ANNUAL REPORT
1 March 2017 to 28 February 2018

KHULULEKA GRIEF SUPPORT
BUILDING INSTITUTIONAL SUPPORT FOR CHILDREN AT RISK
Rozalle Thomas (Chairperson)

During the course of 2017, Caroline Newbert (née Wills) felt it time to hand over the reins to a new Chairperson. She led the Board of Khululeka for five years with absolute excellence and to our delight kindly decided to remain on the Board as a member. In a smooth transition, Caroline stepped down and I took over on 18 October 2017. We also welcomed Josh Cox, from Fix Forward, onto our Board. He brings us entrepreneurial energy, access to a network and NGO experience.

The South African NGO sector has been experiencing a difficult funding environment. Khululeka found even less than usual support for psycho-social programmes such as ours. This, combined with some political changes in the States meant less USAID funding in the Southern African development sector. In addition, a severe drought in the Western Cape forced the provincial government to allocate resources away from social welfare programmes towards drought relief, which made it an abnormally difficult funding year.

At Khululeka’s annual strategic planning the board and staff collaborated to reflect and to gather a new focus towards our vision, “a South Africa where every grieving child and adolescent has access to support and opportunities for healing to improve the trajectory of their lives”.

This year challenged us to take a step back to review and evaluate what it means to have alternate income streams apart from strictly donor funds. This was a new but necessary direction for us to take, given the circumstances we were facing.

As a Board, we had to make some very difficult decisions, sometimes armed with educated, calculated guesses and sometimes only armed with faith.

The key takeaways of the past year were:
a) the Khululeka team is strong, resilient and unified in focus
b) Khululeka is able to adapt and respond to difficult situations
c) Khululeka is proud of what we offer but we are always open to learning and adapting

In short, it wasn’t the year we expected but we have made it through a difficult time together. I want to thank the Board for giving of themselves over and above our normal meeting times in order to see us through, for having tough conversations and yet still caring for our people and vision. Above all, we, as a Board, want to give credit to the Khululeka team for the sacrifices they made over the past year, while still retaining their passion and fervour for making a difference in the lives of others. In the words of our president, “We have brave hearts and won’t retreat. We are not going back; we are going forward”.
SPREADING THE MESSAGE OF ABANGANE

Deborah R Diedericks (Director)

Published Abangane Curriculum

Last year we celebrated the Abangane programme; the evidence based teen girl grief support group curriculum which was published in the Lancet Global Health. The Abangane Grief Support facilitator’s guide is now finished and available online. The final product looks amazing and it is a good feeling to hold the product of 6 years’ of collaborative efforts in my hands.

We also trained a group of highly skilled social workers, all of whom bought into the heart and intention of this programme in a really special way, in order to roll out the Abangane programme.

Presenting Khululeka’s work

We had many amazing opportunities to present and discuss our work in 2017.

Edith Kriel, Executive Director of Jelly Beanz, invited us to present on Abangane at the annual Child Trauma Conference in Aug 2017. The presentation was really well received by this community of social workers and psychologists working in the private, public and NGO sector with traumatised and abused children.

Khululeka’s abstract was accepted for an oral presentation at REPSSI’s biennial Psycho Social Support Forum in Arusha, Tanzania in Sept 2017. The breakaway session was extremely well attended with many established academics in the room. Of the 4 presentations, ours got by far the most interest and questions. It was the second time that we were represented at the PSS Forum.

Also in September, we were asked to run a skills building session as part of the annual grantee workshop, including previous and current grantees, for the U.S. Ambassador’s HIV and AIDS Community Grants programme. We were the only presenter that was also a grantee, so this was quite an honour and a mark of their regard for our work.

Khululeka was also accepted for a poster presentation at the international AIDS Impact Conference in Cape Town in November 2017. The conference organisers waived the conference fees and it provided the opportunity to hear about the latest research pertaining to the world of HIV and AIDS service and prevention programmes. The Abangane programme was
once again mentioned by respected researcher Professor Lorraine Sherr, as an example of an evidence based locally produced programme that should be implemented.

