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THE HOUSE GROUP



EXTREMELY MOST VERY URGENT

RESTRUCTURING THE HOUSE GROUP, TO MEET THE CHALLENGE OF THE NEXT 5 YEARS.

DRAFT FOR DISCUSSION

By: Jean

cc: E-mail: Adele
Jack
Maria
Jacques

Presently it will not be possible to get this to other members except by hand.

The House Group has made it this far, to the point of being welcomed by the authorities and being Gauteng Dept Welfare's hope for the girl child. Things are changing and a host of new international Treaties are in effect, the NPA now have clearly formulated ideals, the Dept National Welfare has new direction and has issued directives in this regard. Those NGOs who cannot adapt to the changes will be closed (and many have already been axed and many are under forced rationalization). Those who do adapt successfully will receive increasing assistance over the next five years, the goal being 80% of expenses and professional assistance

One of the changes which will have the greatest impact on the current situation at The House (September's AGM) is that MCs are expected to be fully accountable, committed and representative of the new ideals in CYC (Child and Youth Care) in SA. Many other challenges are facing us if we propose to continue to provide this service.

The most obvious possible solution to the challenge is to appoint an appropriately qualified Director and provide her/him with the proper support required of such a position. This will cost us about R120 000 per year. This person will be charged to swing the organization around to comply with the new specifications. Such a person would have to upgrade staff salaries and working conditions to the minimum required by the new legislative authority (which will increase our budget by another R200 000 per year). This is only the start, and it is the task of this person to effect the changes and our task to make it possible for him/her.

The least obvious possible solution is to equip The House with an MC who can effect the changes. This document discusses this possibility. I believe the right MC will be able to continue

motivating staff to work longer hours than required for less money than required, just to buy us time to effect the changes over a longer period of time. Salary expenditure and staff training seem to be the most pressing priorities. We have brought TH to here by exploiting our human resources; we may as well continue to do so in the interim in order to survive. I provide a list of the names of our members, including staff, as a resource reference.

We should decide on a proposal for the AGM in this regard. It seems as if the Constitution will have to be changed somewhat, but not necessarily now. It also seems as if we are in great trouble.

I thought we should send our proposal out to the members with their invitations. If we know beforehand what we want then we could make the most of the AGM to motivate it.

Members of The House

Maria Venter (Social Work consultant)

Ria Venter (Medical consultant)

Jean du Plessis (Management consultant) (current MC member 7th term) (founder member)

Adele du Plessis (PRO/Fund-raising consultant) (current MC member 7th term) (founder member)

Chantel Rankin (current MC member; 3rd term)

Nick Rankin (past volunteer)

Jacques du Plessis (current MC member; 2nd term)

Gerda du Plessis

Auditor

Prieur du Plessis (past MC member / staff / volunteer)

Ingrid du Plessis

Marilyn (active volunteer)

Gerard

Anlie du Plessis (past staff member / volunteer)

Ruan du Plessis (founder member, past staff / volunteer)

Jp du Plessis (part-time staff member)

Jack Williamson (current MC member 3rd term)

Lorraine Williamson

Kevin Worrall (current MC member 3rd term)

Berlinea Worrall (current MC member 1st term)

Louise Hatting (current MC member 3rd term)

Roger Greenshields (past MC member / volunteer)

Winton Woodrooffe (resigned as MC member)

Laetitia (salaried staff member, House Mother)

Mildred Sibisi (salaried staff member, House Mother)

Monica (salaried staff member, House Mother)

Petro Gordon (salaried staff member; Life Skills Trainer)

Raymond Gordon (advisor; Sport)

Joseph Boleke (salaried staff member; Youth Care worker) (current MC member 1st term)

Anna Boleke (salaried staff member; House Mother)

Connie (salaried staff member; Marketing)

Stephen (salaried staff member; Admin)

Eddie (salaried staff member; Networking)

The House Group of Projects

<http://yesunet.org/thehouse> is the address for the group of projects. Pages are still under development. The hope is that the new MC will be able to provide more meaningful content for these sites. E-mail address the.house@yesunet.org active and in use. The management tool house_l@yesunet.org is a confidential discussion group - subscribers receive daily updates on events and issues from the various projects. The YesuNet server is in process of commercial enablement, which means it will be able to effect credit card transactions within a month or so. Projects may sell goods, receive donations etc. via this medium.

