



2015 - 2017  
STRATEGIC PLAN FOR  
WOZA MOYA

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## ABBREVIATIONS

<b>AIDS</b>	Acquired Immuno Deficiency Syndrome
<b>ARV</b>	Antiretroviral
<b>BEEM</b>	Build, Eliminate, Exploit, Minimise
<b>CCWs</b>	Community Care Workers
<b>DSD</b>	Department of Social Development
<b>DoH</b>	Department of Health
<b>DoE</b>	Department of Education
<b>DoET</b>	Department of the Economy and Tourism
<b>HBC</b>	Home Based Care
<b>HCT</b>	HIV counselling and testing
<b>HIV</b>	Human Immuno-Deficiency Virus
<b>IGAs</b>	Income Generating Activities
<b>IMCI</b>	Integrated management of childhood illnesses
<b>NGO</b>	Non Governmental Organization
<b>OAU</b>	Oxfam Australia
<b>OVC</b>	Orphans and Vulnerable Children
<b>PSS</b>	Psycho Social Support
<b>SA</b>	South Africa
<b>Seda</b>	Small Enterprise Development Agency
<b>SLGs</b>	Savings and Loans Groups
<b>SWIFT</b>	Swaziland International Fair Trade
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>SRHR</b>	Sexual and reproductive health and rights

## BACKGROUND INFORMATION ON WOZA MOYA

Woza Moya is situated in the Ufafa Valley Community of the uBuhlebezwe Municipality, in the Harry Gwala (Sisonke) district, KwaZulu Natal. Woza Moya was established in 2000 and has grown out of listening to the needs of the community we serve

Woza Moya services about 10,000 people in eight communities of Ufafa.

Woza Moya (WM) staff, volunteers and community members met over 3 days held on the 20-22 April 2015 and reviewed the context and community in which WM works. From this the participants started to identify changes that needed to be made within their organisational structure and within their programmes which they plan to implement over the period 2015-2017. This document provides the detail of these plans.

## PROBLEM IDENTIFICATION AND ANALYSIS

The Ufafa Valley, Ward 3, which is home to about 23 000 people, is vast and hilly with numerous river valleys fragmenting the region. Roads are of poor quality and are often flooded in the rainy season. The hilly terrain isolates the communities and also makes access to services difficult.

Evidence of the poverty (UbuHlebezwe Municipality statistics 2011<sup>1</sup>) is the fact that only 30,3% of households reside in formal dwellings and only 12,4% of households have access to piped water.

The sex ratio is 86.8% with female headed households comprising 57.2% of the total number of households. Many men have left the community for employment and better opportunities.

The dependency ratio of 74.3% places an increased burden on the productive population to maintain support for children and the elderly.

The unemployment rate at 34% is high with the youth unemployment rate being as high as 42.1%. Of those working, 83.5% earn less than R1, 500 per month.

The province of KwaZulu Natal has the highest prevalence of HIV in the country (37.4% in 2011). These statistics sadly ring true for the Ufafa Valley where HIV and AIDS has created many orphans, some of them are absorbed into the homes of extended family but there are also many child-headed households. Children frequently drop out of school due to lack of funds and poor/no family support.

Many young people are still poorly educated about HIV/AIDS and sexuality and this is confirmed by the number of teen pregnancies in the area. Despite great progress being made regards people testing for HIV and accessing appropriate treatment, stigma, denial and discrimination are still prevalent.

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<sup>1</sup> Local Government Handbook <http://www.municipalities.co.za/locals/view/77/UbuHlebezwe-Local-Municipality#demographic> accessed 10 June 2015

Many people are unaware of how to access legal and government services such as social pensions and grants. Mistreatment and violence against women with poor recourse to justice is prevalent as there is a lack of awareness and understanding of rights.

### **IDP for Harry Gwala (Sisonke) District <sup>2</sup>- Key Challenges**

The Five Year Integrated Development Plan was looked at to take note of the challenges for the district, recognised by the local leadership.