At all of the above occasions, Khululeka was able to build recognition of the excellence of its programmes, and become a leader in the field of bereavement support. There were genuine opportunities to start and build relationships with academics, regional and local NGO leaders, donor agencies and other peers, and I will be monitoring and building on these in the months and years to come.

While in Arusha, I also had the privilege to attend a pre-conference workshop on working with children who have experienced violence. The programme has been developed by the Catholic Relief Services, and is called Singing with the Lions. The training was fantastic and there are many aspects of the curriculum that would be useful additions to the Khululeka programmes. The workshop was attended by people across Africa and it was inspirational to be surrounded by so many people doing awesome work under dire circumstances (see group photo of this group above).

The Khululeka team

As much as 2017 had been a difficult year in terms of fundraising, it was also a remarkable year in terms of Khululeka staff coming together and making the best of a difficult situation. There was a real commitment to making every penny count; from taking turns to supply the milk for our coffee to using years of scrap paper to print! Instead of jumping ship as the going got tough, everyone just worked harder and pitched in to fundraise. Weekly fasting and prayer, the kindness and commitment of the board, deep personal commitment to the work and strong honest relationships carried us through and brought us even closer as a team.
DIVERSE PROGRAMME DELIVERED BY AN ENTHUSIASTIC TEAM

Lira Greeff (Programme Manager)

Making a difference, one child at a time

This year I have constantly been reminded of how much of a difference our team is making in the lives of children and their families. Children frequently say that they feel able to overcome any obstacle they might face and that they have learned new ways of helping themselves.

The word “empowered” came up several times. The children in our programmes have indicated that they feel empowered to take ownership of their own healing process and the adults who attended our training have indicated that they are now, for the first time ever, equipped with the skills needed to support bereaved children. One trainee commented that: “In the seven years of working as a social worker in a CYCC (Child and Youth Care Centre), I have never experienced training with such practical and wonderful insights”.

As we reach children in our programme and our trainees reach children in their environment, we are making a difference, one child at a time.

Training and Mentoring

We established relationships with several new partners in the field of Child Care and Protection.

We had the privilege of training fifty-five social workers who work in Child and Youth Care Centres in the Western Cape, in the Department of Social Development’s directorate Facility Management.

We were also approached by the office of the MEC of Social Development to develop and implement a training and mentorship programme for social workers from the Metro South District office. The focus was to facilitate bereavement support groups for parents whose children had died under tragic circumstances. One social worker commented that the facilitation and communication skills taught as part of the training was very helpful. “I have learned that to respond with empathy, manage a group, listen attentively, observe, and that careful planning and asking powerful questions are essentials to running a successful bereavement support group”.

Mentoring trained facilitators has again been of great value; the supportive and developmental nature of the sessions assists trained individuals in the facilitation of support groups. Our one mentor commented, “I discovered a multi-disciplinary team that raves about the amazing tool – the Khu Kit – we have given them to serve the children in their programme. They said, “This manual is so awesome! It has got everything we need to run a successful grief programme!”.

Direct work with children and families

We continued our relationship with Groenvlei High School and established a new relationship with Spes Bona High School where we facilitated Abangane Support Groups. The facilitators as well as the children could immediately see the value of the new curriculum and our hard work was recognised when we received an Inter-ministerial Bronze Award from the Department of Social Development for this programme.

Our counselling services to those who otherwise would not have been able to access it has continued. In addition, we presented an educational and empowering Holiday Club and Life Skills programmes.

We are growing in our knowledge and skills and our ability to adjust our approach to the changing needs of beneficiaries is one of our biggest strengths.
### Direct Interventions with Children and Teens

<table>
<thead>
<tr>
<th><strong>One on one counselling</strong></th>
<th>233 individual counselling sessions with 36 children and teens.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Holiday club</strong></td>
<td>Khululeka’s Holiday Programme reached a total of 33 children.</td>
</tr>
<tr>
<td><strong>Life skills</strong></td>
<td>144 children from Silversands Primary School and 88 teenagers from Spes Bona High School attended Life Skills Programmes in 2017.</td>
</tr>
</tbody>
</table>
|**Support groups**          | • 1 Group at Silversands Primary School for 12 children.  
• 1 Group at Marsh Memorial Home for 8 children.  
• 1 Abangane Group at Spes Bona High School for 11 teen girls.  
• 1 Abangane Group at Groenvlei High School for 8 teen girls. |

