board of Trustees, sincere thanks go to each of you.

Girls and Boys Town now moves into the next two-year cycle ably supported by a strategic plan for service excellence. This includes expanding services for girls and sustaining the targeted growth in numbers of children/youth served. At the same time the organisation continues to strengthen its programmes at child and youth care campuses according to their needs. It promises to be a busy two years.

In closing I wish to express appreciation to my fellow Board members, to Lee Loynes our CEO, to Girls and Boys Town volunteers and of course to all staff for your support and wisdom over the last two years. Together we have done well and I am ever grateful.

Yours sincerely

*Ros Halkett*

**Chairperson**

Board of Trustees



# Chief Executive's report

1 March 2008 to 28 February 2010



*The need to transform is a critical aspect within any organisation. It takes vision, commitment and hard work. The capacity to transform within an NPO is reliant on financial and human resources – and Girls and Boys Town have been blessed on all of these fronts via a gifted staff team, committed and loyal donors and a visionary Board and committee members.*

2008 was Girls and Boys Town's 50<sup>th</sup> anniversary. The fun-filled, exciting and successful celebrations set the tone for the two-year period that followed.

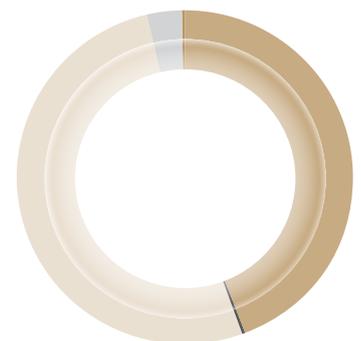
The **restructuring** of the organisation into different service divisions ensured that we were able to focus attention on skills development and on widening specific target groups with our helping, supportive and strengthening initiatives. Such a revised strategy led to more beneficiaries in more diverse communities. The results were outstanding – the Residential, Family and Training and Education Services Divisions served a total number of 25 927 beneficiaries during the period 1 March 2009 to 28 February 2010.

These statistics were especially significant as we reviewed our **marketing and communications** plan to change the perceptions of Girls and Boys Town as:

- only working with boys, despite our name change in 2004, where in fact more than half of our beneficiaries in 2009/10 were female (see chart opposite);
- only consisting of our Magaliesburg residential campus, where in fact we have eight such centres nationally; and
- only working with an annual average of between 300 and 350 youth in residential centres, where in fact, via our Training and Education and Family Community-based Services, we extended our reach to serve 25 927 beneficiaries in 2009/10 nationally.

Further achievements during the 18-month period from July 2008 to February 2010 (see page 9) included the significant increase in numbers of schools, educators and families. Training and consulting to different schools increased by 251% and by 141% with different educators via our 'Well-Managed Classroom' workshops and follow-up services.

**BENEFICIARIES OF SERVICES  
2009 – 2010**



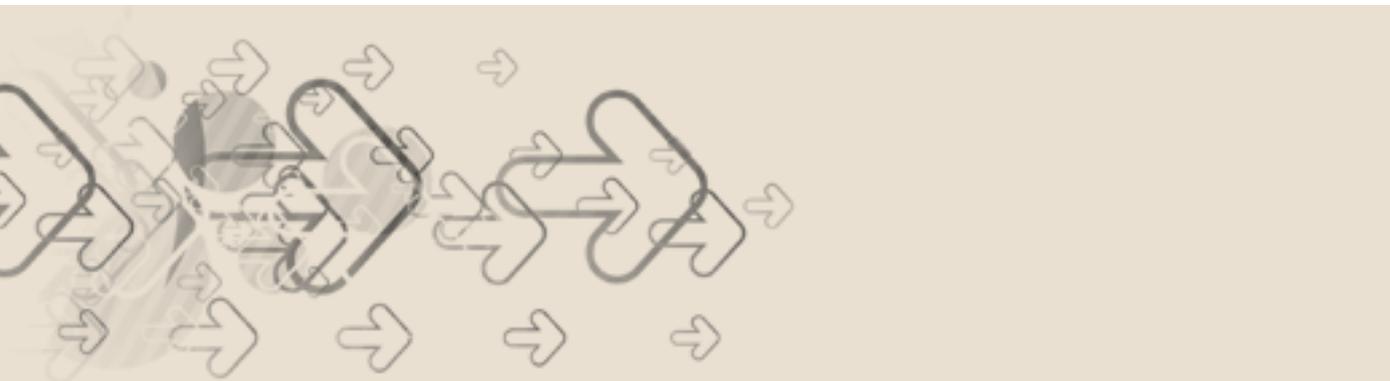
▲ 11 513	Children
▲ 30	Elderly
▲ 13 467	Youth
▲ 859	Adults
▲ 58	Disabled
<b>25 927</b>	<b>Total</b>

**BENEFICIARIES BY GENDER  
2009 – 2010**



▲ 7 769	Male
▲ 18 164	Female





The feedback from schools and their satisfaction with the outcomes of these services has, in large part, influenced the rapid growth in, and demand for this service.

Girls and Boys Town also revolutionised how we worked with families, shifting to a strength-based, 'Working-With-High-Risk-Families' model where our workers meet and work with families directly in their family homes and communities. This beneficiary group increased by a significant 692% (seven-fold) over the period.

Strategic marketing and communication plans were put in place and focused on supporting all future developments, as well as fundraising efforts, over the next two-year period. One of these key strategies is to consolidate the tradition of profiling youth and staff talent in this credible and innovative organisation.

A further significant transformation over the period has been our continuously improving **B-BBEE** compliance with required standards, which especially benefits businesses earning points on the 'socio-economic development' category of their score card.

**Key strategic initiatives for the period 2010 to 2012 are as follows:**

- Operationalise the strategic marketing and communications plan;
- Extend educational support and acceleration service programmes to otherwise excluded youth and illiterate adult beneficiaries;
- Develop and implement service programmes that ensure long-term youth stability and success in the community;
- Improve and formalise the participative-management strategic process; and
- Target and implement long-range research activities.

There can never be enough gratitude expressed to our Board of Trustees, Regional Committee members, staff teams, volunteers and donors. The commitment, energy and loyalty of all those who support this 52-year-old organisation and all that we stand for is overwhelming. Indeed, the reason that we are able not only to continue serving those children and youth who struggle, but also to develop these services and outreach programmes so efficiently and effectively. The sterling work of the different Family, Training and Education, Residential and Evaluation and Research Services Divisions – as well as the supportive Human Resources, Fundraising and Finance Divisions are outlined through this report. These achievements and future strategic developments would be impossible without each individual's input and contribution, no matter whether time, financial commitment, intellectual input or concerned support.

Girls and Boys Town thank all those who involve themselves so purposefully in our daily operations and lives. We remain committed to serving youth into the future and supporting all those who impact on their lives according to the highest standards of service excellence.



# Chief Executive's report (continued)

1 March 2008 to 28 February 2010



*Expansion of service impact and outcomes for the 24-month reporting period:*

**DIVISION 1:**

**GIRLS AND BOYS TOWN TRAINING AND EDUCATION SERVICES DIVISION'S OUTREACH AND GROWTH**

Not only have services within this division extended into all nine provinces during the period under review, but training services impacted on significantly more beneficiaries – 251% more schools, 141% more educators and 692% more families. (See graph on the right).

**DIVISION 2:**

**GIRLS AND BOYS TOWN FAMILY SERVICES COMMUNITY-BASED IMPACT AND DEVELOPMENTS**

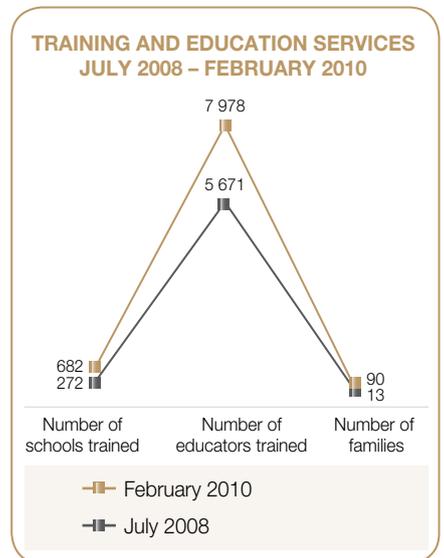
Where once families were required to attend campus based meetings for an hour or two twice a year on average, today they are now being worked with intensively in their homes and communities by Girls and Boys Town Family Services workers.

Each individual family member in the home is worked with according to their own agendas and developmental plans. Each family member's coping skills are identified and strengthened and their potential to benefit from resources within community structures are formalised and enhanced through networking skills and abilities. Families, youth and children, and members from the surrounding community, are now worked with as a holistic and dynamic system.

**DIVISION 3:**

**GIRLS AND BOYS TOWN EVALUATION AND RESEARCH SERVICES IMPACT AND CONTRIBUTION**

Good governance and accountability are the cornerstones of a healthy organisation. Although Girls and Boys Town have been evaluating the satisfaction of our service beneficiaries within the Residential Services Division (parents, educators, youth, etc.) we have expanded these internal monitoring systems to now include the Fundraising (FR),





Family Services (FS) and Training and Education Services (TES) Divisions. It is this feedback, from those who benefit directly from our services (youth, families, schools, etc.) or those who are partners in our services (placement agency workers, youth employers, volunteers, etc.) that assist us with service monitoring and ongoing service developments and improvements.

The Research Services Division has been a new initiative and one which is now allowing us to measure effectiveness of training and service intervention and observe and respond to developing trends. This level of feedback has assisted service users, and indeed donors and sponsors, in identifying Girls and Boys Town as their preferred service provider. Although still a very young and developing aspect of our 52-year old organisation, the value of these research outcomes has already influenced decision-making and future thinking.

#### DIVISION 4:

#### GIRLS AND BOYS TOWN RESIDENTIAL SERVICES' IMPACT AND CONTRIBUTION

To ensure that we offer the very best services to young people, Residential Services teams on all four Youth Development campuses as well as the four Family Home campuses, have been afforded the opportunity to focus entirely on the young people. Youth feedback, following evaluations, has indicated their high levels of satisfaction (as per graphs alongside).

Ironically, as we transformed, the need for further growth and development on different levels became apparent – and we are thus poised for our next phase of transformation and development for youth and families, schools and educators and communities.

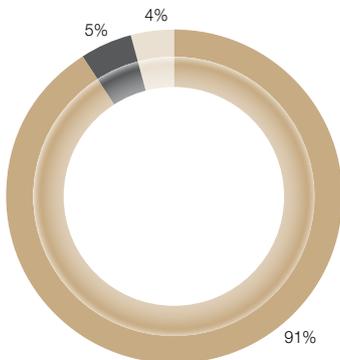
#### WHAT IS TO COME:

- Youth Learning Support centres with accelerated Adult Basic Education and Training learning programmes.
- Targeted research activities.
- Increased staff mobility and support – Senior Child and Youth Care workers/floaters, wellness days, improved staff development programmes.
- Increased organisational stability and enhanced outreach.
- Operationalisation of the 2010 – 2013 strategy over the next three years as follows:

#### General:

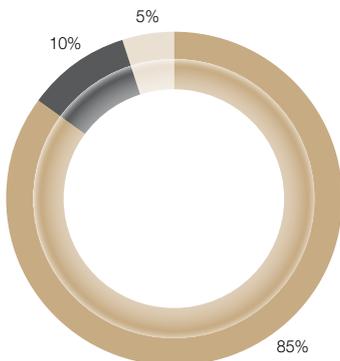
- Increase at-risk youth accessibility to residential centres and improve staff capacity in managing challenging youth.
- Serve a greater number of children and youth, with a focus on the girl child, across all services and in all regions.
- Develop and entrench services of excellence.
- Secure and manage financial resources which identify services relevant to youth and family needs.
- Increase regional communication processes between all divisions (via improved inter-divisional meeting and information exchange forums).