The key challenges are listed below, with comments in red about whether Woza Moya is also addressing these issues:

1. Water backlog – WM is helping with water supplies and conservation in Ufafa Valley
2. Provision of sanitation facilities – WM is helping with low cost sanitation information and techniques in Ufafa Valley
3. HIV/ AIDS – WM is addressing HIV/AIDS prevention and care
4. Crime - WM is providing lifeskills and hope for young people
5. Sustainable Local Economic Development initiatives - WM is providing economic empowerment and sustainable livelihoods
6. Prone to disasters – WM educates people around disaster preparedness and is involved in some disaster response
7. Youth unemployment and poverty – WM is working with youth, with lifeskills, educational and career guidance
8. Development of Towns in the District – WM is helping to stem the tide of rural – urban migration allowing local towns to develop at a sustainable pace

As can be seen from the above Woza Moya programming is well aligned with the priorities of the Harry Gwala District IDP

### **Woza Moya staff vision for development in the Ufafa Valley**

During the strategic planning the staff were asked to share their vision for the development of the area. In many areas the participants aligned their desires with those of the IDP mentioned above. Some of the responses are listed below:

1. Less sickness, more healthy people and fewer orphans.
2. Decrease in poverty, more co-operatives and income generating projects.
3. Decrease in pregnancy from the youth of Ufafa.
4. To see the community free from drug abuse and young people focussing on their future.
5. To see people free from illnesses and become financially independent.
6. Decrease in HIV/AIDS, T.B and other illnesses.

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<sup>2</sup> 2013-2014 Final Sisonke District Municipality – IDP accessed at [http://www.sisonke.gov.za/Libraries/IDP\\_2013/2013-2014\\_Final\\_Sisonke\\_District\\_Municipality\\_-IDP.sflb.ashx](http://www.sisonke.gov.za/Libraries/IDP_2013/2013-2014_Final_Sisonke_District_Municipality_-IDP.sflb.ashx) on 15 April 2015

7. Good relationship between NGO'S and other stakeholders.
8. To see people free from poverty.
9. No theft of farmed stock.
10. To see people with more knowledge on health issues.
11. To see Ufafa well developed and people having access to all the services of Govt. departments.
12. I wish to see Woza Moya exist forever with their dedicated staff members which are so helpful to the community.
13. To work collaboratively with all the government departments to speed up and ensure good quality service delivery to our community.
14. To see all the youth of Ufafa with a bright future.
15. To see the future generation being more responsible in their lives so that they don't die before their time.
16. To see all the people of Ufafa successful in life and self-employed.
17. To see Ufafa being a unique and safe place to every individual who lives there.
18. To see the Ufafa valley as a well-developed community with all the services in place.
19. To have people who know more about their human rights.
20. No more HIV positive people.
21. Increased job opportunities in order to alleviate poverty.
22. To see people getting treatment available in our community without having to go to Ixopo Town.

## **STAKEHOLDERS**

A listing of some of the main Woza Moya stakeholders working was compiled at the Strategic Planning. A stakeholder is any person/group/organisation who is impacted or who can impact the programme.

From the very beginning Woza Moya has been an organisation that realised the benefits of networking and collaboration. It is a great strength of Woza Moya. Cost savings have been made and skills and resources have been acquired as shown below:

- An early link with AIDS Foundation of South Africa (AFSA) was made which gave important direction and led to the visit of an HIV positive activist who helped to reduce stigma in Ufafa Valley. AFSA was also an early donor
- The links with OXFAM Australia have not just provided funding, but capacity building and guidance on the uptake of WASH activities
- OXFAM Australia also coordinated 'Link and Learn' workshops which provided a platform for networking and learning from other similar organisations
- OXFAM also facilitated exchange visits with projects in the Eastern Cape and Zululand which benefited the Woza Moya staff greatly