### Training and Mentoring of Adults

|**Training**                | 55 Residential Social Workers from CYCCs.  
6 Social Workers of the Department of Social Development (Metro South office).  
13 Child and Youth Care workers from Marsh Memorial Homes in a half day workshop.  
51 professionals and volunteers from Community Based Organisations.  
13 Abangane Master Trainers. |
|**Mentoring**               | 18 Supervisors/Managers from Community Based organisations participated in Mentoring sessions.  
111 Support group facilitators working at Community Based Organisations participated in mentoring sessions.  
7 Social Workers from the Department of Social Development’s Metro South office participated in mentoring sessions. |
GROWING IN DIFFICULT TIMES

Alison Bohlmann (Finance Manager)

As I write, our annual Audit is in process and well on its way. Always a substantial request list, however following on from last financial year, we find ourselves even better prepared, ensuring through the year we followed advice and always ask “what would the auditors ask for in this process?” Pastel is still our choice of accounting software and is working well and with the increase in VAT, their updates made the change over process very smooth.

A number of donors have visited and some requested individual audits. There is of course, always room for improvement and growth, however we have still been able to present good processes with evidence related to our work, donor expectations and deliverables including ways to meet unanticipated requirements made by donors.

During this financial year, there were two maternity / UIF processes to follow, both worked well, all documentation was presented and resulted in a smooth claiming process.

On reflection, it has been quite a challenging year with Donor funding becoming more and more difficult to secure and certainly takes a lot of courage to continue when so many proposals are declined.

Our team at Khululeka stands strong, continues to remain positive and do whatever is needed in order to continue under difficult times. Together the team has found even the smallest ways to save money.

During the last financial year I had the opportunity to attend the Transforming Insights Coach Training Programme offered by Thoughtsmiths, which has had a huge meaningful impact in the way I view situations in the workplace.

Khululeka’s approach to staff management is a strength based approach, empowering ALL staff to find their own answers to challenges and their own growth within the workplace.

As part of the management team, it is important to learn and develop these skills to be a great leader rather than just a manager, who manages a situation. A transformational process encourages development and real change, allowing each person to reach their full potential and take full responsibility and accountability for their actions.

It was a most wonderful journey and continues on within Khululeka, especially because the whole management team has been through this process. It has helped us continue meaningful conversations and encourages true transformation on many levels, especially through more trying times. I believe this attitude to play a huge role in why the Khululeka team remains strong, trusting, supportive and as positive as possible, knowing that the journey we are on has potential for growth as staff, as a team and most importantly as individuals.
Zodwa Mabusele (Snr Child and Youth Care Worker)

Tracey (pseudonym) had been selected to be one of the girls to participate in the Abangane Support Group Programme in Spes Bona High School because of her high scoring in the selection questionnaire, and her indication to be included in the programme. Even though Tracey had indicated that she wants to be part of the group, she was not very interactive at the first few sessions. She would be quiet and listen to others during discussion times. When asked to share her own views or experience, Tracey would just smile and look away. She would at times say that she is not comfortable sharing. Tracey is one of the few girls that attended all the sessions without fail.

When we were about half-way with the support group, Tracey started opening up and being free to share with others. Towards the end, she was one of the most conversational people in the group. She later testified that at the beginning she was shy to speak because of her loss and current situation at home. Tracey did not think that there were other children with similar situations; she has always felt sorry for herself and almost condemning herself for what she went through. Tracey said the support group has taught her to be more forgiving, accepting and has also equipped her to be better in dealing with her life challenges (group photo below).

At the end of the support group, Tracey has indicated her desire to take out what she had learnt at the support group, and share it with other children who have been or are going through grief and loss. She expressed her gratitude towards Khululeka, the support group facilitators and to the girls for being patient and not judging towards her. Tracey was later selected as one of the two children to go and participate at the preliminary event for the Ministerial Youth Excellence Awards, where she did exceptionally well in sharing her own story of how Khululeka has helped her and how determined she is to help others thereof.

