

Business Plan for Kulula Skills Centre

A program of The House Group in Johannesburg

Prepared by - Adèle du Plessis

Business plan, as approved Aug 2000 by Department of Welfare and Population Development. This approved Business Plan forms the basis of the registration of Kulula Skills Centre as a Shelter and Skills Centre for Female persons aged 13-21, under the laws of South Africa.

1. IDENTIFYING PARTICULARS

Aims and Objectives of the House Group

1. To remove or to assist in the removal from undesirable places and to rehabilitate or to assist in the rehabilitation of persons under the age of 21 years who are involved in prostitution and/or, are subject to criminal exploitation, particularly to sexual abuse
2. To give advice, assistance, shelter, guidance and direction to persons under the age of 21 years who are involved in or exposed to the use of drugs, undesirable influences including cult influences and negative peer pressure or who are destitute or runaways from homes and institutions.
3. To work with and assist law enforcement agencies including the South African Police, welfare, institutions in the correctional and educational facilities, institutions in the private sector, churches and religious organizations in removing, rehabilitating, placing, and generally assisting the persons referred to above.
4. To work actively towards combating the criminal exploitation and abuse of such persons.
5. To educate or assist in the education of the public in general in matters relating to drug abuse, juvenile prostitution and HIV/Aids by means of the dissemination of pamphlets and other literature, and the holding of seminars and lectures and counselling.

The project is:

KULULA SKILLS CENTRE

Services rendered to Girl-Children

A fourfold philosophy – making possible a ‘one-stop’ service

Prevention

Early Intervention – Retrieval

Care and Developmental Services – Therapy

Reintegration

Mission Statement

A medium-long term (3-30 months) therapeutic residential program for young females between the ages of 13 and 19 who are victims of the street and/or child prostitution

Core Philosophy

The projects of The House Group operate on a value-based system
- based on the values of Humility, Simplicity and Compassion

Philosophy

The underlying ethic of the project is to emancipate the young girls. Kulula is primarily a place of healing, a sanctuary where the girls make a home for themselves and where they receive adequate therapy to undo the damage of child prostitution.

To provide children with alternatives congruent to the norms of the society in which they are most likely to reintegrate with. This will involve being sensitive to measuring the type of accommodation, diet, clothing and expectancies against the targeted sector of society where we aim our reintegration efforts. It is sad but true to see that many operators in this field, including Dept. Welfare, provide children in institutions with first world levels of care which they will never be able to duplicate either in their mothers' homes or once they start working one day. We understand this to constitute a crime against that child - a crime that will one day render him/her an angry, dissatisfied, and frustrated young person. It is harder to teach children to cook, clean after themselves, look after their things and work for pocket money and budget to buy underwear and cosmetics, than to employ people to do it all for them. It is harder to help children get to know the joys of nature, of affiliation and familial bonds than to ply them with material goods that satisfy their needs of feeling wanted and appreciated. We endeavour not to hurt children by falling into easy-way-out trap.

KULULA PROJECT BACKGROUND

During 1997 The House Group, in reaction to the 1996 Stockholm Conference against Child Prostitution, started the Kulula project to address the need for alternative skills training for one of the groups of so-called 'difficult to place' children - the teenager burdened with any combination of childhood sexual abuse, drug addiction, prostitution, having suffered homelessness and life on the street.

To this effect, we received use of a farm with adequate infrastructure to test such a medium-long term residential project and to facilitate a short-term residential counselling facility for survivors of childhood sexual abuse.

The project was named KULULA along the Zulu meaning of the word 'khumula' denoting Emancipation from whatever shackles that may hold these children in disadvantage.

Kulula started as a pilot project with five girls in 1997. We made every mistake in the book, and then set out to unwittingly make every other mistake the book never even thought of. Thanks be to God only that we inflicted but little damage to the children and by Grace alone 8 children were successfully reintegrated with their families, one child is still with us completing her Diploma in Business Methods.

Today, after about 18 months, we are in a better position to attempt this most challenging project on full scale. We hope and trust to find Department Welfare a willing sponsoring partner to tread this journey with us.

DISCUSSION OF THE PROBLEM

Some children run away from their homes for various reasons, from all areas of the country and end up in the Johannesburg inner city where they attempt to make 'a better life' for themselves.

Since most of the girls at Kulula were victims of childhood sexual abuse, they started acting out in their early teens and disrupted their academic careers. We feel that a project such as this should not rigidly endeavour to move the girl to acquire a grade 10 or grade 12 certificate since many girls arrived on the streets at age 12 (grade 6/7) and are now 16 or 17 years-old. The programme should be flexible enough to allow some children to finish their academic qualifications and others may benefit more from a job-skills oriented qualification.

The emphasis of the project must be on therapy. Girls that have spent even a short time on the streets surviving as prostitutes or strippers present with severe pathology that requires extensive therapy. The factors that de-stabilised her early in her life, and those factors that made her feel attracted to drugs and a deviant social life - should all be dealt with before she leaves the program.

BACKGROUND HISTORY

During 1990, Jean and Adele du Plessis stumbled on the fact that teenage prostitution is a reality in South African and is particularly concentrated in Hillbrow. They were called to a vocation to do something positive about the fact, and decided to dedicate one year of their lives to Hillbrow. January 1991, they started working full-time amongst the girls involved in the world of prostitution and drugs, and discovered that the social welfare systems and law enforcement systems chose to ignore the plight of these children. What was supposed to be a temporary project became a full time quest and The House was started despite the reluctance of the authorities at the time. Hillbrow Drop-in Centre started out as merely as a 'drop-in' for young women on the streets of Hillbrow in May 1991.

It took the larger part of 18 months, working at grassroots level, to gain the respect and recognition of the streets necessary to work between drug dealers and mafia-style sex trade operators. The House found its task to be that of being a catch-net for those children who fall through the holes in the systems. Applying for a fund-raising number, the authorities accused The House of trying to steal the public's money: At that time, according to them, prostitution 'was illegal' and that there were no children involved in prostitution and no problem with intravenous drug addiction.

During 1992, The House, still having difficulties with the authorities, decided to make the issues public and the first M-Net - Carte Blanche program was screened, exposing the plight of our young women and children trapped in an indescribable hell. Subsequently,

the House has taken the unenviable position of 'most publicized community organization in the country' with national and international television exposure.

At the 1993 and 1995, Street Children Conferences the refusal of the authorities to recognize the girl-child on the street was addressed; also, the fact that talking about HIV/Aids is worthless unless they are prepared to deal with and accept the reality - the reality that there is no free condoms available for young boys, therefore condoms are not used.

The difficulties experienced in facilitating reintegration and therapeutic change for the young girls from drop-in, led to the founding of a second phase in 1995 - Intombi Shelter, where girls under 18 stayed for some weeks to a few months, to enable us to prepare them for reintegration.

The House was one of the seven case studies presented at the World Congress against the Commercial Sexual Exploitation of Children during 1996. When approaching UNICEF (cosponsors and organizers) for sponsorship to attend the conference, we were informed that no funding is available, to approach government - but, government could not assist, as they were already sending 22 delegates to Stockholm. The Netherlands Embassy, when they heard of the situation two weeks before the conference, notified us that they will sponsor The House to attend the conference . . . we will remain forever grateful.

At Stockholm, South Africa in their position paper to be presented, denied the existence of children in prostitution, while admitting to some child-abuse. We informed government (the 22 delegates) that we would internationally expose their 'cover-up' and denial of a very real problem. The following day, instead of a position paper, a most inspiring speech, written by President Mandela, was read by our Minister of Welfare. We quote his compassion:

***'The time has come for children to be seen, and to be very clearly heard.
The cries of our abused and exploited children
must no longer fall on deaf ears or closed minds'***

His compassionate words sadly did fall on deaf ears and closed minds.

The House believed and trusted government to be committed to the plight of the child in prostitution. A revelation for The House, about 'so-called' transparency came after the congress in Stockholm: Government had a predetermined agenda and The House was used as 'window-dressing' at meetings to supposedly decide the way forward for our sexually exploited children. Regardless of The House and many other representatives' objections and opposition, a Sex-offender's Register was put in place . . . being very irrelevant to children in prostitution, and will be of no use or benefit ever, for our children in prostitution.