#### HELPING WITH TREATMENT GOALS



91% of the boys and girls were very satisfied that child and youth care staff and family educators helped them with their treatment goals and prepared them for future success.

#### PROVIDING A SAFE ENVIRONMENT



85% of our young people were satisfied that all staff provided a safe environment where intimidation and aggressive behaviour is not allowed.



# Chief Executive's report (continued)

1 March 2008 to 28 February 2010



## **Family Services: Responsible and accountable for safe family contacts and living experiences of youth**

- Work more efficiently with families within the Girls and Boys Town Family Strengthening model.
- Improve permanency planning processes for youth by re-assessing and strengthening viable biological and/or 'significant' permanency placement options (foster-care model) – as well as set the basis for future potential care models and services for Girls and Boys Town youth.
- Assume further responsibility and accountability for Regional Assessment Panel processes and the admission of youth.
- Recommending and ensuring safe weekend and holiday placements with 'families' for youth.

## **Residential Services: Responsible and accountable for enabling responsive life-space environments and experiences for young people and for securing permanent and effective youth independent living skills**

- Entrench effective self-governance and leadership development programmes in all residential settings (Peer Group System in Youth Development Centres and Family Home programme (FH)).
- Ensure responsive staff in using and mobilising the life-space environments to the benefit of youth.
- Focus on timeous treatment plan processes that are effective and responsive in addressing youth needs.
- Skill and empower all residential staff to manage challenging behavioural youth issues, as per a responsive and relevant residential programme.

## **Training and Education Services: Responsible and accountable for the educational (school and tertiary) and career programme for all Girls and Boys Town youth**

- Development of accelerated learning programmes and centres for all Girls and Boys Town youth per region.
- Implement reliable and outcome-based specialised classroom management training with all participating youth.
- Effect interest and aptitude testing and career planning and implementation for all residential Girls and Boys Town youth.
- Strengthen all community-based schools serving Girls and Boys Town residential and FS youth.
- Empower all caregivers and professionals through on-going 'common sense parenting' and educational training and consultation.

## **Evaluation and Research Services: Responsible and accountable for monitoring programme and service standards as well as researching trends and service delivery**

- Extend internal and external consumer surveys to fundraising and consultation service delivery.
- Increase levels of data interpretation when producing and delivering research reports and feedback.





### The PR and Marketing Challenges

The extent of both the outreach of Girls and Boys Town and the breadth of the services is not fully understood by many of the public and there are those who have never heard of us. Then there are some who, after the 2004 name change, still refer to us as Boys Town and not Girls and Boys Town.

In fact, many people are surprised to hear that we now work with girls – when more than half of our service beneficiaries are girls.

Moreover, those who have heard of us think that we are still only the residential centre, Girls and Boys Town, in Magaliesburg. In fact:

- Magaliesburg is one of eight residential centres around the country.
- Residential Services for girls and boys is only one of three service divisions – we now also have a Family Services Division where teams work with families country-wide and a Training and Education Services Division.
- Where 52 years ago we did begin with only nine boys – today we serve, train, strengthen, empower and develop over 25 000 beneficiaries – girls, boys, families, parents, educators – and over half of these are girls.

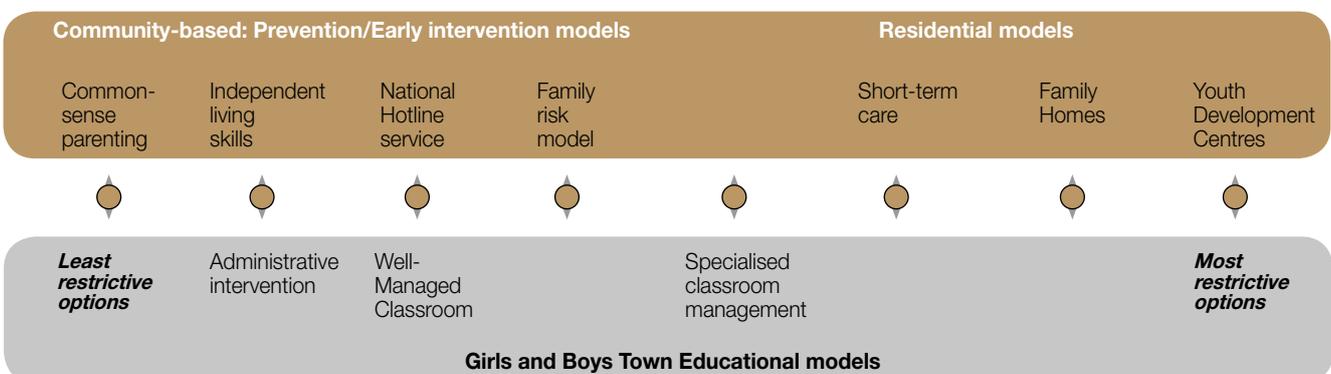
It is these and other aspects which will drive our public relations and marketing strategies into the next period.

Again, thank you to our extraordinary staff teams, volunteers and donors – it is only through your commitments and partnerships that we are able to develop and achieve all that we do in the interests of struggling young people, families and communities.

*Lee Loynes*

**Chief Executive Officer**

#### THE CONTINUUM OF GIRLS AND BOYS TOWN SUPPORT SERVICE OPTIONS:



# Financial Manager's report

1 March 2008 to 28 February 2010



## Creating value for our stakeholders

In the corporate world, creating value for your shareholders has a direct relation to financial wealth. In our organisation we create value for our stakeholders by changing lives. This is far more powerful than creating financial wealth.

Sustainability is the key to our objective to change lives. It has become the byword of many organisations and has also been adopted for the financial existence of Girls and Boys Town. One can, however, only be sustainable through loyal support from donors, stakeholders and good corporate governance.

It has been a very difficult year with our stakeholders experiencing the effect of the global economic crisis, bringing reduced interest rates and poor performance on the stock markets. We can attribute this as the main reason for the reduction in sponsorships from R43,3 million to R37,4 million – a decrease of R5,9 million or 13,6%. Sustainable income remains the cornerstone of our organisation and 55% of annual revenue is still derived from our loyal monthly supporters by way of debit order or credit card. This certainty of the income stream makes financial planning far more effective and factual.

The reduction of the interest rate earned on investments plus lower dividends resulted in our investment income also reducing by 28% or R833 822.

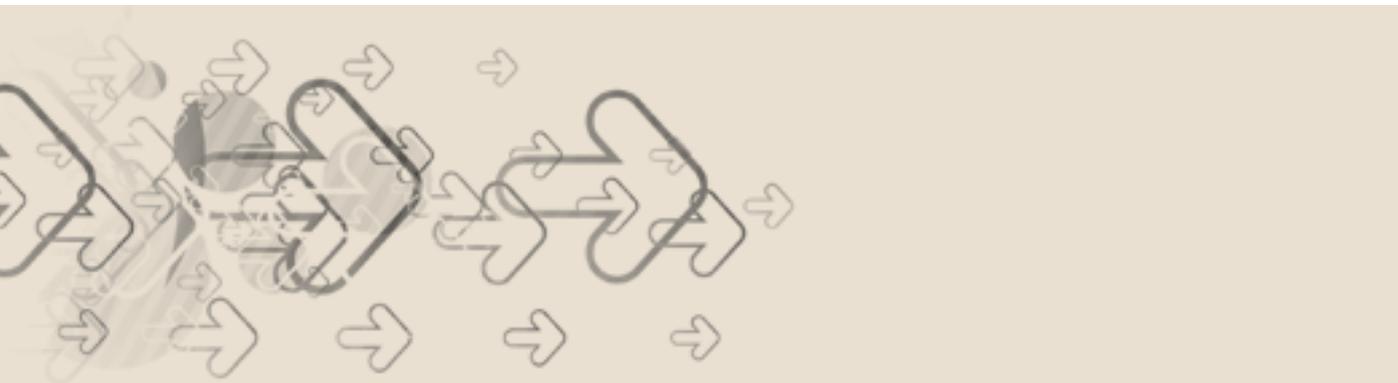
This pressure on our income stream made it essential to apply good governance in managing our expenses down and to maximise the return on our assets. We have managed to contain expenditure and total expenditure, net of salaries, has only increased by 1,8%. Employee cost was contained and salary increases were limited to a performance-based 7,5%. Total operating expenditure increased by 6,3% to R37,6 million.

REVENUE DISTRIBUTION 2009/2010



▲ 64%	Sponsorships
▲ 4%	Mail appeal
▲ 2%	Other income
▲ 14%	Subsidiaries
▲ 5%	Bequests
▲ 1%	Training income
▲ 5%	Interest and dividends





The bulk of our spending is still targeted at Youth Development Centres and Family Homes being 49,3%. We have managed to contain administrative costs at 11,2%. This is in line with our objective to maximise the allocation of resources to the youth, families and communities.

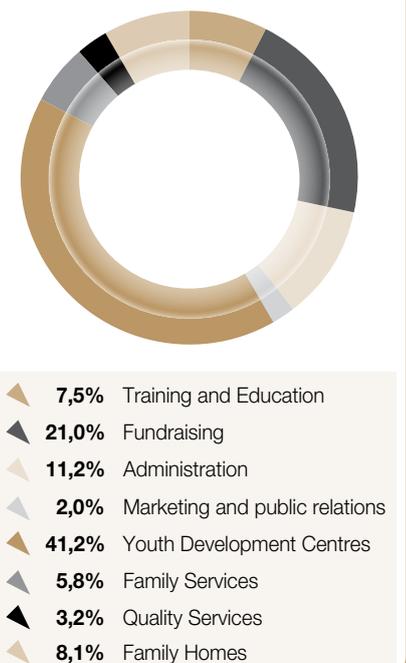
Training and Education spending increased to 7,5%. This is mainly due to the fact that all “Protem” units (i.e. “in the meantime”) are now centralised under this department. Major expansion of this function is planned in the near future for each Youth Development Centre. A dedicated classroom with the required equipment and educators will be deployed nationally. This classroom will cater for our own youth as well as for the extended community that we serve through our Family Services Division.

The annual cost to change the lives of youth remains high and escalates by the day. The cost per youth increased from R45 780 per annum to R56 460 per annum.

The organisation had phenomenal financial support from all our stakeholders during the last five years turning around a somewhat sombre picture that existed in 2005. Carbon footprint is a big restriction to society today to limit the impact of these emissions on the environment, but the footprint that you, as our stakeholder, left in the hearts of our youth and communities by virtue of your financial contribution is environment-friendly, closes gaps in the hearts of our youth and is an investment in the leaders of tomorrow to leave a legacy for their descendants.

Together we will create value for our stakeholders by changing lives.

