

# **Sinethemba Community Organisation**

## *Business Plan*



*13 December 2007*

## **1. Background**

Sinethemba, a community based organization CBO, was founded in 2002 by Nolitha and Mninawe Ndalasi, in Harare, Khayelitsha. Sinethemba has been registered as a section 21 company, NPO number: 042735. Seeking to encourage participation from its fellow residents to uplift the community, Sinethemba's first project started in 2001 as a neighbourhood street cleaning service. Using their own funds Nolitha and Mninawe lead a team of volunteers to keep their community clean and dignified.

Five years ago, Sinethemba started a community garden and parks program. Leasing a large strip of barren land from the Khayelitsha municipality, Sinethemba managed essentially with their own funds and the help of volunteers to create a magical garden. Approximately two hectares of dismal land were converted into a green space filled with vegetables, flowers and even small trees. With support from several non-profit organizations and the Department of Agriculture and Environment, Sinethemba has received in-kind services such as wheelbarrows, gardening tools, seeds, tunnels to plant in and agriculture training.

Encouraged by the success of the community garden and guided by the passion of the founding members for their community, in 2006 Sinethemba started a Soup Kitchen for HIV/Aids and TB-infected and affected young people. Offered are balanced meals and support through counselling services and personal development training. Using produce from the vegetable garden, as well as other in-kind donations and personal contributions from Sinethemba's members, Sinethemba has become a symbol of hope and self initiate to achieve transformation in a most challenging environment.

Khayelitsha, a community of more than 2 million people, is facing the challenges of increasing poverty, overwhelming HIV/AIDS infection rates, and insufficient education. Sinethemba recognizes the need for support services, especially balanced meals before taking medication and providing a safe space for the delivery of services.

The following sections describe the mission and goals of Sinethemba, their current projects, and target user groups. Added to this basic business plan are a brief description of the organisation, operations, and financial management. (For a more detailed description of the different Sinethemba projects, please see the appendix attached.)

## **2. Mission Statement**

To uplift Harare (Khayelitsha) and strengthen the development of its members by providing for the basic diet needs of HIV/AIDS and TB-infected and affected patients, and promoting the skills development through counseling and emotional support for all vulnerable people, paying particular attention to the need for women's empowerment. Recognizing the potential within Harare, Sinethemba strives to provide passionate service and promote leadership from within its community.

## **3. Goals and Objectives**

As a long-term goal, Sinethemba plans to link soup kitchens in the larger area of Harare and beyond into a service network for HIV/Aids infected people who need a balanced meal for medication to have its impact. Sinethemba will be linked into a system of mobile clinic services dispensing medication after meals have been served. Sinethemba also hopes to expand their users to meet

needs of all vulnerable people, and to provide two “safe homes” that are physical constructs to provide for immediate housing needs for those escaping physical violence.

In the medium term, Sinethemba hopes: to increase their soup kitchen to become a daily service, to expand their premises to provide shelter for the beneficiaries who come to eat, to plant their own seedlings for future gardening, and to aid in the development of a crèche (daycare) for the children of the beneficiaries.

We have created these goals in line with our wish to uplift the Harare community and strengthen the individual development of community members, especially women. Sinethemba seeks to grow the current provided services reaching increasing numbers of beneficiaries, and to provide more comprehensive services and meet the total needs of individuals: body, spirit and mind.

For the next budget year, Sinethemba has formulated the following objectives:

- To receive sufficient funding in order to employ a full time staff, such as manager and two cooks
- To serve balanced meals three times a week to 200 people
- To offer personal growth counselling, and to secure a regular volunteer who will be present at each of our support groups to provide for the needs of its members
- To train 10 new gardeners to meet the needs of the expansion of the garden
- To train a coordinator for each of Sinethemba's projects
- To increase skills training and personal development opportunities of the Sinethemba beneficiaries through regular seminars and educational opportunities
- To generate 20% of its produce for the soup kitchen from its own garden
- To establish a daily rotation of volunteer patrollers to maintain the Sinethemba Park and Garden
- To complete a full year-long youth initiative for the Silulutho Youth Program

#### 4. Sinethemba Service Offering

The following describes the core services offered by Sinethemba at this time:



*Community Garden* supplies produce for the soup kitchen. It also provides opportunities for Sinethemba's goals of women's empowerment through training. Women are trained in bookkeeping skills and record keeping on vegetable sales in the community garden run by Sinethemba. The women who serve in the garden are further trained in gardening skills: how to maintain a garden, how to use the produce to create nutritious food and a balanced diet, and how to use the profits from the garden to acquire the equipment needed for the next season. These women are further trained in

identifying families or individuals in need in the community who can be served by providing vegetables and legumes from the garden.