Realizing that government is not going to acknowledge the needs of our children in prostitution, and still facing the difficulty that some children just cannot be reintegrated or placed with institutions, and thus remain in need of alternative care until they are prepared to face life as a responsible adult, a third phase in the fourfold process of *Prevention, Early Intervention - Retrieval, Therapy - Care and Developmental Services and Reintegration* was urgently needed. Therefore, during 1997, in reaction to the 1996 Stockholm Congress Against the Commercial Sexual Exploitation of Children . . . that are our children, not the neighbour's children . . . a project was established to address the need for alternative skills training for one of the groups of so-called 'difficult to place' children - the teenager burdened with any combination of childhood sexual abuse, drug addiction, prostitution, HIV and having suffered homelessness and life on the street. The project was named Kulula Life Skills Centre, along the Zulu meaning of the word '*khulula*' denoting Emancipation from whatever shackles that may hold these children in disadvantage.

The House continues to take credit, since the Gauteng Conference on Decriminalization of Prostitution - October 1996, for delaying Safety and Security to 'bully and push' through a bill for the decriminalization of prostitution. The House objects to decriminalization on humanitarian grounds and understand decriminalization as merely another way of saying 'I wash my hands in innocence'. We feel that the 'sale of genitals' should be conducted in the most humane manner possible. The House called for either criminalization or legalization - challenging government to accept full responsibility for the plight of our children and women.

By having exposed the exploitation and abuse of our girl- children and women, The House created an awareness about 'their -world-within-our- world' - maybe somehow empowering society (which sadly continues to perpetuate the abuse against our children) to also find compassion in their hearts for our children who is the result of our society. Sometimes, we tend to forget about our victories, maybe because human misery stares us daily in the face. Then the unexpected happens! A few of the girls, who we so many times thought we will 'lose to the street' are now visiting us, introducing their husbands and bragging about their 'normal' lives, showing off their babies. Other girls, who came through our doors over the past 10 years, are now again coming through our doors . . . this time to offer their help, to volunteer at the various projects, to give back what they received so many years ago . . . love and unconditional positive regard.

The House has been for the past 10 years, and will be for the years to come be committed

- ❖ To continue serving in Humility, Simplicity and Compassion.
- ❖ To continue with our fourfold philosophy of Prevention, Early Intervention - Retrieval, Therapy - Care and Developmental Services, and Reintegration.
- ❖ To continue being at grassroots level, to be aware of the changes and therefore the changing needs of our girl-children and women.
- ❖ To continue facing and dealing with the ever-changing sub-cultures, systems of vice, the increasing number of children-in-prostitution, the onslaught of Nigerian crack dealers, the spread of HIV, society's rejection and indifference, and the human misery for sale . . .
- ❖ To continue to love and have compassion for our girl-children and women in this Hillbrow that God called us to . . . to teach us about love.

1.2 PHYSICAL ADDRESS

Farm Zonkolol, Section 37
Cullinan

The Centre is located in the province of Gauteng on a 25 ha (100 acre) farm in the Cullinan/Bronkhorstspuit area, 100 km from Johannesburg and 50 km from Pretoria.

1.3 POSTAL ADDRESS

Box 18557, Hillbrow, Johannesburg, 2038, South Africa

1.4 TELEPHONE/ FAX

+27-11-680-2913

E-MAIL

thehouse@thehousegroup.org

1.5 CONTACT PERSON

Please contact the Chief Executive Officer
Email: ceo@thehousegroup.org

2. MANAGING BODY

2.1 CONTACT DETAILS

All correspondence to the Managing Body can be made by means of the contact details provided in 1 above.

2.2 CONTACT PERSON

The President
Email: president@thehousegroup.org

3. STRUCTURE AND ABILITIES OF THE BODY MANAGING THE PROJECT FOR WHICH FINANCING IS REQUESTED

3.1 A copy of the registration certificate for fund-raising is attached

FR# 01 100919 000 3

3.2 Copies of other registration certificates are attached

Registration as a Children's Home for the Girl Child on the Street
Section 30 of the Child Care Act

Tax Exemption

Exempt from Income Tax in terms of Section 10 (1) (f)
Exempt from Estate Duty in terms of Act 45 Section 4 (h)
Exempt from Stamp Duties in terms of Act 4 (1) (f)

3.3 A copy of the most recently approved constitution is attached or in the online archive at <http://thehousegroup.org/archive/constitution.pdf>

3.4 Accountant and Auditor Wandrag Auditors

Accountant: AM Nortje
Auditor: Prof JL Wandrag

3.5 Management - Board of Directors

The House's board of directors is elected from the members of The House. Volunteers are invited to become members only when they have committed themselves to The House and have proven themselves reliable, trustworthy and committed to the plight of our children. It is important to note that the board of directors has been comprised from active volunteers in the projects. It was found that those who must make decisions about the project could not effectively do so if they are not actively involved in running thereof and also serve with compassion toward the girl child on the street.

At the annual general meeting the Board of Directors and members of the Standing Committees are elected from the members, by the members - therefore the standing committee and board of directors have active and current insight into the daily running of the various projects, as well as experience with working with the children.

Current members of the Board of Directors

NAME	POSITION	AREA OF CONTRIBUTION
Du Plessis, JP	Chief Executive Officer (CEO)	Policy / Resource Management
Michau, M	Director Administration	Legal
Rankin, C	Director Finance	Community Service / Volunteer coordination
Du Plessis, A	Director Communication	Public Relations / Fundraising
Lekaba, N	Member	Youth Representative
Venter, M	Member	Treatment Services
Boleke, J	Member	Representative of Church of The East
Du Plessis, R	Member	Properties
Vermaak, A	Member	Security

3.6 FINANCIAL STATEMENTS

The financial year-end of the project is 31 March. The annual financial statements (audit) will be approved and accepted at the annual general meeting which will be held within six month after the financial year end. A copy of the most recent financial statement is attached

4. AFFILIATION

Kulula Skills Centre is affiliated to The House Group of Projects for the Girl Child in Distress

4.1 Hillbrow Drop-In Centre

Hillbrow Drop-In was the first project of The House Group and founded in 1991. The program at the centre provide certain resources hoping to instil in the child the desire to get out of the street, and then provides skills and opportunities to make such a step possible.

Objectives

- Enhancing their quality of life, in line with the harm reduction principle, without making life in the street so bearable that motivation to rehabilitate is lost.
- To provide, by means of programs, a first base the children can attain to in the endeavour to be readied for a further phase of development whatever that may be (drug rehabilitation, re-orientation, therapeutic accommodation, welfare placement, shelter placement, reintegration with family, etc.)
- To provide children with the necessary life and personal skills to make their chances of success in further phases more likely.
- Senior Section (females - all ages) – Hillbrow Drop-in Centre

- Providing a therapeutic casual drop-in care centre for females of any age, with facilities accommodating 45-50 people daily.
- Junior Section (females - under 19) - Hillbrow Drop-in Centre
 - Providing a therapeutic short-term 24 hr. residential care centre for females under the age of 19 and providing a 10 - 15 bed overnight facility
 - To endeavour for the children to be readied for a further phase of development, whatever that may be (Intombi Shelter, drug rehabilitation, reorientation, therapeutic accommodation, welfare placement, shelter placement, reintegration with family, etc.)

4.2 Intombi Shelter

During 1995 it became essential to provide a medium term residential shelter for the girl-children that are rescued from the streets, as an interim phase before re-integration to their families.

Objectives

- Providing a temporary (30 bed) medium-term therapeutic residential care centre for female children under the age of 19
- Working towards reintegration with society, assisting with legal, social, therapeutic and other resources
- Equipping the children with the necessary life, social and personal skills to make their chances of success in further phases more likely
- Providing a 'first base' to adapt to, and attain to certain standards, before referral to following phases, such as Kulula Life Skills Centre, drug rehabilitation, reorientation, therapeutic accommodation, welfare placement, shelter placement, reintegration with family, etc.

4.3 St. Origen Church

St. Origen Church services are conceptualized for the child once trapped in the drug and prostitution subculture of Hillbrow and surrounding areas.

Objectives

- To provide spiritual and worship services - based on the life, teaching and person of Jesus of Nazareth.
- Providing the community of prostitutes and addicts with sacraments (such as Communion, Baptism, Burials)
- Providing spiritual counselling

5. FOCUS OF THE SERVICE/PROJECT

- 5.a The following **DAILY PROGRAM** for **KULULA SKILLS CENTRE** will show the value, influence and benefit to the girls (which is not easily measurable), of the interaction of the youth care workers.