**COST DISTRIBUTION MARCH 2010**



# Financial Manager's report (continued)

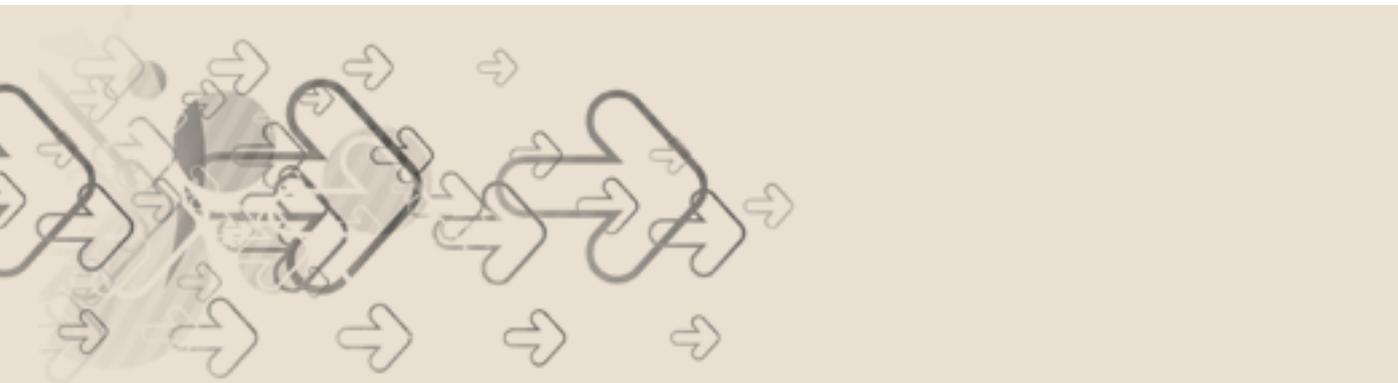
1 March 2008 to 28 February 2010



## MONTHLY AND ANNUAL COST OF A YOUTH AT GIRLS AND BOYS TOWN

							<b>R2 125 pm</b> R25 500 pa <b>R2 900 pm</b> R34 800 pa <b>R3 650 pm</b> R43 800 pa <b>R4 120 pm</b> R49 440 pa <b>R4 435 pm</b> R53 220 pa <b>R4 585 pm</b> R55 020 pa TOTAL <b>R4 705 pm</b> R56 460 pa
Recreation and cultural <b>R120 pm</b> R1 440 pa	Medical and dental <b>R150 pm</b> R1 800 pa	Clothing and uniforms <b>R315 pm</b> R3 780 pa	Accommodation <b>R470 pm</b> R5 640 pa	Food and transport <b>R750 pm</b> R9 000 pa	Education and tutoring <b>R775 pm</b> R9 300 pa	Programmes and counselling <b>R2 125 pm</b> R25 500 pa	
<i>Videos Sports equipment Pocket money Outings Holiday camp</i>	<i>Hospital Medicines Doctors Eye testing Drug testing Nurse</i>	<i>Laundry workers Clothing Shoes Laundry cleaning</i>	<i>Cleaning Electricity Water Municipal fees Telephone</i>	<i>Kitchen staff Youth travel Outings Meals Refreshments Kitchen utensils</i>	<i>Stationery School clothing Computer training School books Magazines Teachers School fees School transport Drivers Tutors</i>	<i>Youth care workers Principals Social workers Family teachers Evaluators Psychologists Therapists</i>	



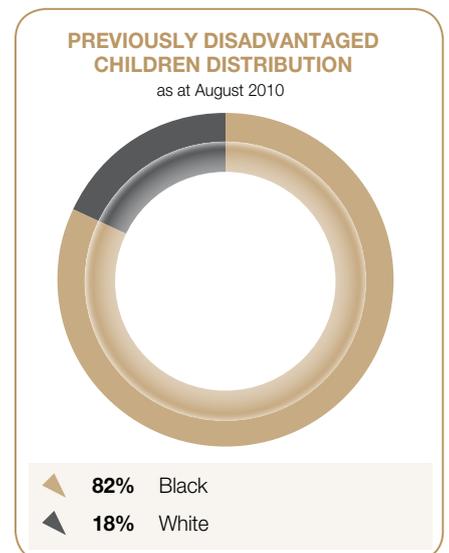
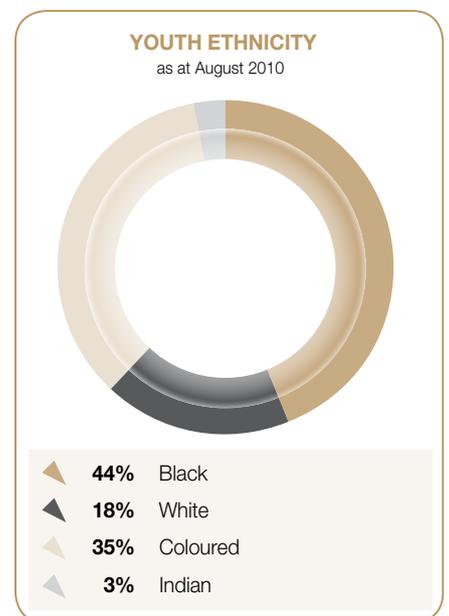


### *Black Economic Empowerment (BEE) Scorecard*

The recently published Broad-based Black Economic Empowerment Codes of Good Practice allows Girls and Boys Town corporate supporters recognition for their contribution to our organisation due to the fact that 75% of our services benefit appropriate beneficiaries. Girls and Boys Town can now issue your company with a certificate that will allow for your contribution to be recognised for points on your BEE scorecard.

Our organisation can proudly confirm that **our services benefit 82% black beneficiaries directly**. This is over and above the work we do in black schools and communities.

*Tommie Veldman*  
**Chief Financial Officer**



# Chief Fundraising Manager's report

1 March 2008 to 28 February 2010



*The past two years were filled with dedication and the passion to serve the youth in our care. The fundraising staff in challenging economic conditions once again stepped up to the plate and relentlessly delivered what was needed.*

*I commend our fundraising team for their passion and dedication to achieve their commitment, ensuring that the organisation remained sustainable. They understand that happiness is the common denominator of all people and all human behaviour. Everything they did these past two years was an attempt to achieve happiness, providing for the quality care of our young people.*

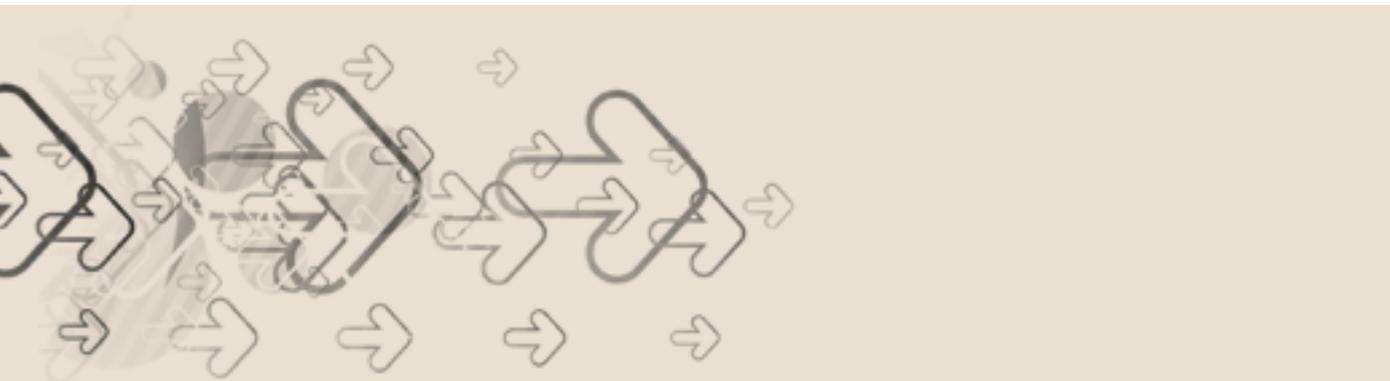
Our donors supported our fundraising effort with enthusiasm and generosity found only in people with real passion. A number of our donors have supported Girls and Boys Town for many years while others have only just committed to join us on the long road ahead. It is only with pride that I convey the humble thanks of our young people to you our esteemed donors.

Over the past years we have maintained the foundation of our past success and continue to strive to uphold our principle's of ethical fundraising. Under the leadership of Lee Loynes and the Executive Committee we effectively increased our fundraising compliance to Good Governance standards in fundraising. As the King III report becomes the standard for NPO's in South Africa, we will grow our fundraising procedures and controls ensuring our compliance with these standards. It was once sincerely stated: " It is better to be defeated on principle than it is to win on lies".

Two years ago we established four objectives that would take us successfully through the global economic recession. These objectives:

- to improve the service to our existing donors;
  - to maintain the national value of our income source;
  - to fund new innovative services required by our young people; and
  - to fund the building of a sustainable future for the young people in our care,
- were all achieved with acceptable levels of success.





As we move into the next two years it is filled with exciting futures for fundraising and the organisation as a whole. In the last two years we experienced an increase in donor support for projects that has led to the growth and development of the young people. These projects ranged from safety and security to photographic skills. The development of athletic, academic and spiritual skills were also supported by our donors. The benefit and success of these projects provides the foundation for fundraising to innovatively move into the next two years and solicit support for beneficial projects required on each of the youth services compasses.

With appreciation to our fundraising team and our donors passion for your support, I have confidence to say we will ensure the sustainability of our promise to the young people in our care.

***“We will give you the opportunity to find peace, happiness and success which is the right of all mankind”***

*Norden van Zyl*

**Chief Fundraising Officer**



# Human Resources report

1 March 2008 to 28 February 2010



*The gems of Girls and Boys Town South Africa are our human capital – those who spend their lives serving the communities and our youth with dedication and devotion.*

As Dr Stephen R Covey, a well-known author and recognised as one of the most influential philosophers said: “Be patient with yourself. Self-growth is tender; it’s holy ground. There’s no greater investment”. We agree that our biggest investment is our staff, the people who live and strive for the upliftment of our communities and youth.

## *Competing for scarce resources*

Where our commitment is to employ only the most suitable, best qualified and totally dedicated employees, we always need to balance this obligation against our quest to spend public money wisely. This scenario is further complicated by the fact that we are constantly competing with our peers for resources; this also influences our ability to offer market related salaries as some of our competition’s remuneration packages seem to offer much greater benefits than what we can afford. In addition, it is a well known fact that we operate in a field where resource skills are few and far between, therefore, we are continuously searching for and applying innovative methods of showing our employees how valuable they are to us.

This said we have identified a few areas in our organisation where we can make a difference to our employees’ lives. Such areas add to our overall retention strategy and will be discussed in the sections below.