Hillbrow Drop-In Centre (Registered drop-in centre)

Space on a Web-server has been allocated at address <http://yesunet.org/dropin> but no data has been uploaded as yet. The e-mail address dropin@yesunet.org has been reserved.

Intombi Shelter (Registered children's home / shelter)

Only one or two pages are reflected on <http://yesunet.org/intombi> and the e-mail address intombi@yesunet.org is active and in use.

Kulula Life Skills Centre (Pilot project, monitored by Dept Welfare)

One sorry page situated at <http://yesunet.org/kulula> and kulula@yesunet.org is reserved but inactive.

St. Magdalene Church (Church of the East aspect)

Some pages at <http://yesunet.org/stmary> and adhiel@yesunet.org deals with its e-mail.

Y-HIV (Advocacy and support group, aiming for a national affect, publications)

Site to be announced before AGM, e-mail account can be allocated

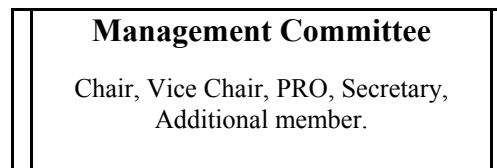
OTOMV (Publication for survivors of childhood sexual abuse)

Web presence an aspect of NAGCS below

NAGCS (Networking projects working with the Girl Child on the Street)

Two sites, <http://yesunet.org/nagcs> and <http://acapa.co.za> carry about 80 pages of information. nagcs@yesunet.org for international and agcs@yesunet.org for Africa is operative.

Suggested Management Structure



?Director?

Kulula PC Intombi PC Drop-In PC NAGCS PC

Y-HIV PC OTOMV PC St. Magdalene

Description and tasks of the MC

The MC consists of at least 5 members who are (or are willing and able to be) registered as child and youth care workers. Members are expected to be up to date on the legislative and other requirements pertaining to the types of child and youth care services we hope to provide. Members must have the necessary skill and resources (e.g. time) to provide stable, reconstructive and uplifting management. Members are challenged to affect the range of changes, formulate and institute the suggested mechanisms, and put the organization on a positive growth path to face the crucial next 5 years. Members are on e-mail and have Internet access, a medium through which most of the information sharing takes place between NGOs local and international, also the preferred medium by which members can keep abreast of situations at the various projects on a daily basis.

Description and tasks of the Project Committee

The PC consists of at least 3 members. Members who will work with the children directly will qualify and register as child and youth care workers. Members have the desire to make a difference and facilitate (ease, advance, capacitate) the Project's goals and the community's involvement in it. The PC takes some responsibility for marketing the Project within the framework and guidelines provided by the MC. Training and motivating of volunteers may typically be one of the tasks of the PC whilst setting out to source Life Skills Training resources may be another example.

Responsibilities of the Management Committee

1. To effect the necessary changes to the organization in terms of the stipulations of the following Guidelines, International Treaties and Official Prescriptions:
 - a) IMC White Paper on Child and Youth Care
 - b) Policy for the Financing of Developmental Social Welfare Services.
 - c) Dept. Welfare: Project Evaluation Guidelines
 - d) Beijing Women's Charter
 - e) Stockholm Resolutions (child prostitution)
 - f) UN Convention on the Rights of Children
 - g) The new Child Care Act (1987, amended 1996)
 - h) NGO Coalition guidelines
 - i) Labour Act
 - j) NPA (National Plan of Action)
 - k) Welfare Act (current emphasis on Project Go)
2. Participation in Inter Ministerial and Local Govt workshops and committees.
3. I propose that all MC members and chair persons of sub committees must have viable access to secure e-mail, and share in 'house_1', our management discussion list.
4. I propose that MC members receive a monthly remuneration to assist them in covering the cost of executing their duties (transportation, taking leave from work, attending meetings, etc.). Depending on the services required from each position we may consider remunerations between R 3 000 and R 300 per month.
5. Department Welfare expects the MC to present the Project Evaluation in September/October. These hearings last for about 2 to 3 hours, dates are forthcoming.