English

At all times the youth care workers speak English to the girls - it is the most important skill taught.

Wake-up and Obediences

- 'Family' is experienced as the child is woken up individually to start the day, knowing that she's special and cared for
- Personal and oral hygiene is taught when washing and brushing teeth
- Respect for self and others are taught when cleaning bathroom after use and tidying her room
- Consideration for others are learned and experienced

Morning Meditation

- Spiritual guidance
- Fellowship when singing
- Belonging to a spiritual family, with sisters in the same family
- Expressing emotions, venting anger, sorrow, gratitude and happiness
- Freedom of choice taught, you are the master of your destiny

Program 1 - Chores

- Preparing breakfast - cooking, life and social skills when serving
- Cleaning - self-respect, dignity, learning that you create your own healthy and clean environment
- Learning responsibility, that some work must be done, pride in achievement
- Foundation for possible future employment skills

Morning Meal

- Experiencing the 'joy' of being able to prepare and serve a meal
- Fellowship, and social skills sitting at table with friends / family
- Table manners are taught
- Learning to accept compliment gracefully if the food is well prepared and to accept criticism when the meal's not so great

Program (for all the programs)

- **Skills training** - life, social, job, self-employment, etc.
- **Personal growth** - conflict resolution, dealing with emotions, empowerment
- **General knowledge** - physiology, biology, how do things work, geography, science
- Literacy and numeracy
- **English** - reading, writing, speaking, comprehension
- Learning to verbalize, to express knowledge, and emotions
- Learning to communicate, to concentrate, to participate.
- **Hand skills** - hand-eye coordination, completion of task, self-worth of being able to do something - sewing, knitting, painting, hand-crafts, etc.
- **Sport** - co-ordination, sharing, competition, win-or-lose attitude, conflict resolution, etc.

Mid-day Meal

- see morning meal

Program (Sat - Recreation)

- see program 2
- Sometimes outings are arranged - zoo, park, etc.
- Opportunity to put to practice social and life skills
- or to brag with their newly found general knowledge

- **Going to town** - experiencing from a different perspective the streets they've turned their backs on
- **Pocket money** - learning financial skills, how to budget, to count money
- and how to prioritize needs (sure you need sweets, but maybe a panty is more important)
- Learning to differentiate between 'want' and 'need' and 'can afford or have'
- **Choosing** - the freedom of choice - what are they going to buy, or, are they going to come back, etc.

Ablutions and Recreation

- See wake-up for ablutions
- Learning that there's a time to work and a time to play
- Learning to value 'free-time' as personal time
- Making decisions about what to do with your time, such as doing laundry, reading or playing ball

Evening Meal

- see morning meal

Recreation and/or Study

- Learning responsibility - homework that must be completed, tests that must be prepared for
- Playing board games, card games, etc.
- Learn to keep yourself occupied by playing games, reading a book, doing homework, talking with your friends, writing a letter, etc.
- Television is watched only on Friday and Saturday evenings (selective - our children do not watch programs such as Days, Generations, Yezo-Yezo, etc. as these programs are not value based, but rather destructive and contrary to our teaching of humility, simplicity and compassion)

Evening Meditation

- see morning meditation

Retire

- Organizing your day so that your tasks are done before you retire - planning and executing
- again ablutions - you have a responsibility towards your body

Rule of Silence

- Respect others when they want quiet or want to sleep
- Learn routine
- Know that your body needs the rest, as your are getting up early the next day, with a full program

- 5.b The following **BASIC TASKS FOR YOUTH CARE WORKERS IN RESIDENTIAL OR DAY-CARE PROGRAMS** will give some indication of the tasks and duties of the youth care workers, as well as the influence and value of their interaction with the children.

Structuring of the Daily Program

- Wake youth up in the morning
- See to it that the youth are punctual for chores/church/activities

- See to it that youth are in time for appointments and activities
- See to it that meals are prepared and served in the specified manner
- See to it that youth go to bed on the time appointed

Physical Care

- Help with the supervision of the youth's personal hygiene
- See to it that the youth are clothed satisfactory, fit for the occasion, clean and properly
- See to it that youth attend the prescribed clinics and medical tests
- See to it that the youth get medical attention if necessary and then serve them the prescribed medicine
- When possible, take the youth for medical services as appointed as well as supervision by hospital-and psychologists services
- See to it that the youth are satisfactorily fed and that they are taught table manners and healthy, socially acceptable eating habits
- Control and hand out pocket-money

Academic Care

- See to it that youth attend classes/programs/activities
- Apply for and control stationery for the youth
- Apply for and control uniform and other school necessities
- Supervision on studying and control of homework
- Motivation of the youth for academic performance in correspondence with their capabilities
- Refer chronic study problems to the instructor in charge

Psychic Care

- Building of a positive relationship with the youth
- Serve as a role model for the youth
- Observation of emotional- and behaviour problems of the youth and the reports thereafter to the concerned welfare worker
- Execution of the management program of the child as composed by the multi-professional team
- Motivation of the youth for a positive outlook on life and suitable behaviours.
- See to it that the youth's birthdays are made special
- Maintain and execute discipline B record all disciplinary measures in the daily report

Spiritual Care

- The out living of the principles of Humility, Simplicity and Compassion
- Attending of church services with the youth
- Presenting religious worship on a daily basis
- See to it that the rule of silence is adhered to
- See to it that the youth are each provided with appropriate spiritual literature
- See to it that the youth attend church services in a disciplined manner
- Refer youth for pastoral consultation where necessary

Provision of Food

- Application for & control of the stock of food
- Supervise the preparations of meals
- Keep supervision during meals
- See to it that utensils are clean and in a satisfactory condition
- See to it that the tables are laid for all meals
- See to it meals are pleasantly served
- See to it that the youth learn table manners and apply them
- See to it that tables are cleaned off immediately after meals and that the dishes are washed
- See to it that kitchen equipment are clean and hygienically kept

Provision of Clothing

- See to it that the youth have the minimum prescribed number of garments
- Apply for and supervise handing out of clothing items

Administration

- Fill out the daily activity record promptly each day
- See to it that the supervisor gets the activity record in good time
- Record all incidents on the daily reports
- Apply for, and account for provisions (food, groceries, pocket money, clothing, etc) in the prescribed manner and in proper time

Integration Care

- Prepare youth for integration with home, society or another program
- Teach youth the skills necessary to make a success of the integration

Environment Care

- Protect the physical environment from damage, neglect and crime
- Report all breakages, leakages, deterioration of building or equipment immediately and continually until it has been properly repaired
- Create and maintain a healing environment, for the youth and especially taking care to consider volunteer health (physical and emotional) as well

5.1 GOAL OF THE SERVICE

The goal of the services rendered by Kulula Skills Centre, can be summarized as

- **Prevention** (Level 1)
- **Early Intervention – Retrieval** (Level 2)
- **Therapy - Care and Developmental Services** (Level 3)
- **Reintegration** (Level 4)

Services to the girl- child in terms of the following:

- HIV/Aids and sexually transmitted diseases

- Physical and sexual abuse
- Drug and alcohol addiction
- Child prostitution and sexual exploitation
- Prostitution as an 'adult'
- Pornographic exploitation
- Being a rape victim
- Being HIV+
- Surviving childhood sexual abuse
- Sexual disorientation
- Running away from home
- Being a 'throw away' from home
- Living on the streets
- Being pregnant
- Being a mother
- Involvement in crime
- Homelessness
- Being an 'Aids' orphan
- Being referred by Dept. Welfare or other organizations

The aim of the prevention services is to ensure that communities, families and groups of children and youth who are broadly identified as being vulnerable to risk factors such as poverty, drugs, violence and unemployment, receive services which strengthen existing capacity and develop new capacities that will promote resilience and increase their ability to benefit from developmental opportunities.

Prevention and early intervention are crucial to the safety of our children. Through many years of experience we found that early intervention is the most crucial aspect to ensuring success. The portion of runaways that are led to inner-city drop-in centres before they get involved in 'survival sex' or 'child-prostitution' is increasing rapidly. Presently, 95 % of the women and girl-children at the Hillbrow Drop-in Centre, and more than 50 % of the children in Intombi Shelter and Kulula belong to this group. Our chance of successful reintegration or placement of this child is 600% better than with children that have been on the streets for some months. Sadly, once the girl child has been on the streets for too long (anything from three months onwards) her chances of returning to normative society or making the right choices about her future drops to less than 20 %, and that child may be doomed to a life of child prostitution and most probably she will become one of the inner city statistics of a young life of devastation.