The Holiday Club for children from Silversands Primary took place at Monkey Town in Somerset West where we played games and did art activities whilst being watched by curious monkeys of all sizes!
GRIEF SUPPORT IN CHILD AND YOUTH CARE CENTRES

Violetta Roziers & Stelsia Krynauw (Trainers)

Grief is commonly experienced after any kind of loss. However, the experience of grief and loss for children and adolescents in Child and Youth Care Facilities is often more inescapable and profound. These children and youth both possess and are confronted with such complex needs that these amplify the challenges to their understanding of grief and loss. They often have a limited capacity to make sense of and articulate their thoughts and feelings while dealing with grief. Thus, it is vital for the professionals and adults in their lives to be vigilant, sensitive and aware of any hindrance to the expression of emotions around grief and loss, including the capacity to permit space for the processing of their own emotions.

Khululeka had the privilege of facilitating two training programmes in October 2017 for social workers who work in Child and Youth Care Centres (CYCCs). The training was sponsored by the Department of Social Development. Fifty-five social workers from Child and Youth Care Centres across the Western Cape attended the 4 day training programmes. The intention was to equip these social workers with knowledge and practical skills to help plan and facilitate bereavement support for children and adolescents, and to better support the child and youth care workers in their respective institutions.

The open-mindedness and interactive engagement of the participants during these training sessions are a clear reflection of their passion about the well-being of their clients.
ADULT TRAINING ON GRIEF SUPPORT

“Really added to my professional growth and development.”

“It was very helpful to work through my own grief. I feel that I have been guided to continue working on my own grief.”

“I would recommend that all social workers and also child care workers also attend this training.”

“This is the best workshop I have experienced in a very long time!”

Feedback from social workers and child and youth care workers who completed the Khululeka Grief Support training.

These are the social workers who are taking on the difficult task of facilitating grief support groups for the parents of children who had tragically died. Khululeka provided training and mentoring for this group of six professionals who are based in the hardest hit gangster areas.
Wisdom Mkandawire (Treasurer)

It is gratifying to report that Khululeka’s annual 2018 audit has been carried out to conform with the International Financial Reporting Standard for Small and Medium-sized Entities which has taken three years to achieve. The financial statements consequently look a little different from previous years but it is an important milestone for the organisation that it now meets international standards of financial accountability.

The recurring theme of this year’s report is the extremely tight and at times, critical funding situation that Khululeka has faced – a situation that has sadly been repeated in many NPO’s and businesses both large and small throughout the country. A great deal of credit must be given to the Management and staff for maintaining a positive attitude in reducing costs wherever possible and implementing creative ways to generate funds and explore new avenues for generating income.

Overall operating expenses were reduced by 2.5% largely by cutting office overheads to a bare minimum. Fortunately it has been possible to avoid staff cuts by non-renewal of one contract, freezing salary levels and a reduction in the use of part-time contract personnel. At the same time, the Board has increased its role of financial monitoring and worked closely with the staff to provide support where possible.

Fortunately the stringent belt-tightening measures have not affected the quality of the services delivered and we remain convinced that opportunities still exist for future growth and stability.
## AUDITED FINANCIAL STATEMENTS

KHULULEKA GRIEF SUPPORT –
AUDITED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION 28 FEBRUARY 2018

<table>
<thead>
<tr>
<th>Note(s)</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<td></td>
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<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
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<td>24 304</td>
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<td><strong>CURRENT ASSETS</strong></td>
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<tr>
<td>Receivables</td>
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<td>50 959</td>
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<tr>
<td>Cash and cash equivalents</td>
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<td>235 428</td>
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<tr>
<td><strong>Total Assets</strong></td>
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<td><strong>286 387</strong></td>
</tr>
<tr>
<td><strong>FUNDS AND LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FUNDS</strong></td>
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<td></td>
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<tr>
<td>Sustainability fund</td>
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<td>105 882</td>
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<tr>
<td>Accumulated funds</td>
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<td>189 616</td>
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<tr>
<td><strong>Total Funds</strong></td>
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<td><strong>295 498</strong></td>
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<tr>
<td><strong>LIABILITIES</strong></td>
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<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
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<tr>
<td>Payables</td>
<td>6</td>
<td>15 193</td>
</tr>
<tr>
<td>Deferred income</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Equity and Liabilities</strong></td>
<td></td>
<td><strong>310 691</strong></td>
</tr>
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## STATEMENT OF COMPREHENSIVE INCOME