- Networking with the Disability Clinic in Creighton allows the referral of several disabled children each month to that clinic
- One Voice South Africa have provided support around school mobilisation for WASH issues
- Sinamandla are providing support around the development of Self Help Groups and Clusters
- The Hospice Palliative Care Association of South Africa and National Aids Convention of South Africa have trained Woza Moya Community Health Managers and Workers
- The Woza Moya Paralegal has networked well with The Department of Social Development (DSD) to facilitate improved access to social services and other NGOs to facilitate improved access to justice
- Woza Moya has a very good networking relationship with the Department of Health (DoH) and Department of Justice (DoJ).

## SWOT AND BEEM ANALYSIS

The participants conducted a SWOT Analysis (**S**trengths (internal to WM), **W**eakness (internal to WM), **O**pportunities (external to WM) and **T**hreats (external to WM)) and then continued from this to conduct a BEEM Analysis (**B**uild on Strengths, **E**liminate Weaknesses, **E**xploit Opportunities and **M**inimise Threats).

The results are tabulated below.

STRENGTHS BUILD	WEAKNESS ELIMINATE
<ul style="list-style-type: none"> <li>• Wide base of donors who stay with the organisation - use this stable base to attract more donors/funding, use some funds for marketing, promotion, submission of proposals for future ongoing funding</li> <li>• Strong Management Board who knows the work as they are involved in it, they know the strengths and challenges of the work – <b>keep the Board involved</b></li> <li>• Vehicles are well managed – <b>ensure continued funding for vehicles and maintenance.</b></li> <li>• Staff are committed, stay for a long time, not looking for greener pastures – <b>continue with ongoing capacity building for staff and emphasise strong working relationships and conducive working environment. Build team</b></li> <li>• No internal corruption – systems are good and transparent and staff feel</li> </ul>	<ul style="list-style-type: none"> <li>• Low funding from local businesses and Government – <b>Develop relationships with local business people and government departments as well as encourage the Management Board to be involved in fundraising</b></li> <li>• Loss of funding from 2 major donors looming in March2016 – <b>research new donors and get extra help if possible, Professional Fund Raiser</b></li> <li>• High demands and expectations of donors – <b>ensure WM is fully aware of requirements when applying for funding. Make efforts to influence the donors</b></li> <li>• The Board has a high average age – <b>elect younger people onto the board</b></li> <li>• Weak systems and structures- relying too much on the good culture of the organisation instead of the systems and structures – <b>ensure good systems and structures that are</b></li> </ul>