The primary goal of early intervention services is to serve as reunification with the family and reintegration with normative society.

5.1.1 **Direct Service** (levels 1, 2, 3, 4)

These services contribute in a direct way to the development and well-being of the girl-children at one or more of the four delivery levels and do integrate special development areas at Intombi Shelter.

Strategies, programs and projects

- Kulula Skills Centre (1,2,3,4)
- Fieldwork (1,2)
- Spiritual Services (1,2,4)
- Life Skills Training (1,2,4)
- Crisis Counselling (4)
- HIV/Aids, Sexually Transmitted Diseases, Family Planning (1,2,4)
- Public Awareness (1,2)
- Personnel - salaries (multi-disciplinary team) (1,2,3,4)
- Transport and travel (1,2,4)
- Domestic (food, clothing, medical, etc.) (4)
- Development - Staff (also team & teamwork development) (1,2,3,4)
- Development - Girl-children and Youth (1,2,4)

5.1.2 **Support Service** (levels 1, 2, 3, 4)

These Support services are delivered by the national and provincial head offices of the Department of Welfare and by NPO's or by a partnership between Government and NPO's. These services offer support to organizations and departments which provide services to Intombi Shelter. Strategies, programs and projects

- Kulula Skills Centre
- Fieldwork
- Spiritual Services
- Life Skills Training
- Crisis Counselling
- HIV/Aids, Sexually Transmitted Diseases, Family Planning
- Public Awareness
- Transport and travel
- Administration (record-keeping & reporting)
- Development - Staff (also team & teamwork development)
- Development - Girl-children and Youth

5.1.3 **Capacity Building, Research and Enabling Service** (levels 1, 2, 3, 4)

These services, rendered by Intombi Shelter, provide research and information which contribute to new policies and to the promotion of a culture of rights within the welfare sector.

Strategies, programs and projects

- Kulula Skills Centre (1,2,4)
- Fieldwork (1,2)
- Spiritual Services (1,2,4)
- Life Skills Training (1,2,4)
- Crisis Counseling (4)
- HIV/Aids, Sexually Transmitted Diseases, Family Planning (1,2,4)
- Public Awareness (1,2)
- Development - Staff (also team & teamwork development)(1,2,3,4)
- Development - Girl-children and Youth (1,2,3,4)

5.2 MOTIVATION

5.2.1 **Philosophy and Background**

Refer to page 1 and 2

5.2.2 **Discussion of Needs**

Kulula project deals with disenfranchised women and girl children and addresses a real need in this area. It is not enough to have ground-breaking Drop-In centres that retrieve young people who apply survival prostitution in the inner city, or even to run Shelters for young people who desire to change their lives. We need to implement this further phase in redressing the wrong - we need to understand that the girls lost precious years. They lost years of academic schooling and their formative years are spent on the streets where they are taught values and skills by such unsavoury characters as buyer-prostitutes (mostly middle class business men), pimps, drug pushers, crooked police and robbers. We need to respect the fact that these girls need be habilitated to an alternative view of life, and they need to learn alternative skills to see their way clear to enter mainstream society.

Prevention is another area where these projects play a massive role. Since crack cocaine (1994) almost every other girls on the street falls pregnant. The cost in human lives; abortions, abandoned HIV+ babies, the spread of HIV infection among our buyer-prostitute ranks, girls growing up to be deficient parents, all makes the likes of Kulula a necessity.

Our method of operation costs the sponsoring public less per capita than most other projects. Should we secure sufficient resources to do Kulula in a big way we can even reach the magic figure of less than R 1 000 per person per month. This is 2 to 3 times less than many other welfare programmes can run at.

We don't think that Kulula is asking for public sympathy for the girls. We hope that the public will understand the necessity to be aggressively pro-active in this cause that can help save society from itself.

5.2.3 **International Treatise**

During 1997 The House Group, in reaction to the 1996 Stockholm Conference Against Child Prostitution, started the Kulula project to address the need for alternative skills training for one of the groups of so-called 'difficult to place' children - the teenager burdened with any combination of childhood sexual abuse, drug addiction, prostitution, HIV and having suffered homelessness and life on the street. To this effect we founded Kulula on a farm with adequate infrastructure to test such a medium-long term project and also to facilitate a short-term residential counselling facility for survivors of childhood sexual abuse.

5.2.4 **Medium – Long Term Residential**

Kulula Skills Centre is a medium – long term (3 to 30 months) residential program for young females between the ages of 13 and 19 referred here from shelters and centres doing work among Girl Children on the Street.

5.2.5 Numbers of Beneficiaries

The days of large institutions are probably over for most of Europe and North America. For one thing, the numbers of help seeking people have declined drastically in those countries. South Africa is on the bottom rung insofar her ability to maintain an acceptable standard of human rights. Our violent crime is the worst in the (not-at-war) world, and along with the highest figures in child abuse, rape and divorce South Africa is currently breeding help-needing young people by the hundreds of thousands each year.

Kulula would have liked to rather manage small family units each with its own house parents but this is not cost efficient enough for the funding sources (these units typically cost in excess of R2 500 per child per month). The only viable alternative is to run a large dormitory setup with at least 30 girls. Viability figures for our way of operation are roughly in the following region:

- 10 girls R2 400 per child p.m.
- 20 girls (current) R1 800 per child p.m.
- 30 girls R1 400 per child p.m.
- 40 girls (near future) R 1 300 per child p.m.
- 60 girls R1 000 per child p.m.

The premises can easily carry 60 children without going to great additional expense in infrastructure. We are willing to test this perceived limit.

5.2.6 Early Intervention

Kulula project helps to facilitate what we call 'early intervention'. We have had numerous cases where a good child remained in the Shelter for just too long - long enough for a pimp, pusher, or prostitute to lure them into the traps of the street. This lure is so immense that we have even lost mature staff members (of many years service) to it -- how much more must a child be able to withstand it. The children we lament here are typically of a stable background and have high ethics, and ran away from home because of an abusive element. During the time it takes to attempt reintegration the child takes many knocks and the lure of the street becomes all the greater. When we cannot offer a Kulula as an option to these children then they typically take things in their own hands, and end up victim to the streets.

5.2.7 Social Reintegration

Two things happen here at Kulula that makes reintegration of a once 'difficult to place' child a greater possibility.

1. The child, now being away from the lights, nightlife and buzz of the inner city, finds that country living is very possible and is not all unpleasant. They discover for themselves that rural living has another dignity which is not to be measured by the Raybans, Nikes, swagger, attitude and colloquial of the inner-city life. And suddenly their township or rural roots do not seem so impossible to enjoy as before.
2. The second miracle is that of self respect. Once the child finds that

she can complete a task, can make a fire, knows how to fix the bicycle with a pair of pliers, and she can cook a good meal for 20 people, iron her clothes, play volleyball, she becomes a new person altogether. Communal living brings with it a sense of belonging, a place in the choir, and suddenly it becomes easier to think that she can actually negotiate problems at home - that she can be respected because she respects herself.

This is a phenomenon we are still learning about and we hope one day to be able to fully exploit this miracle.

Kulula girls learn this phrase and we often refer to its various meanings as we team up with them to face life together.

“With a little bit of help and with the blessing of your patience and guidance I will soon learn to delve deep into myself to discover and realize the full potential which God ordained for me. As these develop and I learn to apply myself I will be able to take my rightful place in society and live a full and exciting life. As I continue my life after this phase I will endeavour never to forget that others, like myself, may sometime need a bit of help and a load of patience to also discover the hidden and most beautiful gift they could ever receive - their full potential as human beings.”

5.2.8 Choices

We make a great deal of the human need to be able to choose. The girls at Kulula choose to be here every day. We work hard to provide them with choices, one of which is always to partake in the Kulula programme with its rules, order and peaceful co-existence. We respect the fact that we work with young people in need adult guidance, but we also keep in mind that most of these children have themselves experienced things of horror that not many readers of this proposal can hope to survive. The personality that has survived such unspeakable atrocities is usually in greater need of seeing clear choices open to them than what is needed by other people.