Examples of challenges facing the MC of the Group over the next two years: (We extract only some examples from a variety of sources)

- * Employment Act states max 45-hour weeks; accommodation and meals are not to be calculated to be part of remuneration which must be minimum R 1 500. This will increase our salary budget by 4X.
- * "Produce and publish annual overviews of activities, results and cost-efficiency"
- * "Governance structure must reflect the socio-demographics of the area"
- * "Participatory democracy."
- * "Promoting voluntarism, and active volunteer involvement at all levels."
- * "Mutual co-operation, collaboration and networking with other agencies around issues of mutual concern."
- * "Develop a policy that prohibits direct or indirect conflict of interest by members of the governance structure, members, employees and volunteers."
- * "Ensure the governance structure approves the annual budget, appoints independent auditors and

receives audited statements.”

* “Develop clear, well defined written policies and procedures to be followed, which relate to all employees, members and volunteers. Such policies must adhere to the Labour Relations Act and other relevant legislation and must protect the rights of employers, employees, members and volunteers.”

* “Establish and maintain disciplinary and grievance procedures with clear lines of authority and accountability.”

* “Have clear staff development policies that seek to empower all staff and volunteers to increase their skills in order to enable them to move to greater levels of responsibility.”

* “Develop adequate and acceptable systems of assessing skills, experience and qualifications, levels of responsibility and performance, and remuneration on this basis.”

* “Encourage management to adopt interactive leadership styles and an ‘open door policy’ to facilitate good communication between staff and themselves.”

* “Set up appropriate financial systems and employ qualified persons to administer and manage these systems.”

* “Have clear policies on loans and staff advances.”

* “Prepare realistic project or organizational budgets, then monitor and adhere to them in instances where it becomes necessary to make changes, the appropriate consultations should be undertaken and any amendments recorded.”

* “Develop and implement mechanisms to monitor the use of staff time.”

* “Conduct periodic cost-benefit analysis of projects and review resource allocations in the light of these.”

* Setting up and maintaining of monitoring and evaluation systems which will be compatible with the inter-sectoral integrated system of information planned by the IMC.

* “...only those centers which are within the practice guidelines, which can demonstrate effectiveness and efficiency, and which offer programmes *needed* by the community (will) continue to be funded. A number of ineffective and/or unnecessary residential care facilities would ... be closed over the next 5 to 8 years.”

* Administrative persons who are not registered and qualified child care workers should not take any decision regarding programmes, allocation of resources, or any other decision that directly affect the provision of services to the children. (This basically means that in order to make management decisions one has to be a registered child care worker - at present the BQCC (basic qualification in child care) certificate can be taken. Apparently it can be completed over one month, but four years seems to be the norm in the industry. Other courses are being developed by UNISA, Wits Tech, WITS University and other) The emphasis on basic qualifications in this field is drawn across the board and affects medical staff, probation officers, teachers, social workers, etc.)

* Establishing protocol for the management of child abuse and neglect within residential care.

* An ethical code of conduct

* Therapeutic development plans for children and their families.

* Code and protocol for disciplinary measures

* Complaint procedures for residential staff

* Behaviour management

* Appropriately qualified and registered staff is employed at every level.

* Appropriate supervision structures are in place

* Appropriate staff development structures and programmes are in place.

* Appropriate salaries and service conditions are in place.

- * Facilities should include services to the community
- * All facilities to be registered and renewal of registration based on annual evaluation.
- * All facilities to be established in consultation with the significant role players, the community, and the legislated authority.
- * Multi-disciplinary programmes offered to children and their families in the community.

Responsibilities of Project Committees

1. Fund-raising and provision of Marketing related material
2. Sourcing of resources and materials.
3. Commenting on management and resource utilization.
4. Being responsible for improving the Project's efficiency.
5. Community involvement.