<ul style="list-style-type: none"> <li>ownership of the organisation – keep to systems. Emphasise honesty</li> <li>Good capacity building of staff – continue to provide this</li> <li>Staff from local community – continue to recruit local staff so that the whole community is developed, also salaries are re-invested in the community</li> </ul>	<p>adhered to</p> <ul style="list-style-type: none"> <li>The vehicles are very old and costly to run – <b>fundraise for newer vehicles</b></li> <li>Reliance on donors for funding for salaries makes staff feel vulnerable – <b>expand donor base to local businesses and keep it broad</b></li> <li>No provision of study leave for staff – <b>if possible introduce study leave</b></li> <li>Weak security at the office during the day – <b>need to improve security and lock the main gate to WM during the day</b></li> </ul>
<b>OPPORTUNITIES EXPLOIT</b> <ul style="list-style-type: none"> <li>Relationships with donors – our funders trust us and have stayed with WM for a long time – <b>keep the relationships strong with good work and reporting and ask these donors to refer us to other donors. Write good reports and send them on time, build a good reputation, be transparent, show appreciation, send Thank you letters</b></li> <li>Good relationships with Municipality and local leaders – <b>continue to attend Sukuma Sakhe meetings to promote WM work and build relationships. Send reports and stats to local Municipal leaders</b></li> <li>Good relationships with school leaders and teachers – <b>continue to provide quality programmes, respect the educators and also the learners, be punctual and respect confidentiality</b></li> <li>Good relationship with Government departments – <b>build partnerships, liaise regarding our work, try to access funding support for various programmes, attend meetings, give them stats, invite to events, communicate well with them</b></li> <li>Networking with other NGOs – <b>continue to build relationships with relevant NGOs and look for opportunities to work with them or learn from them</b></li> <li>Marketing in Australia – they like the sock monkeys – <b>make quality sock monkeys, vary the designs, deliver to</b></li> </ul>	<b>THREATS MINIMISE</b> <ul style="list-style-type: none"> <li>Disruption to work around election times – <b>plan that WM meetings will not take place in the community during election times</b></li> <li>Donor interest in South Africa waning – <b>improve programs and fundraising approaches – become more attractive to the smaller pool of donors, look for more donors within South Africa</b></li> <li>Local leadership reduce their support of WM – <b>include chiefs and councillors in our meetings and management team so that they will be more supportive</b></li> <li>Local Government Departments may not be open to cooperation with WM – <b>make efforts to meet and build relationships with the changing staff in Government Departments</b></li> <li>WM seen as political or not political enough so loses local community support – <b>need to emphasise the fact that WM is apolitical and not be seen siding with any political party or event</b></li> <li>Theft of equipment and vehicles – <b>improve office security, make sure insurance is up to date, make staff aware of risks, hire a security guard</b></li> <li>Conflicts and disagreements between CCWs and local Govt. Departments CCWs – <b>ensure good communication and let each other know activity schedules so that there is not duplication</b></li> <li>Oxfam Australia leaving South Africa</li> </ul>

<p style="color: red; font-weight: bold;">schedule, improve production levels</p> <ul style="list-style-type: none"> <li>• Interest of local farmers – especially in crafts work – <b>invite them to visit, look at all work of WM, build relationships</b></li> <li>• Local Community – have an interest in Self Help Groups – <b>invite to training, appreciate them, request their support and advice</b></li> <li>• Local business – could support some of the WM programmes – <b>invite to events, meetings, AGM. Inform them of the work. Negotiate prices of products from them</b></li> <li>• Traditional Leadership can provide support – <b>invite to meetings, give them support, respect the culture and their systems, listen to their ideas, join them when they are conducting community meetings</b></li> </ul>	<p style="color: red; font-weight: bold;">and cessation of funding to WM</p> <ul style="list-style-type: none"> <li>• Donors being too directive to WM – <b>WM must be clear with donors about expectations in the relationship – do not over commit or be unduly influenced</b></li> <li>• Climate change leads to increased floods and droughts. Storms cause damage to buildings and land. Drought affects well being of the community – <b>Protect buildings from storm damage – build well and take out insurance</b></li> <li>• Pictures or images for reports are getting harder to take due to idea WM is selling the pictures – <b>Mis-information – WM needs to explain how the pictures are used</b></li> </ul>
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The BEEM analysis highlights action points that need to be prioritised for the sustainability and development of the organisation and its programmes.

## **VALUES / ORGANISATIONAL PRINCIPLES OF WOZA MOYA**

The work of Woza Moya has grown out of listening to the needs of the community we serve. The *way* we work is as important as *what* we do. The **organisational principles** are what hold our programmes and the people of the organisation together. The principles defined in 2010 were discussed and adapted / changed to produce these listed below:

### *Respect*

- Between us and the community,
- Amongst ourselves,
- With partners, critical friends, donors

### *Accountability*

- To the community for the work we do,
- For the future of the children of Ufafa Valley Community,
- To each other as staff, care workers and volunteers
- To our donors and other supporters

### *Commitment*

- To build the capacity of and empower the community to empower themselves,
- To the community
- To each other

*Service*

- There is a culture and ethos of service in the team
- People come from different places to help us develop, build, empower the community

*Care and Support*

- Volunteers care about the work and support us
- The community supports us
- People in the centre support each other

*Honesty*

- We strive to be honest and accountable with each other and about how we are engaging with the community

*Transparency*

- Leadership is transparent with staff and volunteers
- There is a culture of transparency across and up and down all levels of the organisation
- There is transparency about finances – income and expenditure.