5.2.9 Not a boarding school

Rather than being a boarding school in service to parents who simply prefer someone else to care for their children, or for children who prefer not to live under their parents' discipline, Kulula provides services to children who will benefit from its specific specialty working with girls and young women, who want to reconstruct their lives after suffering the loss of family bonds, and in addition have experienced the specific negative patterning of life on the street.

In order to reconstruct their lives these girls must want to learn -

- ❖ life skills,
- ❖ personal skills,
- ❖ craft skills,
- ❖ some job skills,
- ❖ self-employment skills as the most important - they must learn self-employment skills to equip them for the way ahead.

5.2.10 Self-employment skills training

The skills centre is yet in its infancy. We currently do sewing, crocheting, T-shirt painting, vegetable gardening, horticulture and animal husbandry. The centre in planning should ideally impart craft skills (essential for hand-eye coordination which is in a major shortage at present), the produce of which can be sold to at least cover its own costs.

We hope to maintain the current skills program where the girls crochet mats with used plastic bags. It is not only the craft and skill that is important here but the idea of understanding about eco-friendly, recyclable, and reusable goods is a life skill we need to enhance.

We did make some security gates and those of the girls who welded, cut and finished the steel are very proud of their work (so please don't make an unpleasant remark about our non-standard gates).

A series of basic courses and daily activities are presented such as housekeeping and use of appliances, cooking and meal planning. More advanced courses such as PC skills, touch-typing, maths, budgeting and planning, and English are also presented daily.

Self-employment skills training that will give these girls an opportunity to re-integrate back with their families and into normative society - one must never forget that the only knowledge of self-employment these girls, ages 13-18, have, is that of selling their bodies, surviving as child prostitutes and that the self-employment skills offered should be a real and feasible alternative to life as a child in prostitution.

In order to reconstruct their lives these girls must want to learn

- life skills, personal skills, social skills
- craft skills
- some job and self-employment skills

5.2.11 Life Skills Training

Continuous Programs at Kulula Skills Centre

The following modules of training have been chosen to be presented:

- Sexual harassment
- Relationship building
- Self-image
- Assertiveness
- What is sexual abuse?
- Decision making and value clarification
- Independent living skills
- Communication
- Problem solving
- Emotions
- Non-sexual relationships
- Sexuality
- Development stages of the child
- Sex education
- Human reproduction
- Teenage pregnancy

- Legal aspects of contraception and abortion
- Reproductive health care
- Sexually transmitted disease
- HIV/Aids
- Investigating roots

Other programs are developed as the need arises

These programs are presented and managed by staff and volunteers.

5.2.12 **Early Intervention - HIV/Aids**

Most of the girls and women coming into this program have been trapped in prostitution or are/were on the verge of entering this devastating 'way of survival'. It is true that most of the children who come from a background of survival sex and prostitution are HIV infected. The prevalence of a wide variety of other venereal diseases is another disturbing reality which middle class sex-buyers take home to their wives. The following implications play a very important role in the motivation of the service rendered at Kulula Skills Centre:

Four of the many sad facts about prostitution are that:

1. It is a young person's trade and she is its prize commodity.
2. The average prostitute has sex with about one thousand sex-buyers per year.
3. HIV/Aids is an occupational hazard of the prostitute.
4. The HIV infected teenage prostitutes of 15 has at least another five years of active prostitution ahead of her before disease will force her price down, and eventually end her career.

If removed from the prostitution arena at age 15 such a girl can be effectively prevented from directly infecting many thousands of men, and indirectly save these unscrupulous men's wives, secretaries, girlfriends and possibly their children. The prohibitive effect of removing 30 HIV+ teenage prostitutes from the circuit carries an astounding long-term benefit for society at large.

The House Group want to make it clear that we do not subscribe to the currently prevailing male chauvinists' attitude that male sex buyers (the people who create the demand for the 'product', the buyers of our girl-children and young women) have a '*right to access*' to '*clean, screened and fit for duty*' prostitutes - and that it would be Government's duty to provide such a service to tax payers.

5.2.13 **Group Participatory Programs**

These programs vary in nature between social activities (such as birthday parties, theatre, zoo visits, religious practice) sports, academic and cultural programs. These programs are presented and managed by volunteers and staff.

5.2.14 **Identity Document**

Kulula endeavour to assist the girls to obtain a South African Identity

Document (ID).

5.2.15 Future Plan

The Future Plan is a plan of future action and wish lists compiled by the child, with the guidance of a counsellor, but specifically aimed at re-integration into mainstream society (whether this process involves drug rehabilitation, reintegration with families, foster or care placement, etc.)

The counsellor helps the child set the Aims of the Plan and then further assist the child to set achievable objectives on the way. Development of the Future Plan can be a lengthy process and need not be done in one session and it is never regarded to be 'set in stone' but rather as a dynamic flexible guide on the Way.

From time to time, at least once per month, the counsellor will assist the child to evaluate her performance against her Future Plan - guidance, support and encouragement will be given and adaptations to the Plan can be made at these sessions.

Counsellors will present Future Plans and discuss the progress of the child at monthly assessment meetings.

5.3 PLANNED DURATION

Kulula started as a project with five girls late in 1997 and it developed into a 20-bed facility. Kulula Skills Center is seen as a long-term project as the need for such services is growing. This project offers primarily Level 1, 2 and Level 4 services to the very highly vulnerable population of children surviving child prostitution. We hope to continue delivering these services for as long as the need exists.

The Kulula project is seen as a long-term project as the need for such a service is growing. The House's Hillbrow aspect could probably flow about 100 girls a year through to Kulula. Pretoria City Ministry's Lerato House in Pretoria estimate that they need about 20-30 Kulula placements during the next year.

6. IMPLEMENTATION PLAN

6.1 AREA OF OPERATION

At the onset of the project at Kulula Skills Centre, Intombi Shelter in Hillbrow and The Hillbrow Drop-in Service referred children that could benefit from the program. As the project got known, Pretoria City Ministries's Lerato House made referrals, since they face the same problem as any other girls' shelter in the country:

We suspect that there will always be children who will be most difficult or impossible to reintegrate or successfully place alternatively.

Peer organizations in Cape Town, Durban, Kimberly and Pretoria are all relating to us their increasing need for projects such as Kulula in their

respective areas. We are inundated by placement calls from East Rand organizations but have not yet investigated this because we are not in a position to assist them. We do have girls at Kulula who come from other provinces, but they were referred here after spending about a year in and out of Hillbrow and Pretoria shelters. Sadly true, Johannesburg is still the city of fools-gold luring troubled girl-children from all over the country - selling them the lie that they will be able to make a better life for themselves in those dark alleys.

6.2 TARGET GROUPS

The following are seen as target groups of various aspects of Kulula Skills Centre:

- 6.2.1 Girl-child organizations and services (Level 1 services)
- 6.2.2 General public (Level 1 services)
- 6.2.3 The girl-child residing in the area of operation and experiencing any of the following: (Level 2, 3, 4 services)
 - being a runaway
 - having lived on the street
 - physical abuse
 - sexual abuse and/or sexual exploitation
 - drug or alcohol addiction
 - child prostitution
 - prostitution as an adult
 - pornographic exploitation
 - being infected with sexually transmitted diseases
 - being HIV positive
 - having been involved in crime
 - being an Aids-orphan
 - having had children of her own
 - being referred by Dept. Welfare or other organizations
 - being pregnant
 - homelessness
 - being a 'throw away'

The implication is that the target group is the girl child on the street who cannot easily be reintegrated and who is motivated towards a positive life style.

During the implementation of the project the following statistics were held of the target group:

RACE	Black - 130	Coloured -3	White - 4	Indian - 2			
Province/ Country of origin	Gauteng 102	Northern Province 7	North West 4	Kwazulu Natal 9	Western Cape 2	Northern Cape 2	Eastern Cape 6
	Free State 1	Mpuma langa 2			Venda 1	Lesotho 1	Swazi- Land 2

There is a **waiting list** of more than 15 children wanting to enter the Kulula program; these children are from shelters in Pretoria and Hillbrow. We have no idea as to when we will be able to accommodate these children, and we are fully aware of the fact that the longer these children stay in shelters, the greater the risk is that they can return to the streets, feeling and believing that the adults cannot offer an alternative future for them. The premises where the Kulula Skills Centre is based can easily carry 60 - 75 children.