### ● **Improved communication**

During the past year it became clear to us that our organisation was suffering from a communication block between the various levels of employees. We thus decided to put certain processes and actions in place as a remedy against our communiqué obstruction. Although this process started mid-2009, it is currently still in a developing phase, however, we have been successful in the implementation of a foundation, which will enable us to reach

## **REGIONAL WELLNESS COMMITTEES**



Western Cape

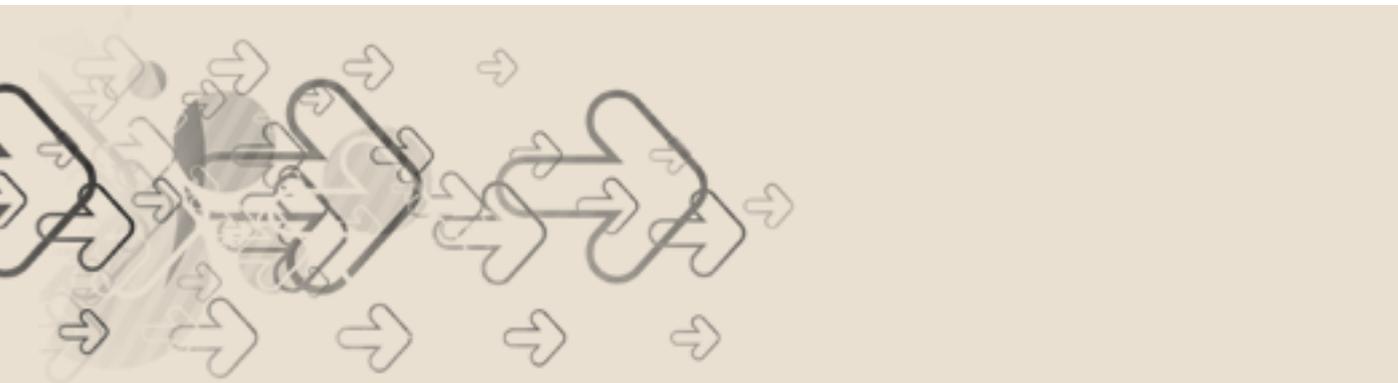


KwaZulu-Natal



Gauteng





higher communication standards. One successful idea for expanding our interaction levels is our internal monthly newsletter called *The Staff Zone*, primarily made up of submissions from employees at all levels in the organisation.

● **Employee wellness drive**

Our employee wellbeing is of upmost importance to us. Where it is not always possible to know about every difficulty, we can ensure better support and guidance to our staff by the newly implemented Wellness Committees. These committees have three main functions: educating, supporting and coordinating.

Education and support talks ensure that colleagues are updated and informed monthly on various subjects relating to:

- career wellbeing
- social wellbeing
- financial wellbeing
- physical wellbeing
- community wellbeing.

Coordination, the third function of these committees, is directly linked to organising wellness intervention sessions and days.

Each region also engages in a sponsored wellness day, co-hosted by Discovery Health, Girls and Boys Town South Africa's official medical aid. All aspects of health are touched on during the annual wellness day with the focal point being physical wellbeing, where screening tests and health education takes preference.

● **Health and safety**

In order to ensure that we comply with the legal regulations of the Occupational Health and Safety Act, each office or campus elects a health and safety representative annually. These employees are then sent on various awareness-training courses to ensure that they are equipped for their roles. Although these training courses are costly exercises, we try to

**REGIONAL WELLNESS DAYS**



KwaZulu-Natal



Western Cape



Gauteng



# Human Resources report (continued)

1 March 2008 to 28 February 2010



ensure compliance to the various state regulations, as it is our organisational culture to act as good role models to the youth in our care.

However, setting a good example to our youth alone will not bring about safety awareness and skill. Therefore, each campus has their own Health and Safety Committee, consisting of employees and youth. These committees have frequent meetings, training and intervention sessions.

### ● Employment equity

Our employment and gender equality is displayed in the graphs below. We are proud to report that we are staffed well beyond our equity targets.

The table below displays the variation between the current and previous equity distribution.

Equity	Jun to Aug 2009 %	Sep to Nov 2009 %	Dec 2009 to Apr 2010 %	May to July 2010 %
African	41	43	<b>44</b>	<b>46</b>
Coloured	22	24	<b>21</b>	<b>24</b>
Indian	13	13	<b>12</b>	<b>13</b>
White	24	20	<b>23</b>	<b>17</b>

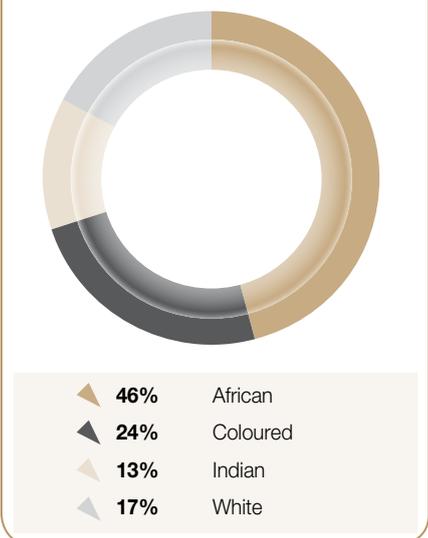
The chart presents the overall equity distribution of Girls and Boys Town South Africa.

### NATIONAL WELLNESS REPRESENTATIVES



Noel Milner and Howard Stevens

### GIRLS AND BOYS TOWN TOTAL EQUITY





The chart alongside represents Girls and Boys Town South Africa's equity gender distribution.

We take pride in offering the best possible working environment to our staff and it is with this goal in mind that we head into the future to maintain and extend our continuous quest for enhancement.

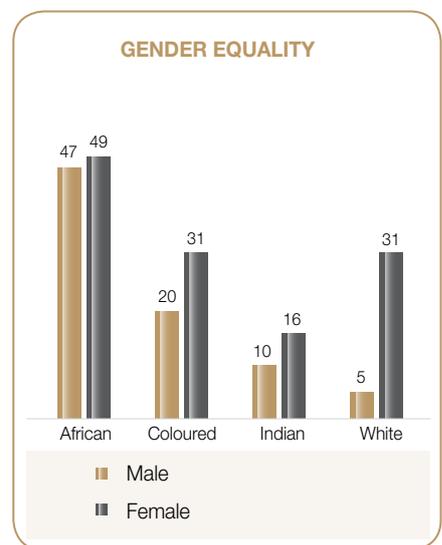
*Goals for the next period: March 2010 to February 2012*

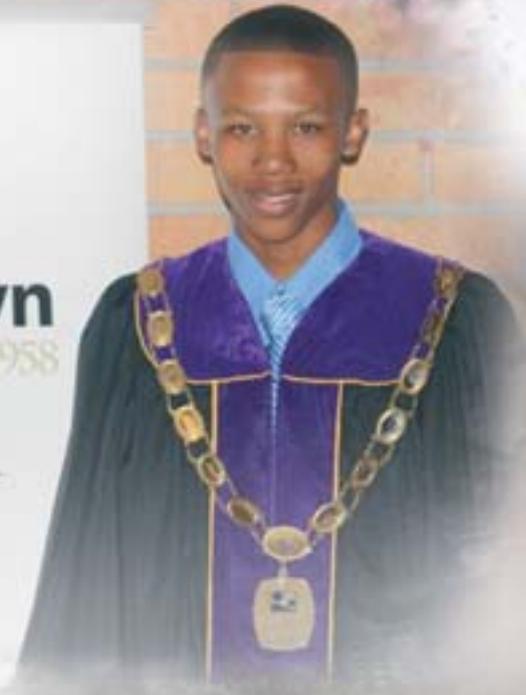
- Integrating health and safety with employee wellness.
- Building on and nourishing the Girls and Boys Town culture.
- Constant training and development.
- Transparency with relation to job titles and overall job functioning.
- Succession plans and management.

Thank you for your interest in the functioning and expertise of Girls and Boys Town South Africa's staff resources.

*Macdelene Sauer*

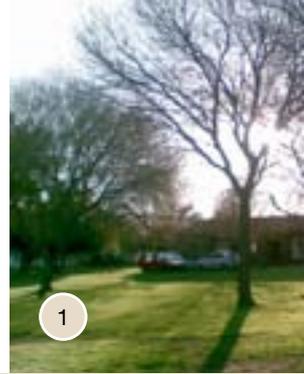
**Human Resources Coordinator**







# What children need to thrive: The importance of the therapeutic environment



*Negative environments do not permit the full actualisation of psychological competencies; the child will function below his ability as long as he remains in that context. But if he is transferred to an environment that provides greater variety and requires more accommodations, he seems more capable of exploiting that experience and repairing the damage wrought by this negative environment.* (Kagan & Klein, 1973: 961)



Environmental psychologist Gary Evans (2006) conducted numerous research studies on the effects of the physical environment on children's wellbeing. His extensive body of research revealed that the effects of the physical environment such as noise level, size, safety and cleanliness of children's surroundings are as significant for children's development as relationships with parents and peers. Evans believes that the physical environment profoundly influences developmental outcomes including academic achievement, cognitive, social and emotional development. Subsequently, empirical evidence provided by Van den Burg *et.al.* and Hartig and Staats (2003) further indicates that removing a child from a stressful environment and placing them in an environment with a more positive 'sense of place' will result in physical, emotional and spiritual benefits for the child.



Welcome to the four Youth Development campuses of Girls and Boys Town South Africa. The Magaliesburg campus nestled in the Magaliesberg mountains is depicted in photos 5, 7, 8 and 10. The Macassar campus in the Cape with a backdrop of the famous Table Mountain and situated on farm land, is depicted in photos 1 and 9. The Kagiso campus in Gauteng also rurally situated, is depicted in photos 2, 6, 11 and 12. The Tongaat campus on the north coast of KwaZulu-Natal with its own stretch of beach is depicted by photos 3 and 4 which is the view from the youth rooms at this campus. More beautiful environments, "far from the madding crowd", would be hard to find.



Girls and Boys Town South Africa has been creating happy, healthy environments for South Africa's at-risk children for 52 years. We believe that these wonderful environments linked to the professional care we aim to provide, makes for a rich and effective therapeutic environment and one which marginalised youth richly deserve. We are very grateful to our donors who continue to support us and enable us to maintain these beautiful campuses.