*Soup Kitchen* Provides balanced meals three times weekly, consisting of donated foods cooked and served on site; a large portion of the ingredients for the meals are drawn from the Sinethemba garden. Sinethemba has a partnership with SASCO bakery, who sells them bread at a special discount,

and have partnerships with varying NGOs in the area who contribute occasionally to supplement the kitchen's needs. The Soup Kitchen targets those people who are affected by HIV/AIDS and TB. By providing nutritious meals, community members are then able to take their life saving medications.

Sinethemba is currently looking to partner with a mobile clinic to administer these necessary medications to those who are too sick to go to the clinic.



*Counselling Services* are offered in partnership with the Soup Kitchen program. Sinethemba makes its soup kitchen facilities available three times a week and at weekends so that the following support services can be offered: formal counselling from professionals in partnership with outside NGOs, personal growth, support groups for HIV/AIDS and abused women, skills development (including community development, interpersonal communication, financial planning and management, operations management, cooking and nutritional training, administration skills, basic computer

skills), and income-generating projects such as jewellery-making, sewing and other informal-sector activities, and contacts with outside NGOs to provide training in these activities



*Youth Initiative*, called Silulutho (meaning, “We're worth it”), was created in 2007 to provide youth ages 12-18 in the community with communication skills and an opportunity to find a voice for action. The program focuses on issues such as: sexuality, HIV/AIDS, drugs and alcohol, domestic violence, gender inequality, social justice and continuing education. Through these meetings, the youth are trained in inter-group communication, and practice interacting in an environment that maintains equality, regardless of age, gender, or creed. All the young people this year have become

active as volunteers to aid in administrative work and in serving other children in their community at a soup kitchen. By providing these children with love, food and a safe place, the Silulutho young people are given hands-on experience serving their own community. Groups like the Youth Development Program provide youth with structure and activities that promote their interest in higher education opportunities, promote community involvement in volunteer activities, and serve as a safe environment for the youth to come and receive training. By building an environment that gives young people a voice, they gain a sense of empowerment and a good opportunity to express themselves.

## **5. Users of Sinethemba Services**

The primary recipients of support services are HIV/AIDS and TB-infected and affected youth and adults, with a special focus on women in the community of Harare, Khayelitsha. Up to 150 individuals from the community are receiving meals from the soup kitchen three times weekly. All community members who are in need are welcome.

Of this larger grouping, the following sub-groups are receiving specific services:

- Women coping with domestic violence and rape (support groups, counseling)
- Youth at risk (Dialogue and service project)
- Poverty-stricken individuals (skills development and personal empowerment)

## 6. Success Factors and Risk Assessment

### SWOT ANALYSIS:

Community projects are often viewed as high-risk for funders. We have therefore conducted an in-depth SWOT (Strengths, Weaknesses, Opportunities and Risks) analysis with the Sinethemba management team to identify drivers for success and risks to manage. The SWOT analysis focuses on the core projects of Sinethemba, and the management capability to deliver those services.

#### *Strengths:*

- Located right in the heart of the community in need
- Abundant passion and courage to serve the people despite all the challenges
- High degree of acceptance from the community.
- Addresses the needs of the community from within the community
- Holistic approach to providing a range of services
- Sinethemba is an organisation by the community, for the community
- Creates jobs and provides skills development
- It contributes to crime prevention.
- Project leaders are experienced and committed leaders from within the community
- Extensive exposure and good relationships with stakeholders in government, businesses, NGO sector, churches, and the community

#### *Weaknesses:*

- Administration needs to be updated
- Limited time of founders due to job commitments
- Insufficient funding
- No administrative/project support staff
- Computer systems and access to office equipment needed
- Premises needs upgrading and expansion