See online archive for a more complete list of services provided during 1997/98:

http://thehousegroup.org/archive/kulula_things_sept97_sept98.pdf

6.3 ACCESSIBILITY

6.3.1 Description of accessibility

The service will be accessible to children who meet the criteria for joining the program, within the limit of the number of 60 - 75 girls and young women at a time.

Kulula Life Skills Centre is located in Gauteng on a 25ha farm in the Cullinan / Bronkhorstspuit area, 100km from Johannesburg and 50km from Pretoria. The area was not chosen because of its harsh winters, the depressing vastness of the Highveld Grasslands, the strong AWB contingent, or the impossibility of making a living on a small farm in this agriculturally-unfriendly area. The area was rather chosen as the only affordable area in close proximity to both Johannesburg and Pretoria, with access to a hospital, family planning services, adequate schools, and other necessary social services

6.3.2 Screening and admission policy

The children must be screened by a shelter/social worker in terms of their motivation and ability to be reintegrated. We will furnish referring shelters with a screening format and tests. A report should be forwarded to the multi-professional team at Kulula Skills Centre for screening. The basic admission criteria are as follows:

Gender: Female

Age: 13–19 years

Rules: The general rules of Kulula Skill Centre
No drugging
No violence
Participation in all programs

Motivation: Motivation and ability to comply to the structure, rules, order, responsibilities and adult guidance integral to the program
Motivated to be reintegrated to their family and/or normative society

Only children who can not be reintegrated by means of a short term intervention will be accepted in the program

6.4 OBJECTIVES

Serving in Humility, Simplicity and Compassion

6.4.1 Main Processes and Activities

The main processes and activities of the program will include the following:

Providing a 60 - 75 bed facility where the following services can be rendered:

- Meeting basic needs of 60 - 75 children at a given time in terms of shelter, food, basic health care and clothing
- Meeting the developmental needs of 60 - 75 children by means of individual developmental programs including social reintegration strategies and capacity building skills programs (e.g. life skills and self-employment skills programs)
- Providing a structured day program to develop a healthy lifestyle and responsibility
- Providing skills development including: cooking, catering, housekeeping, needlework, crafts, basic literacy, basic numeracy, office skills, budgeting skills, animal husbandry, and horticulture
- Providing the opportunity to attend school for children younger than sixteen and the others that can fit into a structured schooling system
- Providing self-employment and entrepreneurship skills for children older than sixteen, and younger when required, that cannot fit into a structured schooling system as they were academically too deprived to benefit from formal schooling. Skills and courses currently in process include a Certificate in Entrepreneurship (grade 10 level), WITS Business School accredited Diploma in Business Skills (grade 12 level), Practical Certificate in Horticulture (grade 8 level), Practical Business Animal Husbandry (grade 8 level), Business Welding (grade 8 level), Leather Craft Entrepreneurship (grade 8 level), Typing (up to grade 12 level), Certificate in PC Literacy and Word Processing (grade 12 level), Certificate in Domestic Work for Self Employment (grade 8 level).

Do educational talks - HIV, drugs, runaway, prostitution, and crime to local schools, church groups and activist groups at the rate of 1 per week.

6.4.2 Objectives of Kulula Skills Centre

- Prevention and early intervention into the lives of the girl-children lured to and trapped in a life of child-prostitution and drug addiction.
- To provide a medium term (3 to 30 months) residential program for 60 - 75 young females (between the ages of 13 and 19) at a time, referred here from shelters and centres doing work among Girl Children on the Street, with social reintegration as the main goal.
- To provide a 'third phase' to shelters and drop-in centres in order to make possible a holistic and therapeutic environment whereby all the following are taken into consideration: prevention, early intervention, shelter and care, future development and planning, skills training focused on self-employment skills, reintegration into society or with family, empowering the children to achieve their full potential as human beings - thus making possible a 'one-stop' service.

- To enable these young girls to learn life skills, personal skills, craft skills, some job skills, but most important, they must learn self-employment skills to equip them for the way ahead.
- To provide a facility where the HIV+ girl-child can be integrated with other children coming from a similar background, and have the same opportunities to a worthwhile future without any discrimination.
- To do educational talks with regards to HIV, drugs abuse, prostitution, runaway tendencies and crime, as means of protecting the most vulnerable of our children against making wrong decisions based on insufficient knowledge.
- To provide sexual abuse support counselling to the local community. In addition to ongoing services rendered to Kulula girls, provide counselling / therapy resources to at least 2 paying and 2 non-paying clients each week from October 1999 onward.
- Provide Sunday communal spiritual services (including sacraments of Baptism, Marriage, Burial), and pastoral counselling, to local community in appropriate language as of October 2000.
- As funding for welfare projects are less readily available and especially funding for children that have been involved in child-prostitution, emphasis must be placed on becoming self-sufficient and self-reliant.

6.4.3 **Self-sufficiency and Self-Reliance**

Financial self-sufficiency is a dream that Kulula may pursue because the children are all older than 14 years and may be put to work to an extent.

The first steps towards this self-sufficiency

The first steps towards this self-sufficiency and generating alternative income have been taken:

- One thousand-two-hundred olive trees have been planted which will provide an income of R 200 000 per year as of 2004.
- Education and practical experience in business skills has already been undertaken - covering the manufacture and/or production of stock, the purchase of raw materials, budgeting, cost effectiveness, profit and loss, managing income, planning on expansion, etc.
- Self-reliance is in part a reality at Kulula - as one of the life skills projects each child tends her own small vegetable garden patch (about 3x6 meter) which produces about 70% of the vegetables consumed by the project.
- We are currently providing in our own need for eggs.
- A sewing machine has been bought and the girls themselves are making some of their daily wear.
- Currently 2 computers are used to familiarize the children with computer/office equipment and the computers are also used for academic teaching as well as the development of hand-eye co-ordination. More computers are needed as the 2 computers are

not enough – classes should be accommodating at least 5-10 students at a time.

- Skills centre has been built and fitted with the basic equipment, such as grinder, drill, welder, etc. Additional equipment must be purchased to enable classes of 5-10 students at a time.
- To instill an easy and understandable work ethic that is ... that the harder you work or the more effort you put in, the greater is not only your results but also your profits.
- To put the above work ethic in practice through profit sharing, thereby also teaching the management of personal finances - how to open and manage own savings/bank account, etc.

The next steps to be taken towards self-reliance

The next steps to be taken towards self-reliance will not only generate income it will provide self-employment skills training - such as raising, producing or manufacturing own product, buying, negotiating and selling.

- To build a sheep kraal and dip, and to purchase 200 sheep.
- To plant an additional 2 000 olive or nut trees
- To plant 500 fruit trees – production of fresh fruit and the making of preserves and jam, not only for self-use but also to sell.
- To set up a broiler chicken raising unit for 500 chickens, raising day-old chickens to sell.
- Computers skills has been taught on the 2 available computers, but at least 5 more computers need to be purchased, especially as the computer skills training will be incorporated with the print shop (Riso) and future basic office skills training.
- Sewing has been undertaken but need to be expanded to a 10 unit sewing centre.
- To purchase 200 laying hens, in order to supply all the projects with fresh farm eggs and to sell the surplus to the public.
- Currently there are approximately 20 beehives on the farm, belonging to an individual in the local community who is training the staff and girls to
- Manage the beehives. The idea is to gradually phase out his beehives and phase in our own beehives so that Kulula have the benefit of the full production of the honey. We need to set up over the next year 20-30 beehives to place the new swarms of bees in for our own production of honey. Beehives (the boxes) and equipment must be purchased.
- To purchase a tractor and the necessary implements to enlarge and maintain the current vegetable garden
- To build and set up a farm-stall/roadside-stall to sell produce (vegetables, eggs, honey, chickens, etc.) to the local community and passing traffic.

We are investigating other schemes to work toward attaining the 'impossible dream' of being financially self-sufficient. We hope that our sponsoring partners will be able to also assist in this regard.