2



3



5



6



8



9



11

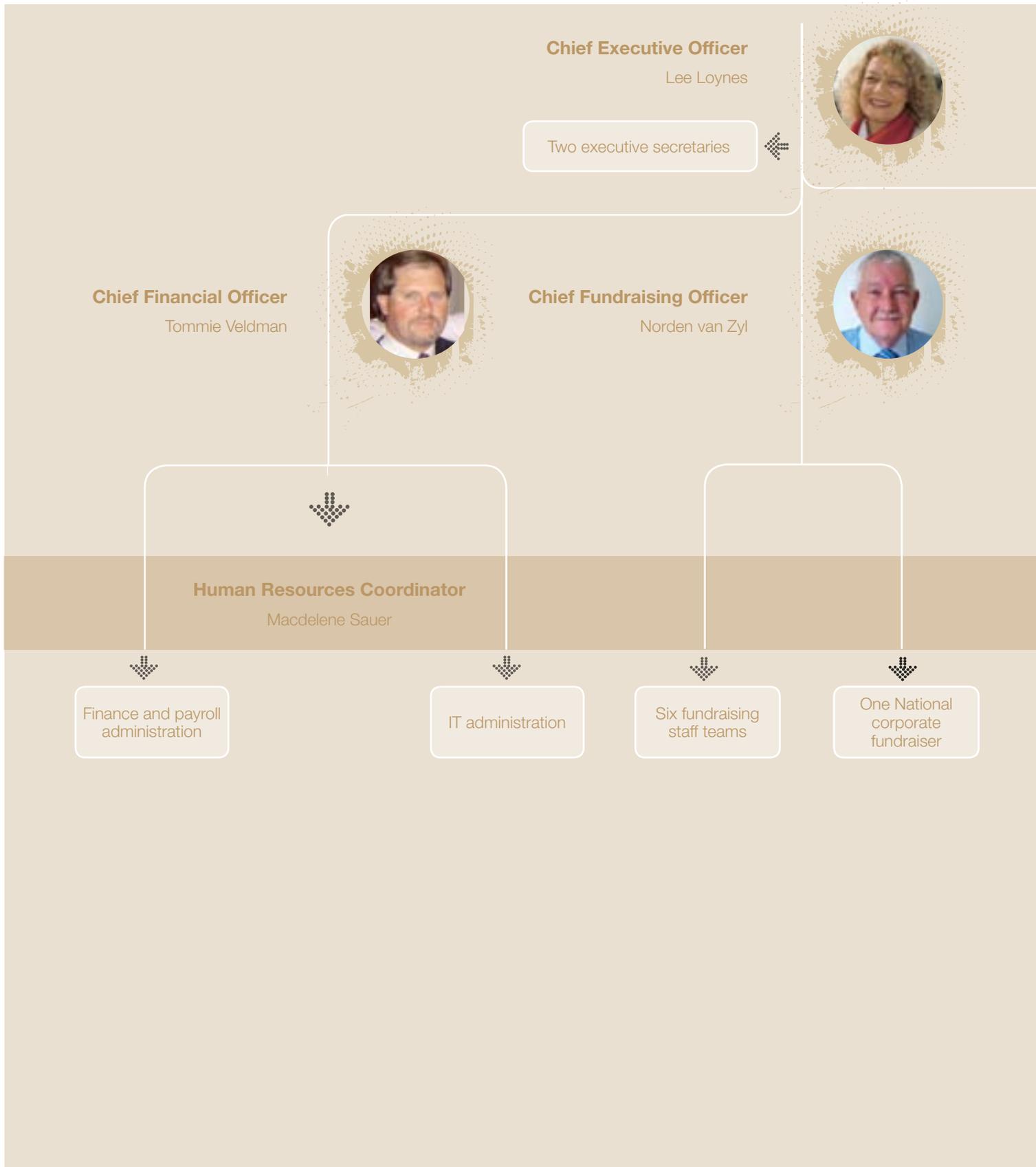


12



27

# Organisational structure



**Department:  
Youth  
Services**

**Marketing/Public  
Relations Function  
and Mail Appeals**

Head:  
Residential  
Services  
Division  
Derrick Groep



Head:  
Training  
and Education  
Services  
Division  
Margaret  
Sehlabane



Head:  
Family  
Services  
Coordinator  
Karen Farred



Head:  
Evaluation  
and  
Research  
Services  
Division  
Peter Marx



Residential  
principals and vice  
principals in eight  
centres

Regional training  
coordinators

Learning support  
educators in four regional  
Protém units

Regional family  
social worker and  
social auxiliary  
teams

Nationally  
functioning  
evaluators

Eight to 25 team  
members per  
residential  
centre team

Regional training  
teams

Protém educational aides

*The four youth services divisions*

**Residential  
Services Division**

Youth Development  
Centres

Family Homes

**Training and Education  
Services Division**

Regional Protém remedial units

Specialised classroom management training

Well-Managed Classroom training

Common-sense parenting training

**Family Services  
Division**

National Hotline

Regional  
assessment  
and replacement  
panels

Building skills in  
high-risk families

Foster care

**Evaluation and  
Research  
Services Division**

Programme and  
model evaluations

Research function



# Evaluation and Research report

1 March 2008 to 28 February 2010



## Evaluation and Research Services Division since 2008

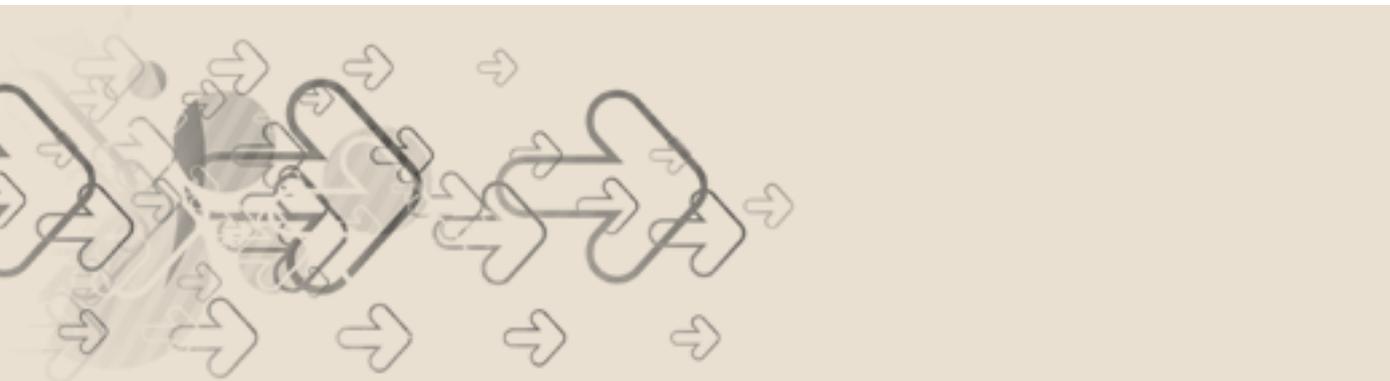
*“Girls and Boys Town aims to learn, assess and measure what the key success factors are in ‘creating opportunities for youth to grow into responsible citizens’ (our mission). Achieving this will mean, amongst other things, the ability to answer, with some accuracy, the eternal question asked of us by the public, ‘How successful are you really?’”* Peter Marx, Head Quality Assurance and Research

Achieving this goal has required the establishment of a Research Department in addition to the Evaluation Department which has been running for some years. This saw the birth of the Evaluation and Research Division in 2008.

## Research Department

- The employment of a researcher (Kashiefa Kader) and voluntary assistance from Dr. Adrian van Breda (experienced researcher working at the University of Johannesburg) in 2008, saw the first steps in establishing this new department.
- In 2009 an Ethics Committee was established to ensure research accountability and for maintaining good ethics.
- A research policy for the department is in the third draft form. We aim to finalise the policy this year.
- In the beginning of 2010 the Training and Education Services Division conducted the Well-Managed Classroom (WMC) training in nine schools in nine provincial areas of South Africa. The Research Department is conducting research on the effect of this training for educators, learners and management staff. This will go some way in answering, “How successful the WMC is in positively impacting on schools”. The final report will be completed in October 2010 and presented to the Department of Education.
- A long-term direction for research at Girls and Boys Town is currently being developed in an important new commitment by the organisation to this department. It is believed that this focus will bring significant and exciting value to the organisation. The marketing and exposure of the organisation remains crucial, but the impact of our work with youth and families as well as the potential impact on the field of Child and Youth Care as a whole, will also be of immeasurable value. Briefly, this research direction will include both ‘short-term’ research of the effectiveness/success within each division as well as a ‘longer-term’ research project.
- Goals for the next period:
  1. WMC research completed and presented to the Department of Education by November 2010.
  2. To complete a proposal for a ‘long-term’ research programme by end 2010.
  3. To establish research projects for the Residential Services, Family Services and Training and Education Services Divisions – March 2011.





4. To present the Developmental Plan in achieving the research direction for ratification by the organisation – March 2011.
5. To present completed reports for the above divisional research projects as well as for a 'longer-term' research project – February 2012.

### *Evaluation Department*

- Broadening of evaluations. The evaluators are independent of any other division and therefore represent an unbiased opinion. Having 'neutral' evaluations conducted on the work being done affords those being evaluated with an objective view of their work implementation, thus answering, 'How effectively are we in using the tools of our trade?'. Consequently, there is a growing need to have evaluations completed in all divisions and with all staff. Since 2008, where we were doing evaluations in all eight residential facilities at least annually, we have developed in the following ways:
  1. Increased thoroughness of the Youth Development Centre evaluation.
  2. Interviewing every youth with respect to their safety every year.
  3. Conducting biannual support staff surveys for all residential managers, heads of divisions, fundraising managers and some officers.
  4. Conducting annual consumer surveys of the parents and support staff serviced by the Family Services Division. Reports for all these evaluations are submitted within strict timelines.
- Goals for the next period:
  1. To extend evaluations for managers beyond support staff surveys to professional evaluator assessment of these managers' consultation services. This will initially be implemented for the youth development managers and senior youth care workers.
  2. To extend evaluations into the Training and Education Services Division.
  3. With the extension of Evaluation Services we will need to grow the capacity of the division.

*Peter Marx*

**Head: Evaluation and Research Services Division**



# Family Services report

1 March 2008 to 28 February 2010



## Family Services: The first two years (2008 – 2010)

It is hard to believe that we are two years old. As I look back I remember the challenges and the uncertainty. Is this the right thing to do? Is this a service that children, youth and families in South Africa need? And the question that held the greatest challenge – can the Family Services Division uphold the sterling reputation that is synonymous with Girls and Boys Town South Africa?

As a part of an organisation that strives for excellence this is an on-going challenge. The anecdotal stories from families and Family Services workers in our three centres is evidence that the services of Girls and Boys Town South Africa are relevant and are able to make a difference in the lives of families and youth. It has also been rewarding for the dedicated staff rendering these services.

We have all learnt a lot. The Family Services teams have made services accessible to families in remote rural communities in the Western Cape, Gauteng and KwaZulu-Natal (see pictures 1, 2 and 3 on the right). By establishing mobile Family Services teams, Girls and Boys Town South Africa is able to deliver services beyond the “tarred road.” As workers accessing families in their homes, we have been taught the importance of respecting the family in their entirety – their culture and how they fit into the community where they live. We have been taught that unless you understand and respect the family in all its diversity and complexity, you won’t be able to help. We discovered this vicariously through the experience of two Family Services workers, Eshnett and Maureen. In a rural village they visited, they had to wait for the headman of the village to be present before they could speak to any member of the family. As they respected the way of the family and community, they were not only able to help the children of the family referred to them, but other children in the village were also kept safe.

We have learnt to keep ourselves safe. Some Family Services workers have had scary experiences in communities. Two workers were held up in Umlazi in KwaZulu-Natal (see separate story on page 33).