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>Note(s)</th>
<th>2018</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td>Income</td>
<td>8</td>
<td>1 476 503</td>
<td>1 717 698</td>
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<tr>
<td>Other income</td>
<td>9</td>
<td>-</td>
<td>107 197</td>
</tr>
<tr>
<td>Operating expenses</td>
<td></td>
<td>(1 711 330)</td>
<td>(1 754 876)</td>
</tr>
<tr>
<td><strong>Operating (deficit) surplus</strong></td>
<td>10</td>
<td>(234 827)</td>
<td>70 019</td>
</tr>
<tr>
<td>Investment income</td>
<td></td>
<td>27 288</td>
<td>27 125</td>
</tr>
<tr>
<td><strong>(Deficit) surplus for the year</strong></td>
<td></td>
<td><strong>(207 539)</strong></td>
<td><strong>97 144</strong></td>
</tr>
</tbody>
</table>

Please see the complete AFS 2018 for notes.
Khululeka's income comes mainly from Government Grants, Trusts and Foundations, and International Donors.

**Government grants:** Department of Social Development. Two different programmes i) Children and Families ii) Facility Management.

**Trusts & Foundations:** ApexHi Charitable Trust, and the National Lotteries Commission.

**International Donors:** King Baudouin Foundation, Stichting Projecten Zuid-Afrika, and the U.S. Ambassador's HIV/AIDS Community Grants Programme

Fundraising includes the annual Two Ocean's Marathon half marathon entry sales and story book and worry muncher sales. These funds were directed toward the support of our direct services to children and teens.

Khululeka would like to thank auditors RSM South Africa Inc for this year’s audit!
Khululeka’s expenditure is divided into the four categories of Adult Training Programmes, Children’s Programmes, Advocacy and Overheads.

The chart above shows that Khululeka’s time and effort was fairly equally spread between the Adult Training and the Children’s Programmes. This includes all the direct services delivered to children and teens, and training social workers and Community Based Organisation staff and volunteers. See Programme Statistics for further details.

Advocacy includes the conferences, networks, forums the Director attended representing Khululeka and advocating on behalf of our target group.

Overhead costs include office rental, telecommunications, accounting and audit fees, bank charges, computer expenses, depreciation etc.

Khululeka would like to thank publishers Future Managers for layout and printing of this AGM Report and for all their support in printing and design throughout the year!
### KHULULEKA BOARD AND STAFF 2018

#### Board members

<table>
<thead>
<tr>
<th>Name</th>
<th>Office bearer title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Rozalle Singh</td>
<td>Chairperson as of 18 Oct 2017 (Additional member since August 2015)</td>
</tr>
<tr>
<td>2. Nicola Graham</td>
<td>Vice Chairperson (as of 17 May 2012)</td>
</tr>
<tr>
<td>3. Wisdom Mkandawire</td>
<td>Treasurer (as of 30 Nov 2015)</td>
</tr>
<tr>
<td>4. Bobbie Graham</td>
<td>Secretary (as of June 2012)</td>
</tr>
<tr>
<td>5. Caroline Wills</td>
<td>Additional member 2009; (Chairperson 17 May 2012 to 18 Oct 2017)</td>
</tr>
<tr>
<td>6. Joshua Cox</td>
<td>Additional member (as of 18 Oct 2017)</td>
</tr>
<tr>
<td>7. Deborah Diedericks</td>
<td>Director (ex officio)</td>
</tr>
</tbody>
</table>

#### Staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deborah R. Diedericks</td>
<td>Director</td>
</tr>
<tr>
<td>Lira Greeff</td>
<td>Programme Manager</td>
</tr>
<tr>
<td>Alison Bohlmann</td>
<td>Finance Manager</td>
</tr>
<tr>
<td>Marion Le fleur</td>
<td>Office Administrator</td>
</tr>
<tr>
<td>Zodwa Mabusela</td>
<td>Snr Child and Youth Care Worker</td>
</tr>
<tr>
<td>Zanele Banisa</td>
<td>Support Group Facilitator and Counsellor</td>
</tr>
<tr>
<td>Helen Barnard</td>
<td>Associate Trainer</td>
</tr>
<tr>
<td>Violetta Roziers</td>
<td>Associate Trainer</td>
</tr>
<tr>
<td>Stelsia Krynauw</td>
<td>Associate Trainer</td>
</tr>
</tbody>
</table>
YEAR END STAFF FUNCTION

This was a very productive year for Khululeka Grief Support. As staff, we were challenged to put in a little extra and as a team working toward helping bereaved children and youth, we were happy to do our best. We were pleased that our team grew with great trainers who were trained at the Abangane Manual Master Training Workshop in August 2017. A prestigious highlight was that the Abangane Support Group was launched in 2017 and so new beginnings and growth was a focus for the year. As the year drew to a close, it was time to plan our staff year end function. As staff, we thought that a relaxing picnic would be a great way to end a busy year. With an appreciation for using resources sparingly, we approached Kirstenbosch Botanical Gardens for a discounted entrance fee for staff.

We liaised with Ada Van Reenen and she presented our request to her supervisor who agreed to allow our staff free access to enjoy a lovely afternoon of picnicking at Kirstenbosch Botanical Gardens on 1 December 2017. Our party of 11 included new trainers, Violetta Roziers and Stelsia Krynawu. We were pleased that Thoko Charimba and Vayana Chirwa, who ensure that our offices and landscape is neat and tidy could join us at a well-deserved afternoon of enjoyment and leisure. We take this opportunity to thank South African National Biodiversity Institute (SANBI) for their kind donation.
There is very little literature on the practicalities of helping children express and manage their grief and loss, specifically in the South African context. We have therefore published our own quality training material and make available two storybooks – to assist South African childcare workers, and help South African children to work through and express their hurts and losses. These publications are currently available in print.

**The KHU KIT**
The KHU KIT is an excellent resource to help those caring for bereaved children to help them understand grief and loss, and to provide support to children. The KHU KIT provides a comprehensive overview of the impact of age and developmental stage on understand and processing grief, with tips on appropriate and helpful responses. It focuses on how to plan and facilitate a grief and loss support group for bereaved children offering a range of activities and stories to help facilitate particular topics and emotions.

**Abangane Grief Support Curriculum**
The Abangane Grief Support Curriculum is a detailed support group curriculum specifically aimed at teen girls who had experienced the death of someone important. It incorporates a limited number of activities in each session (providing more time for discussion and deeper reflection), and a comprehensive use of cognitive behavioural therapy. Abangane is an evidence-based programme with demonstrated effectiveness in improving adolescent’s mental health.

**Someone I Love Died**
Someone I Love Died is a collection of stories of young people from Africa. It provides insight into the circumstances of some children’s lives, their experiences and feelings associated with death and the rituals followed. It is helpful to use the stories to create a dialogue about death and bereavement with young people. It is available in English, Afrikaans, isiZulu, isiXhosa and Sesotho.

**I am not alone**
I am not alone is a storybook, about children and loss. It is a valuable tool to help younger children to overcome grief and loss. This storybook is accompanied by a workbook. The idea is that children draw pictures expressing their own situations and feelings as the story of I am not alone progresses.

**Worry Muncher**
The WORRY MUNCHER! An exciting therapeutic soft toy that helps children verbalise their thoughts and worries. This is a fantastic tool both for parents and therapists:
- to build relationship and attachment
- to help children develop the ability and habit of verbalising what worries them
- to help parents/therapists understand what is worrying the child.