6.5 EVALUATION OF PROJECT AND ACTIVITIES

For the approved format and template that Evaluation of Projects and Activities shall follow, please see the online archive for examples:
http://thehousegroup.org/archive/Eval_DropIn_Intombi_99_001.pdf

6.5.1 PREVENTION - Level 1 Services

6.5.1.1 To deliver prevention services to the public at large

1. Main process and activities
2. Measurement
3. Evaluation

6.5.1.2 HIV/Aids prevention to the highest risk group of society (prostitutes, drug addicts and sex buyers)

1. Main process and activities
2. Measurement
3. Evaluation

6.5.1.3 To establish networking and capacitate girl-child organisations and service

1. Main process and activities
2. Measurement
3. Evaluation

6.5.2 EARLY INTERVENTION – RETRIEVAL – Level 2 Services

6.5.2.1 To identify and bring into contact with services rendered at Kulula Skills Centre, the girl-child in Hillbrow and surrounding areas that is at high risk for involvement in or already in the early stages of any one of the following:

- being a runaway
 - having lived on the street
 - physical abuse
 - sexual abuse and/or sexual exploitation
 - drug or alcohol addiction
 - child prostitution
 - pornographic exploitation
 - being infected with sexually transmitted diseases
 - being pregnant
 - being HIV positive
 - having been involved in crime
 - being an Aids-orphan
 - homelessness
 - being a 'throw away'
 - being a young mother herself
 - being referred by Dept. Welfare or other organizations
1. Main process and activities
 2. Measurement
 3. Evaluation

6.5.2.2 Meeting basic needs of the girl-child on the street

1. Main process and activities
2. Measurement
3. Evaluation

6.5.2.3 Crisis intervention

1. Main process and activities
2. Measurement

- 3. Evaluation
- 6.5.2.4 **Increasing competency of the girl-child on the street**
 - 1. Main process and activities
 - 2. Measurement
 - 3. Evaluation

6.5.3 CARE AND DEVELOPMENTAL SERVICES – THERAPY and SKILLS TRAINING - Level 3 Services

- 1. Main process and activities
- 2. Measurement
- 3. Evaluation

6.5.4 REINTEGRATION - Level 4 Services

6.5.4.1 Residential shelter

- 1. Main process and activities
- 2. Measurement
- 3. Evaluation

6.5.4.2 Family reintegration

- 1. Main process and activities
- 2. Measurement
- 3. Evaluation

6.5.4.3 Integration to normative society

- 1. Main process and activities
- 2. Measurement
- 3. Evaluation

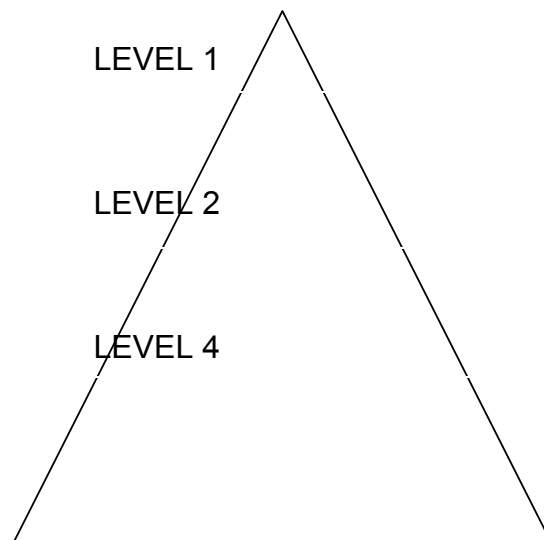
6.5.4.4 Increasing competency

- 1. Main process and activities
- 2. Measurement
- 3. Evaluation

SUMMARY of MAIN PROCESSES AND ACTIVITIES

Kulula Skills Centre renders level 3 and 4 services.

At present this service rendering can be presented in the following way:



LEVEL 3

It is clear that the focus point is Level 3 and 4 services, but that these services seem to be futile without the input of Level 1 and Level 2 services (that is from the projects in Hillbrow). An expansion of Level 3 services would automatically cause an expansion of Level 4 services.

7. HUMAN AND PHYSICAL RESOURCES

7.1 PERSONNEL

An organizational organogram is attached.

The Current Staff for The House Group of Projects

J P du Plessis	Chief Executive Director (CEO) (Dip. Business/Sales Management; Dip Th; BA Hons Religious Studies)
C Stander	Operations Manager (BA Drama)
M M Venter	Social Worker - on retainer (MA SosW; Btheo)
A du Plessis	Public Relations - full-time volunteer (Secretarial Dip.; Dip Th; BA Hons Religious Studies)
J Boleke	Trainee Snr. Youth Care Worker
A Boleke	Trainee Youth Care Worker
M Sibisi	Trainee Youth Care Worker
I Ndlovu	Trainee Snr. Youth Care Worker
K Boleke	Maintenance

***** Please note that we terminated the employment of 3 staff members in order to continue with the Kulula project (until confirmation of subsidy from Dept. Welfare, if no subsidy we will proceed to close the Kulula project)

The current staffing is not adequate to run the projects and the following staff component for the group is envisioned if sufficient funding can be acquired:

- General Manager (1)
- Administrative staff (1)
- Social worker (1)
- Nursing sister (1)
- Youth care workers (6)
- Household/Maintenance staff (6)

The development of job descriptions, letters of appointment and in-service training programs are in process and will be finalized as soon as the funding for the project is established

7.2 BUILDINGS / VENUE

The premises used for the project is a 25ha farm in the Cullinan/Bronkhorstspruit area that is leased from the Church of The East. The lease period is determined by the duration of the project. Since the project was developed to serve only about 15 people providing the most basic amenities we will have to expand the facilities.

The total capital cost is **R1 042 500-**, outlined in 7.2.1 and 7.3 below.

7.2.1 Cost of additional infrastructure

The estimated cost for completing an adequate infrastructure for suitable accommodation and for the self-employment skills facilities for 60 - 75 children, is R301 000-

We need to erect, fit or finish the following structures - **R301 000-**

a) Dormitory and YCW housing: Steel shed covered with corrugated iron on sides - 2 x 12x16 meter, concrete floor, 3 meter sliding door, 14 windows, solar lights. R100 000-

or

continue to accommodate the girls in Wendy Houses 20 units of 3x 3.6 meter, furnished. R100 000-

b) Ablution: Add to current ablution block additional ablution and communal washing room. R20 000-

c) Mess: Fix concrete floor, paint, make french drain, buy 3burner gas stove, build working surfaces, build lockup pantry, install shelves. R15 000-

d) Workshop & Goods Store: Steel shed covered with corrugated iron on sides, divided into 3 shops, fit electricity, concrete floor. 15x6 meter, three sliding doors, 6 windows. R27 000-

e) Fencing: Erect new 2meter security fence with motor gate on front section of farm 900meters. R10 000-

f) Clinic room for visiting medical practitioners: Fit room with 1 clinic bed, aseptic finish, basin. R3 000-

g) Staff and volunteer housing and ablution: Add to existing facilities to accommodate visiting counseling clinic clients, overseas (3 month) and local (overnight) volunteers. 8 units 3x3 Wendy Houses furnished, solar lighting. Build communal ablution block with solar heating 4 toilets 3 showers. R80 000-

h) Counseling centre: Add to existing structures two counseling rooms (Wendy houses) and upgrade garden area. R10 000-

i) Communal hall: Enclose present 18x12 structure with face brick and add toilet to serve administration block. R28 000-

j) Laundry area: Build and fit 5x5meter laundry with 4 washing troughs ironing boards and french drain. R8 000-

7.2.2 Lease

The premises is leased at R2 200- per month, escalating at 10% per year. The duration of the lease agreement is linked to the duration of the project.

7.3 FURNITURE AND EQUIPMENT

Since the project was geared to handle 12 children and to provide only the most basic of amenities we will have to expand in terms of equipment and furniture, cost R540 000-

The need can be outlined as follows - total cost being **R741 500-**

Accommodation - furniture and equipment	R146 000-
- 60 - 75 beds, bedding, linen, curtains and cupboards	R 112 500-
- Tables, chairs	R 10 000-
- Cutlery and crockery	R 8 000-
- Fridges	R 5 000-
- Stoves	R 3 000-
- Washing machines	R 7 500-
Self-employment skills centre – equipment and stock	R 99 000-
- Sewing machines, tables and miscellaneous equipment	R10 000-
- Welder, grinder, drill, tools and stock for workshop	R20 000-
- Computer, printer, scanner	R12 000-
-	
- Workbenches and classroom seating	R 9 000-
- Overhead projector	R 3 000-
- Computers computer skills centre	R25 000-
Horticulture - equipment and stock	R269 500-
- Tractor (second hand 47 hp)	R80 000-
- Tractor implements – ripper, plough, slasher, etc.	R40 000-
- Water pump and irrigation for vegetable gardens:	R14 500-
- 2 000 olive or nut trees, including planting cost	R110 000-
- 500 fruit trees, including planting cost	R25 000-
Animal Husbandry – equipment and stock	R187 000-
- Sheep kraal, dip and 200 sheep	R130 000-
- Broiler chicken raising units	R38 000-
- 200 point of lay chickens:	R 5 000-
- Honey industry 20 beehives and equipment	R14 000-

Business Management – Farm-stall	R40 000-
- Build double garage with good security for farm-stall	R29 000-
- Shop fitting – counter, shelves, fridge, etc.	R11 000-

8. PARTICIPATION BY CONSUMERS AND THE COMMUNITY

8.1 PARTICIPATION BY SERVICE RECIPIENTS

The service recipients join the program on a voluntary basis. Within the first two weeks after joining the program, the multi-professional team and the service recipient draw up an individual care plan (including the reintegration strategy). The multi-professional team and the child review the individual care plan at least every three months. The service recipient is therefore actively involved in the service delivered.