Family Services supports and complements the services of the other Girls and Boys Town divisions, more especially, the Residential Services Division. The story of Thandi and Kris come to mind. Thandi, a young girl in the Alpha Home, desperate to have contact with her mother, was able to realise this dream with the help of her Family Services worker and the Family Home team. Her contact with her family was



Picture 1: Rural area in the Western Cape

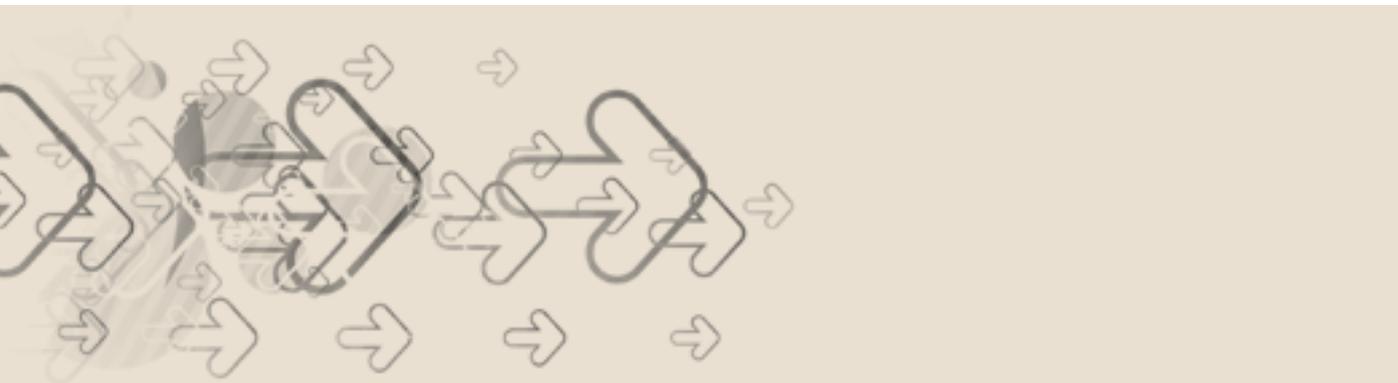


Picture 2: Disadvantaged home in rural area



Picture 3: Rural area in North West Province





successfully negotiated without compromising her safety. Kris had been in the Girls and Boys Town Tongaat campus for many years without having any contact with his family. The Family Services worker, Keshni, was instrumental in reconnecting Kris with his father (see picture 4).

Dali's story is one that reflects the longer-term impact of the work with families. Family Services members' strengths and skills are developed so that they can be functional. In other words, they can manage all the stresses and strains of daily life. This story also highlights the inter-relatedness of the work with families and the work with youth. In this instance, Patricia and Dali learnt to listen to each other, as they spent more time together as a family. Dali's behaviour changed for the better and he was able to go and live with his mom permanently. Samantha, the Family Services worker, had helped his mom harness her strengths and she had managed to get a house for herself and Dali where they could start their life together (see pictures 5 and 6 on the right).

These stories each tell a different story and, hopefully, give some indication of the work that Family Services does and how this work benefits families and youth. The overall statistics will give an indication of the volume of work done by 10 people (two part-time staff).

Over the past two years the Family Services Division has received 490 applications for services and assessed 310 youth and families. They have rendered services on an on-going basis to 30 families. At least 43 youth have remained in the care of their families with the support of the Family Services workers.

### *Working Safely in Unsafe Times*

Working with young people and their families in communities is an intrinsic part of the work done by Girls and Boys Town staff. Child and Youth Care Workers, Social Workers, Learning Support Teachers, Trainers, drivers and Family Workers all spend time in communities where the youth live and go to school.

Girls and Boys Town are committed to working with all families and youth who need our services. Although this may seem a superfluous statement to make, as we are a child and family centred organization and that is what we are expected to do.

The real dangers that staff face in fulfilling this commitment, is not fully understood, and appreciated. The recent experience of Radhika Fakir and Vuyani Mthembu is an



Picture 4: Kris and his father



Picture 5: Dali in front of his house



Picture 6: Dali and his mom in their home



# Family Services report (continued)

1 March 2008 to 28 February 2010



extreme example of what workers face but this is not an isolated incident. Staff have been high-jacked, shot at and held at gunpoint in a high-jacked vehicle.

Radhika and Vuyani recently visited a family living in Umlazi in KwaZulu-Natal. Working with the family in their own home is always a special experience. They spent time in the family's home and were able to connect with this family. Vuyani's ability to speak Zulu made a big difference in the way the family shared their concerns with them. The family had been very conscious of the safety risks in this community, and arranged, to meet the workers, and escorted them to their home. They escorted them back to the vehicle when they were leaving.

As they were saying their goodbyes, four young men approached them, two with guns, and one who appeared to be intoxicated. Vuyani was "requested" at gun point to hand over his cell phone and his ring. He complied, At this point Radhika bravely pointed out to the young men that they were from Girls and Boys Town and pointed to her and Vuyani's badges. One of the young men then wanted to know what they were doing there and Radhika explained that the little boy was at Girls and Boys Town and they had come to visit him and his family. The terrified family, immobilized by fear, was witnessing these events. It was a frightening experience for all of them and could have had tragic consequences were it not for the fourth young man who said, "Just leave them." Evidently, he had enough influence with the group to end the nightmare. Miraculously, they not only left them unharmed but returned Vuyani's ring and cell phone.

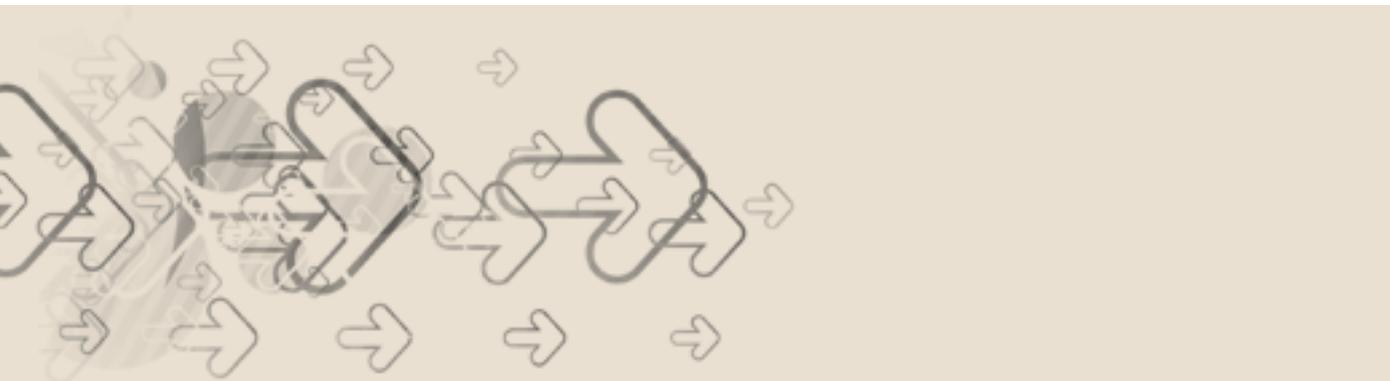
We could dwell on the what if's but we all know how this scenario could have played out and we are grateful that neither Vuyani, nor Radhika nor the boy and his family were physically harmed. We know that the trauma they experienced will stay with them for a while and as an organisation we will help them heal.

We cannot say with any certainty why there was this turn of events. We'd like to believe that Girls and Boys Town had a positive connotation for the young men. They recognised the good intentions of Vuyani and Radhika and this spoke to their humanity. Perhaps they have code of ethics and they don't hurt those who are doing good. This would fit with the Girls and Boys Town belief that there is good in everyone.

Vuyani and Radhika were brave and courageous and the way they responded has to be commended. As an organisation we are aware that staff are facing increasing dangers when they leave Girls and Boys Town to enter into communities. Our responsibility to keep staff and the youth we care for safe is paramount. We do have to guard against becoming complacent and it is these unfortunate experiences that jolt us back to reality. Keeping safe while we do what we need to do to assist young people and their families is a challenge. This experience will heighten awareness about safety but not paralyse or deter us from accessing the families and young people that we work with. There are small things we can do: wearing organisational badges and making people aware of who we are and what we are doing is important. The visibility of the organisational logo can act as a deterrent.

We are grateful for the support from the public and donors whose beneficence allows us to increase our access to tools that keep us staff safe like, cell phones, staff badges, and branded vehicles. We are as grateful for those who share their knowledge of Girls and Boys Town with others. We hope that the good we do will spring into the minds of those with ill-intent whenever the name Girls and Boys Town is mentioned or the logo is seen.





### *The period ahead*

The first two years, in short, was taken up with setting up all the regional teams, employ and develop the staff and teams, furnishing offices and other material resources before we could venture into the community. We determined processes to make our work effective and efficient and found that we had to fine-tune and adjust procedures. Practice has not yet led to perfection, but it has helped us to understand what is practical and what is cumbersome. The main aim is to help families and youth as quickly and effectively as possible.

As we move into the next period, our goals are focused on improving the quality of the services we provide. The Evaluation and Research Department will be instrumental in evaluating services provided by Family Services workers as a team and the individual quality of their work. Surveys will be conducted with family members who have been the recipients of our services. The individual effectiveness of each Family Services worker will be surveyed.

The information will assist with consultation of Family Services workers. Three consultants were trained (one per region) and they will be assisting their team to implement the "Building Skills in High Risk Families Model" authentically. With improved implementation, we hope to increase the number of families of the model which will result in an increase in the number of families and youth we serve. The aim is to provide services that help to keep children, youth and their families together.

We plan to further develop relationships with agencies and organisations to establish a network of inter-related service providers to assist families within their community.

*Karen Farred*

**Head: Family Services Division**



# Residential Services report

April 2008 to March 2010



## Overview

*Residential Services have set as their goal for the period under review to move the organisation from a good one to where service excellence to youth and families is the hallmark. The implementation of this plan was slow and experienced a number of challenges along the way. There has, however, been good advancement made in certain areas.*

## CORE CHALLENGE

Challenges regarding placement of youth in schools continued, especially in the Gauteng region. Schools were full and in some instances were not prepared to accept more than a certain quota of youth from Girls and Boys Town South Africa. Special strategies were put in place to deal with all the variables that impact on school occupancy. Of note was the direct approach to the Department of Education in Gauteng. This did not resolve all the issues but highlighted the need to have youth placed in Girls and Boys Town campuses in schools. Residential, Family Services and Training and Education Services Divisions embarked on joint marketing activities targeting school personnel and social welfare agency workers.

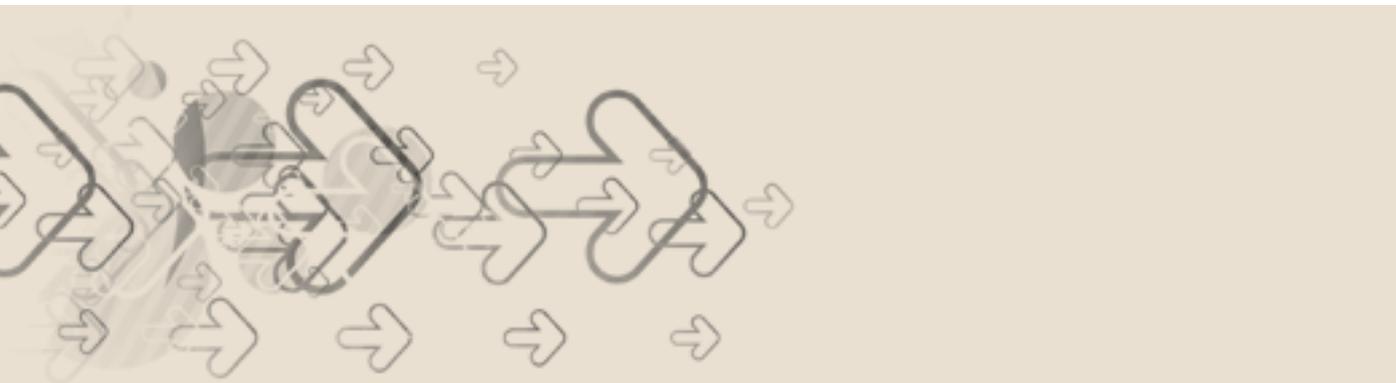
## ACHIEVEMENTS

### EDUCATION

Many youth admitted to Girls and Boys Town (GBT) campuses usually enter with some or other educational challenge or deficit. It is remarkable that, despite the challenges, youth who were in formal school achieved a pass rate of 85%. Of significance was the pass rate of the matriculants in 2009: two youth (100%) passed at Magaliesburg campus, one youth (100%) at Glenwood Family Home and one youth (100%) at Verulam passed. Achieving matric was a great accomplishment for one of the lads who had 'hit the streets' back then to get away from difficult family circumstances. Two of the matriculants completed vocational courses after attending Girls and Boys Town. One completed a paramedical course and the other completed a security guard course and both are gainfully employed. Opportunities were created for a number of other youth to prepare for the labour market. They enrolled for a number of vocational courses such as welding, hair dressing, culinary services, etc.