#### *Opportunities:*

- Increase education and resource awareness for community members
- Promote nutrition so that HIV/AIDS and TB-infected members can take their ARV medication (further decreases viral load)
- Increase the longevity and health for community members
- Decrease the spread of TB and XDR-TB because the soup kitchen helps to increase the usage of medication
- Gender and youth-focused project reach those often unable to seek help from outside their immediate vicinity
- Support income generation through garden training, beads and sewing projects
- Offering youth at risk a positive influence and a bridge into the community
- Working as a family to reintroduce them into their communities.
- Play a role in rehabilitation of juvenile offenders
- Breaking the silence for women and youth who have been abused

#### *Threats:*

- Perception and jealousy in the community
- Donor fatigue
- Lack of ownership and control of land
- Burnout
- Overwhelming need for support in community
- Natural disasters and other forces of nature

## 7. Organization

Sinethemba has been registered as a non-profit organization since 2005, positioning as a Community-Based Organization (NPO Nr 042735). The management committee consists of six committee members who meet regularly. The management team consists of the chairperson, executive director, secretary, and treasurer. The management team has experience in business management, community development, bookkeeping, and basic financial management.

Sinethemba has enlisted a group of community volunteers who work daily delivering the key services outlined. Sinethemba is supported by external mentors locally and from the United States, who bring business support and group dialogue training.

The following summarises the strength of the Sinethemba founders:

- A long track record (nearly a decade) in community work
- Formal training and currently employed as a community developer (Local Government and Housing)
- Generating their own financial stability by having jobs,
- Planning to develop Sinethemba gradually in tandem with available finances.
- Receiving funding and in-kind contribution for the past year
- Managing a team ranging from eight to twelve volunteers and part-time paid staff
- Counting on a strong supportive network locally and some international contacts
- Multi-lingual leadership makes Sinethemba able to foster relations and articulate the needs of their community to various departments and businesses

## 8. Operations

Sinethemba has set up a special service unit (the Sinethemba House) which provides kitchen facilities and space for dining, counseling and training sessions. The Sinethemba garden is adjacent to the Sinethemba House.

Based on the service definition and user groups defined in earlier sections of this plan, basic operational and administrative guidelines have been established to manage and document the delivery of service. Sinethemba uses its computer system to manage administrative and financial reporting. Communication is presently conducted via cell phones. It is planned to set up a Sinethemba website and also use e-mail for communication.

### **Soup Kitchen:**

Once a week a projection is made of required food supply serving a balanced meal (lunch) to +- 150 visitors three times a week. Stock in terms of cooking and related cleaning and maintenance supplies and equipment is taken at the same time. This list is stored on the computer. Food supplies are bought from collaborating vendors or taken from the Sinethemba garden on each of the three days when meals are provided. Receipts are collected and stored for monthly financial income and expense reporting.

The Sinethemba cooks have been trained in meal preparation for larger group feeding and follow those instructions. Meal recipients either bring their own dishes or use Sinethemba ware. Clean up after meal service follows a clear set of instructions.

### **Support Services:**

The Sinethemba House facilities consist of a two-room structure with a table and chairs, sewing and craft equipment, and a small office. The food for the soup kitchen is cooked next door on the

premises of the managing director. The facilities are set up each day for counselling or skills training following management guidelines such as: setting up chairs, providing tea and coffee; adhering to time schedules and ensuring security and safety during the sessions.

### **Youth Initiative**

The Silulutho Youth Initiative has formed an alliance with L&R Social Engagements, who develop curriculum for a year-long program for youth ages 12-18. To monitor this group, L&R Social Engagements meets with the managing director monthly to provide updates. An attendance roster notes the involvement and progress of the group, and each youth participant completes oral and written projects throughout the year to measure what they have learned and to provide opportunities for skills development.

### **Organisational and Community Relations**

The Sinethemba Executive Committee meets once a month to review the monthly services provided, challenges faced and activities planned. Also discussed are fundraising activities, networking opportunities and monthly financial updates. Reports, updates and all administration-related information are kept on the Sinethemba computer. Sinethemba has also invited two community liaisons to attend meetings and report concerns and current needs of their community. Sinethemba's board of directors meets quarterly to review progress and an annual report is published at the end of the fiscal year.

## **9. Financial Plan**

Please find the attached financial budget for the fiscal year of 2008-2009.