Evaluation groups are held at least once every month for the service recipients to give input toward assessing the service delivery.

A representative of the service recipients also serves on the Management Committee as Youth Representative.

8.2 PARTICIPATION BY COMMUNITY REPRESENTATIVES

Since the launching of the project a great deal of work has gone into developing community support towards the project. (Refer 9) Hopefully community representatives from the Cullinan/Bronkhorstpruit area will soon be included on the Management Committee that is elected annually.

9. NETWORKING WITH OTHER SERVICE PROVIDERS

- Very important -

Proposed Abused Women’s Shelter at Kulula in partnership with Bronkhorstpruit Welfare

At the time of writing not all the details are available about this partnership - please contact Bronkhorstpruit Welfare, 013-932-2965, Ms Grace Finger.

9.1 WELFARE SERVICE PROVIDERS IN THE SAME AREA

Although no written working agreements have been formalized with other welfare service providers in the area, the following networking has been established:

Bronkhorstpruit Family Planning Clinic

We are using the clinic at Bronkhorstspuit. Our relationship now extends to joining hands in the Bapsfontein area where we are doing work among young prostitutes and destitute girl children.

Cullinan Family Planning Clinic

Arrangements are under way for Cullinan's mobile clinic to visit Kulula on a regular basis to assist us with checkups and family planning medication.

17 Esselen Street, Hillbrow

All the children entering into the Kulula program from Intombi Shelter have been at 17 Esselen Street Clinic to be tested for sexually transmitted diseases and to be placed on a family planning program.

Bapsfontein squatter camp - (with Bronkhorstspuit family planning)

We visit this informal settlement for about an hour each week (it would have been nice to afford more staff time on this) to work in this community. Our hands are rather tied and we can only lend a sympathetic ear most of the time since household problems, incest, sexual abuse, rape and poverty are issues one cannot deal with on a casual-visit basis. We are making some inroads and some of the girls in the community who "have no one, anywhere" to go to will be placed at Kulula. This area is in need of a stable or regular service.

CMR - Cullinan

Christelike Maatskaplike Raad helps us from time to time, for in example in the case of Children's Court Cases.

Magaliesoord

Kulula cannot accommodate children with drug habits and we need the co-operation of Magaliesoord in this regard. Children with drug problems

first pass by Magaliesoord's 4 month program before they are placed with Kulula. We have a long-standing relationship with this resource and we hope to maintain mutual co-operation.

9.2 NETWORKING WITH OTHER SECTORS WITH A COMMON FOCUS

Although no written working agreements have been formalized with other sectors with a common focus in the area, the following networking has been established:

Lerato House (PCM) - Pretoria

Lerato House faces the same problem any other girls' shelter in the country has, there are always children who are most difficult or impossible to place or reintegrate. We serve as a resource for this Pretoria based shelter and have already placed seven of their children. We share information and knowledge with PCM and we have also done talks and various training sessions in Pretoria in this regard.

Intombi Shelter (The House) - Johannesburg

Kulula is Intombi shelter's last chance to help the 'difficult to place' child. Over the years Kulula served as a holiday and weekend resource for Intombi Shelter and 36 girls from there came through this project - most were reintegrated with their families in the end.

Abraham Kriel Children's' Home Nylstroom

Although we think that we know much about working on the streets of Hillbrow, and about child prostitution, Drop-In Centres and Shelters, we need to learn a lot about running a medium term residential program. Senior staff at this institution make it their business to come through to us and assist where possible. We need this guidance, and we hope that this nurturing relationship will be of mutual benefit one day.

9.3 RESOURCES SHARED WITH OTHER SERVICE PROVIDERS

At present the premises, office building and accommodation facilities are shared with The Church of The East that enabled the project and serves as a support system for Kulula Skills Centre. Church of the East also facilitates visiting social work students from Europe and the UK, which allows us to operate on lower budgets.

10 FINANCIAL MATTERS

10.1 BUDGET

Approved Budget for the current period is attached / or online in the archive at http://thehousegroup.org/archive/archive_budgets.htm

10.2 FINANCING RECEIVED FROM ANY OTHER GOVERNMENT DEPARTMENT

None

10.3 DETAILS OF LARGE DONOR FINANCING

Geert Grootte School Amsterdam

During 1996 Jean & Adele du Plessis had opportunity to speak to a school in Amsterdam (in the Netherlands). They told them about the dream of the Kulula project which no one else wanted to touch at the time. Teachers and children alike decided to do an annual Fund-raising event to help the project along and they continue to collect about R30 000 each year. It is very encouraging for us to know that at least 1 000 children in Amsterdam care about the Kulula project, and they continue to care. During September 1999 two children and two teachers from the school will visit Kulula for the first time.

Ithuba Trust R10 000
Standard Bank Foundation R30 000
Church of the East R182 000

10.4 DETAILS OF MEANS TESTING AND FEE STRUCTURE

The services of Kulula Skills Centre are directed towards children and young woman who do not have any income to make a contribution towards services. Their only contribution can be the involvement in projects that will help to increase the program's degree of financial independence.

10.5 SCOPE OF FINANCING REQUESTED

- **One-of Funding - Foundation financing – R1 042 500-**
Infrastructure, Start-up cost R301 000- (refer 7.2.1)
Furniture, skills training equipment, R741 500- (refer 7.3)

- **Continued Funding -Program implementation financing**
Staff, food, material costs, clothing, medical - refer attached budget

10.6 ENVISAGED DURATION OF FINANCING FROM THE DEPARTMENT

The grants needed to start the full-scale project, Foundation financing and Furniture and Equipment Financing, are regarded as once off financing.

Program financing would be needed from the Department for as long as there is a need for the service. The program hopes to work toward greater financial independence as the farm is developed (refer 10.8).

10.7 FINANCIAL CONTROLS

Refer 11

10.8 PLANS TO DEVELOP FINANCIAL INDEPENDENCE

As funding for human services welfare projects are less readily available and especially funding for children that have been involved in child-prostitution (shore-children according to society), emphasis must and are being placed on becoming self-sufficient and self-reliant. (refer 6.4.3)

11. MONITORING AND EVALUATION PLAN

The achievement of outcomes will be measured against the objectives of the project.

- The efficiency and impact of the service on the young female who joins the Kulula Skills Centre will be evaluated by the multi-professional team and the service recipient by means of evaluating the achievement of goals set in the individual care plan of

each child. Statistics are kept for research purposes and will be presented in the annual report, eg: The following statistics were kept during the implementation of the project (12-15 bed facility):

Currently at Kulula Skills Centre	18
Re-integrated to home/family	108
Children's Home placement	1
Referred to other shelters	5
Left the program on own accord and went back to the streets	7

- The efficiency and impact of prevention programs are always difficult to measure, but the following evaluation plan will be implemented: A questionnaire will be completed by the service recipients to see if the prevention program met their needs. Referrals that come from a prevention program can be used as an evaluation measurement, although there are various factors that can complicate this way of measurement. The prevention programs will be evaluated by the Management Committee and will be reflected in the annual report.
- The efficiency and impact of sexual abuse support counseling will be measured by the achievement of treatment objectives set by the client and the counselor. Statistics will be held as well as evaluation reports.
- The Management Committee and the auditor evaluate the effectiveness of the financial controls. Good control is administered over all the aspects of financial management. Systems in all sections have been developed to ensure good control. Receipts are issued for all moneys received and all expenditures are put to book. A registered auditor does annual auditing. The budget of the project is reflected in the annual report.