Girls and Boys Town campuses have enjoyed good partnerships with community-based schools over the years. Staff from the Training and Educational Services Division (Protem) and Youth Care workers managed problems as they arose.





Staff involved in placement of youth in schools, despite the challenges, remained resilient and committed to ensure that all youth received an education – an example of this was enrolling youth at private schools and further educational and training institutions and ABET programmes at high cost.

Some schools agreed to admit more of our youth after they were trained in the Girls and Boys Town “Well-Managed-Classroom-Behaviour” programme.

#### **FAMILY REUNIFICATION/DISENGAGEMENTS**

The Residential and Family Services teams worked closely with families and external agency social workers to ensure that youth were timeously re-united and re-integrated with families or significant others. Thirty youth were successfully disengaged from Youth Development Centres to return to their families at the end of 2008 and 33 youth did the same in December 2009. Six youth were disengaged from Family Homes in 2008 and seven in 2009. Research conducted on written feedback from parents found a high percentage of parents were satisfied with the way Girls and Boys Town responded to the needs of the youth and provided support for the families. They believed that Girls and Boys Town was doing a good job in helping their children.

A number of youth were re-united with family after years of having no contact. One of the younger boys (an orphan) in the Cape Homes was reunited with his maternal family after having lost contact for six years. Another youth tracked down his father in Johannesburg via the internet and they were re-united after not having had contact for eight years.

The four youth who were disengaged into independent living have made smooth transitions from a Girls and Boys Town South Africa programme: one pursued formal studies at Boston College, one qualified as a security guard and is in regular employment, another completed the first phase of the paramedical training and obtained a drivers licence and the other trained as a chef and is gainfully employed.

#### **OTHER DEVELOPMENTAL OPPORTUNITIES FOR YOUTH**

Life at Girls and Boys Town is filled with fun and learning opportunities for youth. Structured activities programmes provide a range of sport, craft, art and community projects and are important to help young people discover new strategies to use free time constructively, to apply social skills learnt and to just have good fun.

Several new developmental activities and opportunities were created for youth during the year under review and were included in the daily learning programme of all campuses.



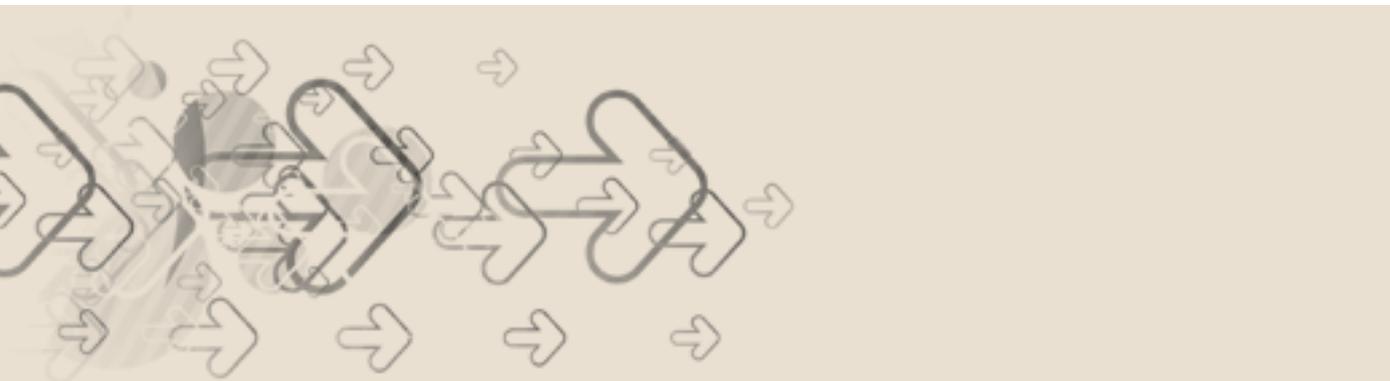
# Residential Services report (continued)

April 2008 to March 2010



- More than 20 youth participated in the Nelson Mandela Presidents Awards and achieved Bronze and Silver Awards. It won't be long before they bring home the Gold Award. These achievements mean the world to young people who came into Girls and Boys Town with a crushed self image and who felt worthless.
- Youth from Dingle in Cape Town participated in The Annual Cape Argus Cycle Races, while Magaliesburg boys participated in the Briathe Mount Grace Cycle races and the Glenwood boys enjoyed some mountain bike challenges.
- Other fine achievements were the regular hikes up Table Mountain, Silvermine in the Cape, the Drakensberg and the Magaliesberg mountain ranges. Members of the regional committees and other volunteers were instrumental in making this possible.
- Three youths in the Western Cape were selected to go on a Youth Leadership programme to England in March 2010. This is what the organisers had to say about one youth: "He has been part of this programme for three years and has really demonstrated excellent leadership skills and has been a good role model to youth participating in *Amandla ku Lutsha* Football league. He recently completed a football coaching course with one of our partner organisations, 'Coaching for Hope' and the feedback received about his participation was excellent".  
This, disappointingly for the youth, did not materialise due to challenges with visas and other organisational constraints.
- A number of youth at different campuses were elected to leadership positions in their respective schools, while two boys at Cape Homes became Scripture Union Camp leaders.
- Some youth obtained part-time jobs as part of their preparation for the 'real world'.
- Youth at Macassar were also involved in Toastmasters, where they were given the opportunity to learn public speaking skills. They competed with youth from high schools in the Helderberg region and attained second place.
- A group of youth from Magaliesburg and Kagiso were involved in a creative photography workshop.
- A youth from Macassar was elected to the Youth Forum in the Western Cape and represented the youth at a conference in Bloemfontein during 2009.
- In the Western Cape all youth participate in an inter-children's homes sports organised by Dynamo Kids. These events include volley ball, soccer, athletics and netball.
- Outward Bound Adventure courses: sixty youth were offered a two week Outward Bound experience during January 2009 as were a further 60 during the December 2009/10. The courses were held at the Outward Bound sites in Harrismith and Villiersdorp. Most of these youth had a great experience despite some challenges experienced during the course. Many youth currently serving in leadership positions in projects have gained a lot of self-confidence and perseverance from this leadership adventure course. Here are some their comments:





“The Outward Bound course for personal development was an amazing experience. I learned many things. Outward Bound is not just about hiking with a heavy bag on your back but it’s every day challenges in your life and the bag represents the responsibilities, problems, worries and striving to becoming a better person”.

- A number of our girls also benefitted from the Wilderness Leadership School in KwaZulu-Natal. This has been a “life changing experience” for most of them. We are indebted to the sponsors of the Outward Bound and Wilderness Leadership who generously choose to enrich the life experiences of our youth.
- Camp Caroline: The youth who cannot spend the Christmas holidays with parents and/or family usually enjoy a fun-filled holiday at Munster on the South Coast of KwaZulu-Natal. The December/January 2009 camp was attended by 42 youth over the four week period. The camp leaders reported that “the youth had a wonderful holiday and special efforts were made to have an enjoyable camp and create a family spirit”.
- The youth at the different campuses also engaged in a number of service-learning projects such as:
  - street cleaning
  - tree planting in the community
  - caring for HIV-infected children and babies
  - caring for the aged through the Adopt a Granny/Grandpa programme
  - painting a community facility.

#### **PEER GROUP SYSTEM OF SELF GOVERNMENT**

This unique feature of the Girls and Boys Town Youth Development Centres is an empowerment system that involves youth in decision-making about their affairs. They govern themselves under the guidance of adults. Youth elect a Mayor and Council who take responsibility for themselves and others for a period of six months at the Youth Development Centres. Family Homes use ‘The Manager system’ to teach youth the true meaning of self governance and decision-making. Succession planning is receiving priority attention to ensure that there is always a functional peer group system in place.



# Residential Services report *(continued)*

April 2008 to March 2010



## **IMPLEMENTATION OF SOCIAL SKILLS TEACHING PROGRAMME**

Girls and Boys Town South Africa sets high standards for its services and annual evaluations of all programmes are conducted to assess implementation and positive outcomes for youth. The annual written feedback from the Evaluations and Research Division are highly valued and strategies and action plans are developed in order to reach the required levels of excellence.

## **STAFFING**

Working with challenging youth is a complex process that requires teamwork among professionals (Youth Care workers, social workers, teachers, nurses, psychologists and other therapists) and with parents and significant others in the child's life. The staff teams focus on social skills teaching, built on a foundation of good relationships with youth which empowers them to make good decisions, gain self-control and regain their self-worth.

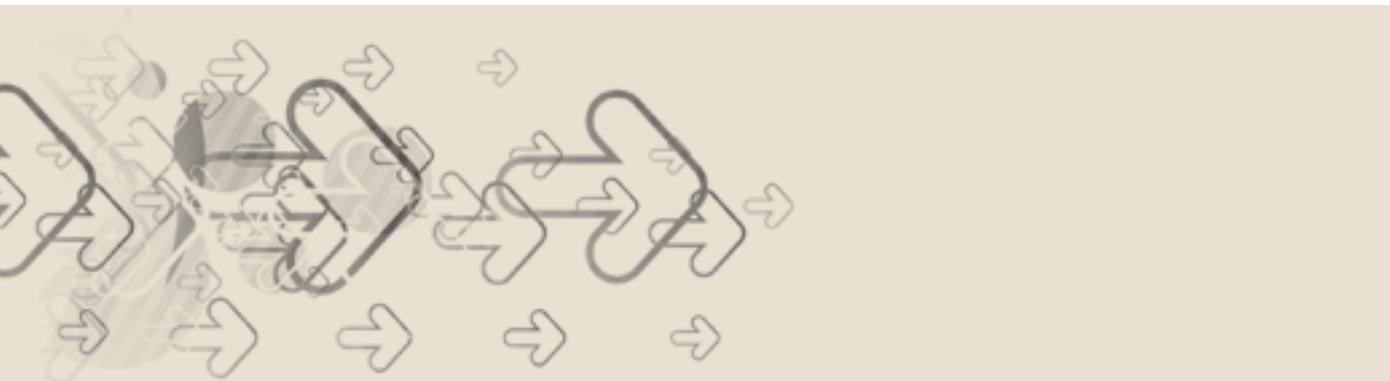
Staff are the architects of everything we accomplish in working with youth and their families. Recruitment, selection and retention of staff are therefore critical components in determining the success of child and youth care. However, staff turnover during this period for both Youth Development Centres and Family Homes was high.

More than 50% of the Youth Care Worker and other therapeutic staff turnover in Youth Development Centres were due to upward mobility opportunities created in the organisation. Replacing staff posed a challenge in most of the campuses. Two campuses managed the strategic objective of the appointment of a senior child and Youth Care worker. The objective in creating this post was to ensure effective service delivery to youth in their life space through consultation processes. This remains an objective to be achieved during the ensuing year.

## **IN-SERVICE TRAINING AND DEVELOPMENT**

Much effort and energy was channelled into orientation, training and development of new staff. All new Youth Care workers, social workers, family teachers and assistant family teachers are trained in the Girls and Boys Town five-day long-term residential treatment model soon after commencement of their service. Staff are also supported and encouraged to attend workshops on topics such as the new Children's Act, bullying and trauma, The Sexual Offences Act, play therapy with sexually abused youth, understanding bipolar disorder, ADHD, PART and managing day-to-day affairs, NACCW forums and conferences. Four Youth Care workers are currently in the process of studying towards obtaining a formal qualification in child and youth care.





### **VOLUNTEERS AND STUDENT TRAINING**

The Big Brother and Big Sister Programme have had volunteers engaged with some of the youth. Organisations such as Love Life and Teen Challenge have also been involved. In addition, two volunteers from Project Trust in the United Kingdom were placed at the Tongaat campus for six months.

Girls and Boys Town residential programmes provide valuable opportunity for students to gain practical experience in their chosen field of study. Two psychology masters students engaged in therapeutic group sessions with youth at one of the campuses, four nutrition students developed a new menu and food costing at two other campuses, child and youth care interns were engaged at another campus and two social work students completed their internship.

### **THE OUTCOMES FOCUS FOR THE NEXT PERIOD WILL:**

- Ensure that the needs (physical, emotional, intellectual and spiritual) of youth are met through effective implementation of intervention and treatment programmes (social skills teaching model), activity programming and therapeutic services.
- Implement effective consultation/support services by increasing direct consultation service delivery.
- Increase marketing activities to consumers.
- Ensure that all staff are trained in the 'Long-term Residential' and 'Consultation' models.
- Recruit, select, train and retain quality staff.
- Demonstrate improvement in service delivery as reflected in improved outcomes for youth in Annual Campus and Family Teacher evaluations.

### *Thanks and appreciation*

Special thanks to all donors, sponsors and benefactors and the Department of Social Development and the Lotto Organisation. They made it possible for Girls and Boys Town South Africa to fulfil its mission of creating opportunities for youth and families to succeed.

Thanks also to the members of the Board of Trustees and Regional Committees for volunteering their time and expertise to guide and manage Girls and Boys Town through some turbulent periods.

*Derrick Groep*

**Head: Residential Service Division**



# Training and education report

1 March 2008 to 28 February 2010



*March 2008 – February 2010 has been a wonderful and exciting period for Training and Education Services. In spite of all the odds, we managed to break new ground with all the education programmes that we offer.*

## *Training*

It was like a dream came true when the National Department of Education partnered with Girls and Boys Town to train nine schools nationally – one in each province from early 2010. A total number of 339 educators and 82 SMT members were trained impacting on 9 589 learners. We had tremendous results and feedback from educators. We were also privileged to work closely with the Gauteng Department of Education, of which 380 educators from various schools in all their districts were trained in February 2009.

In November 2008, the KwaZulu-Natal Department of Education also contracted Girls and Boys Town to train their psychologists, social workers and educators who work with special needs schools in the province on consultation workshops.

Other programmes that were rendered externally include specialised classroom management that was offered to Pretoria prison – Protem Unit, where the teachers who work with juvenile offenders were trained. Common sense parenting has become very famous in childrens' homes and crèches in the Western Cape, KwaZulu-Natal and Gauteng province. This programme is changing lives of parents in these underprivileged communities.

Learner programmes has also been offered to different schools in Gauteng and Western Cape. This has helped with good results from all those schools trained.

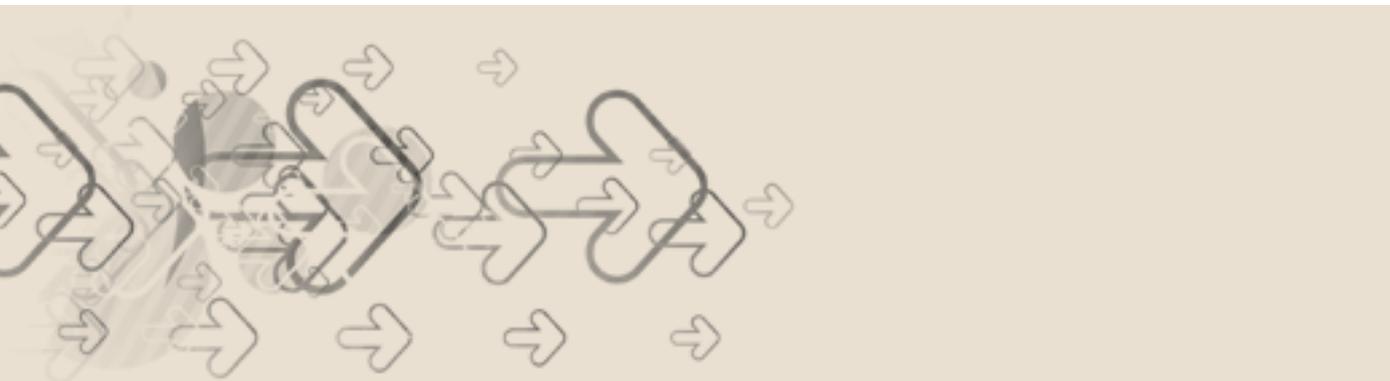
To date, we have a proud record of 8 599 trained educators in 742 schools impacting on 267 031 learners.

## *Education*

Girls and Boys Town had an opportunity to plough back to all those community-based schools that have been working with the organisation for a very long period. 588 educators were trained in 24 different schools nationally impacting on 21 126 learners. This has helped them not only in working with our youth, but with all other learners in their schools.

Our "Protem units" continued to render support to our youth in all four campuses. With Brenda Skelenge joining our team in 2009 Macassar campus, Dingle and Alpha homes benefited a great deal. Cromwell Mteto also took over Gauteng campuses as a Learner Support Co-ordinator and began working on and planning the new look for the units.





When the CEO came up with concept of ABET for our centres, it sounded like a jigsaw puzzle but eventually her vision was embraced by all and fulfilled. Our staff had to be trained on the new software that would be utilised in the centres as we prepared for offering Accelerator programmes to our youth and adults both within and external to Girls and Boys Town. All this has been made possible by the generosity of our sponsors and our dedicated team. Thank you!

Our key goals for March 2010 – February 2012 are:

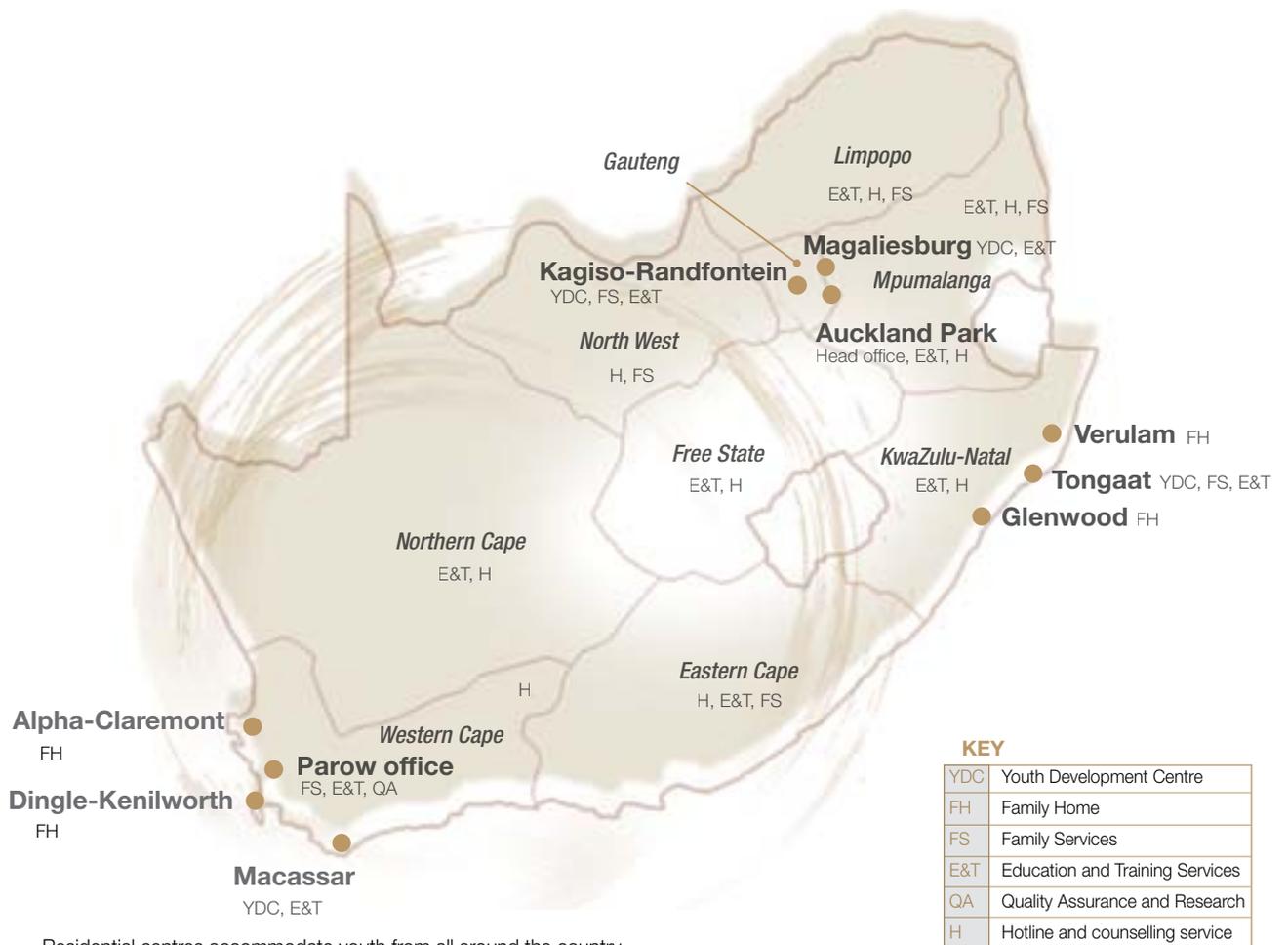
- Training of our Learning Support staff to implement ABET and the Accelerator programme.
- Launching the four Learning Support Centres Nationally (previously “Protem”).
- Implementing the Accelerator programme and the “Specialised Classroom Management” programme with all our youth.
- Expansion of training programmes to different provinces and into different settings.

*Margaret Sehlabani*

**Head: Training and Education Service Division**



# Where to find our services



Residential centres accommodate youth from all around the country

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