*Networking / Partnerships / Relationships*

- We work closely with various partners and stakeholders to facilitate the development of the community, where those relationships are consistent with the organisational principles we work by. We choose partners carefully.

*Fulfilment*

- We aim for all staff to be developed and to be fulfilled in their work lives.

*Dedication*

- There is a spirit of dedication amongst leadership, staff and volunteers in the organisation.

*Culture of Reflection*

- There is regular reflection with an intention of listening to the community, each other and the emerging issues of our context.

*Culture of Empowerment*

- Our work with the community and as a team is based on a desire to empower people in every aspect of who they are.

*Open Channels of Communication*

- There is a commitment to open communication between people involved with the organisation at all times.

## **VISION AND MISSION OF WOZA MOYA**

The vision and mission of Woza Moya were discussed and reformed. It was felt that the vision had to emphasise empowerment and development as opposed to relief and provision which were reflected in the older statements.

These new statements will need to be ratified by the Woza Moya Board.

**The VISION** of Woza Moya is that all people in the Ufafa Valley Community would be empowered to lead sustainably productive, healthy lives free from discrimination and less vulnerable to disasters with good access to services and social justice in a safe and clean community.

**Our MISSION is:**

To facilitate the sustainable empowerment of the Ufafa community to fulfil the vision through community health services, capacity building, education, civic participation, engagement with service providers and other strategic partnerships

## **CLARIFICATION OF PROGRAMMING AREAS OF WOZA MOYA**

The programmes of Woza Moya were analysed critically by the participants to see how they could be changed / developed to be more effective and efficient.

The WASH programme has been streamlined into all the programmes of Woza Moya.

The questions asked of the remaining six programmes which were discussed by the participants in groups were:

1. What are you hoping to see as a result of this programme?
2. What are we doing now – list of activities?
3. Which activities fit best – how do these activities help us reach our desired result for this program?
4. What could be done differently – are we being effective – making a difference?
5. Should we do anything new, or drop anything?
6. Are our new plans achievable and realistic?
7. How could we do it more efficiently? – use money, people, resources better?

Participants presented back to the group in response to these questions and the programme they were addressing.

Some of the responses are documented in the discussion below as they were relevant for designing the programmes going forward.

After discussion it was felt the programmes should be renamed and re-organised to be more effective, efficient, and to reflect the Vision, Mission and Values of Woza Moya, which had been re-stated through this process.

The new programmes of Woza Moya would be:

1. Community Health Care
2. Child Care and Protection
3. Early Childhood Development
4. Sustainable Livelihoods
5. Paralegal and Advocacy
6. Youth Development

## **Discussion of Each Programme**

### **1. Community Health Care**

The expected results for the programme are:

- To see people back to health
- To see people adhering to their medication
- To see people accept their status (HIV and TB)
- To see people accessing relevant health services

The activities that will be carried out are:

- Capacity building of CCWs (in HCT, IMCI, ability to give Vit. A, growth monitoring)
- Door to door (monitor, counsel, educate)
- Linking with local health services (e.g. referrals meeting and basic medication)
- Support groups for adults and children
- Baby weighing and IMCI (pregnancy, birth, beyond birth)

Suggested changes that would improve the programme:

- Ask the CCWs what training they feel they need
- Community Health Care Manager to develop the training plan (teach in isiZulu and English)
- To insist on monthly meetings with the DoH (local clinic / hospital)
- More networking partners eg. NAPWA (National Association for People Living with AIDS) especially for prevention and sexuality education for teenagers

Ways to improve efficiencies:

- Develop other community members to run their own support groups (adherence clubs\_ARVs) not reliant on Woza Moya, thereby increasing coverage and scale

### **2. Child Care and Protection**

The target group will be OVC (350) and their foster parents (100)

The expected results for the programme would be:

- Good relationship between children and primary caregivers (Gogos)
- Children safe from GBV and other social issues
- Children speak out about issues they are facing in their daily lives
- Children being taken good care of
- Children become more empowered/knowledgeable about their rights

- The inclusiveness of children in decision making
- Child participation
- To prevent mother to child transmission of HIV

The activities that will be carried out are:

- CCWs support with household identification of vulnerable children, care and access to services
- Support groups (Gogos and Children)
- Peer education in schools
- Afterschool programme (sports, lifeskills, library, computers, creative activities, etc.)
- Community Child Care Coalition forums
- Baby Weighing - IMCI, PMTCT, immunisation etc.
- Christmas Party

Suggested changes that would improve the programme:

- Support groups –
  - More sharing of ideas and asking questions
  - get support from others in the running of the groups
- Peer education –
  - Provide space to speak out about issues to people who are likely to be their same age
  - The children and the Gogos interact with one another and influence and encourage each other

Ways to improve efficiencies:

- This programme must maintain close links with the Paralegal & Advocacy programme so that cases can be addressed quickly. The Paralegal programme can also help to inform primary caregivers and children about their rights and encourage referrals

### **3. Early Childhood Development**

The expected results for the programme would be:

- Improved learning environment and school readiness for children at WM crèche
- Improved learning environment and school readiness for children at 4 outlying crèches
- More crèches being developed and teachers being trained/mentored to result in improved early learning environment and school readiness for all children in Ufafa Valley

The activities that will be carried out are:

- Running an excellent crèche for 50 children (3-5years old) at WM centre
- Working with 4 outlying crèches every week
- Save the Children training 40 ECD practitioners monthly
- Liaise with other specialist ECD organisations such as TREE

- Use Persona Dolls with children as required, as trained to do
- Attend monthly ECD Forums, networking with wider ECD community

Suggested changes that would improve the programme:

- Exchange visits
- Encourage more crèches in the valley – only 5 at present – need to discuss how this can be done?
- Do ECD community learning workshops in the holidays to encourage people to develop and access ECD
- Involve Save the Children in more training specifically in Ufafa Valley
- Start an ECD forum – with 40 crèche teachers – encouraged by Save the Children
- Staff development – doing Save the Children certificate level 5

Ways to improve efficiencies:

- Try to organise training in Durban for all staff at the same time to save on transport

#### **4. Sustainable Livelihoods**

The Food Security and Income Generation Programme was renamed the Sustainable Livelihoods programme as this aligns more with the sustainable and holistic objective of the programme which is to decrease poverty, empower the poorest so that they can have sustainable livelihoods.

Activities that were agreed upon are:

- Agricultural activities such as village chickens, goats, door size and communal gardens. WM provides training and monitoring role
- Income generating activities such as sock monkeys, crafts, sewing
- Self Help Groups developed with Sinamandla which interlink with the above activities
- Marketing of goods – finding outlets for produce

Recommended changes or developments for effectiveness and efficiency are:

- Need to increase the prices of the crafts so they are not being subsidised. SWIFT (Swaziland International Fair Trade) can provide input in this.
- To improve the system and quality control so that the craft projects can be more sustainable
- We need to learn more about Fair Trade and implement the process
- We need to link with the Government departments such as the Local Municipality, DoA, DoET
- Yes because we have some partners in South Africa and overseas
- Self Help Groups – align with Seda to develop Cooperatives
- Agricultural activities to link with DoA
- Crafts – to gain more training and capacity as an organisation from SWIFT
- Purchase raw materials in bulk to reduce costs of production

## 5. Paralegal and Advocacy

The expected results for the programme would be:

- To see people having access to social services
- People become well informed about Human Rights
- People having access to justice
- People having access to relevant grants, pensions and legal documents
- To see people advocating for what is due to them
- To see people free from GBV
- A better informed community with greater understanding of duty bearers roles and responsibilities and motivation and confidence to encourage them to fulfil their roles and responsibilities

The activities that will be carried out are:

- We do referrals to relevant departments
- Community learning workshops – quarterly
- Mobilise people from the community and learners in schools
- We liaise with other stakeholders like Black Sash, Legal Aid Board of South Africa, SAPS, DoJ and DSD
- Strategic partnerships e.g. war rooms – Sakume Sakhe, Local Victim Empowerment Forum (LVEF), Shukumisa Campaign and IDP forums
- Participate in Information Days at 3 hubs in Ofafa

In this programme there are key areas of work:

1. Case work identified by CCWs and either auctioned by WM staff or referred on to other organisations or Government Departments
2. Advocacy around the cases raised. This can be either:
  - a. WM staff meeting with and lobbying service providers
  - b. Members of the community (in large or small numbers) meeting with and lobbying service providers for improved delivery

It was agreed that WM should do more in the area 2.b. – working with the community to build civic participation in affairs that affect them.

Suggested changes that would improve the programme:

- To start engaging effectively with other government departments and stakeholders
- Campaigning on issues that are being raised by the community (grants deductions, GBV and drugs)
- Educating people on specific issues
- Community dialogues (Government officials and the public)
- Community Mobilisation activities to build Civic participation to bring sustainable change

## 6. Youth Development

The Youth and Media Programme was renamed to Youth Development Programme but still needs to be developed further. Some key characteristics were agreed upon which give the programme improved clarity.

Youth will be described as 10-18 years old. This programme will have a wide reach, reaching many youth with messages relating to the issues that they face.

The issues facing Youth in Ufafa Valley that we would like to address are:

- HIV/AIDS and TB
- High drug use
- Gender Based violence
- Lack of skills
- Lack of career options and awareness
- Sexual health and reproductive rights
- Lack of quality learning
- Low self esteem
- Poor motivation

We will target youth in the following environments:

- Schools
- After schools programme at WM
- Out of school activities such as sports
- Special Activities such as Youth Day

We will target youth through:

- Woza Moya staff and volunteers
- Peer Educators
- Teachers, especially Life Orientation teachers

The media aspect of WM which used to be part of the Youth Programme will now be allocated to a few key youth in Ofafa who will continue to use it and specialise in it. The media produced will be used in all the programmes of WM. Media can be considered more as a tool than a programme.

The media will be used for marketing, as it has been mostly to date e.g. uploaded onto YouTube, baseline videos for WASH programme, case studies, but will be used in the future to a growing extent for advocacy.

## **STRATEGIC POSITIONING OF WOZA MOYA CENTRE**

During the strategic planning the participants spent some time viewing an aerial photograph of the Ufafa Valley which shows the position of the WM centre. Some features which were noted by the participants were:

- The Centre is situated at the entrance to the Ufafa Valley which is most used by residents in the Valley
- Many people travel past the centre each day as they travel out of or into the Valley
- All visitors to the Buddhist Retreat Centre (BRC) pass by the WM Centre as they arrive

Implications of the situation of the WM Centre:

- The Centre could be used even more as a Demonstration Site (gardening, WASH, ECD, Building, disaster preparedness) or information centre for materials and information as so many people pass close by each day
- More signage at the Centre and publicity leaflets at the BRC could attract / inform more people about the centre

## **STRUCTURE AND GOVERNANCE OF WOZA MOYA**

The present structure of WM was discussed. It was felt that the governance and organisational structures were working fine at present, but with staff changes and changes in board membership then things could change. The present structure was weak but it was being held together by good relationships and respect. It was important to have a structure that could still work when relationships became strained or there were other problems in the organisation.

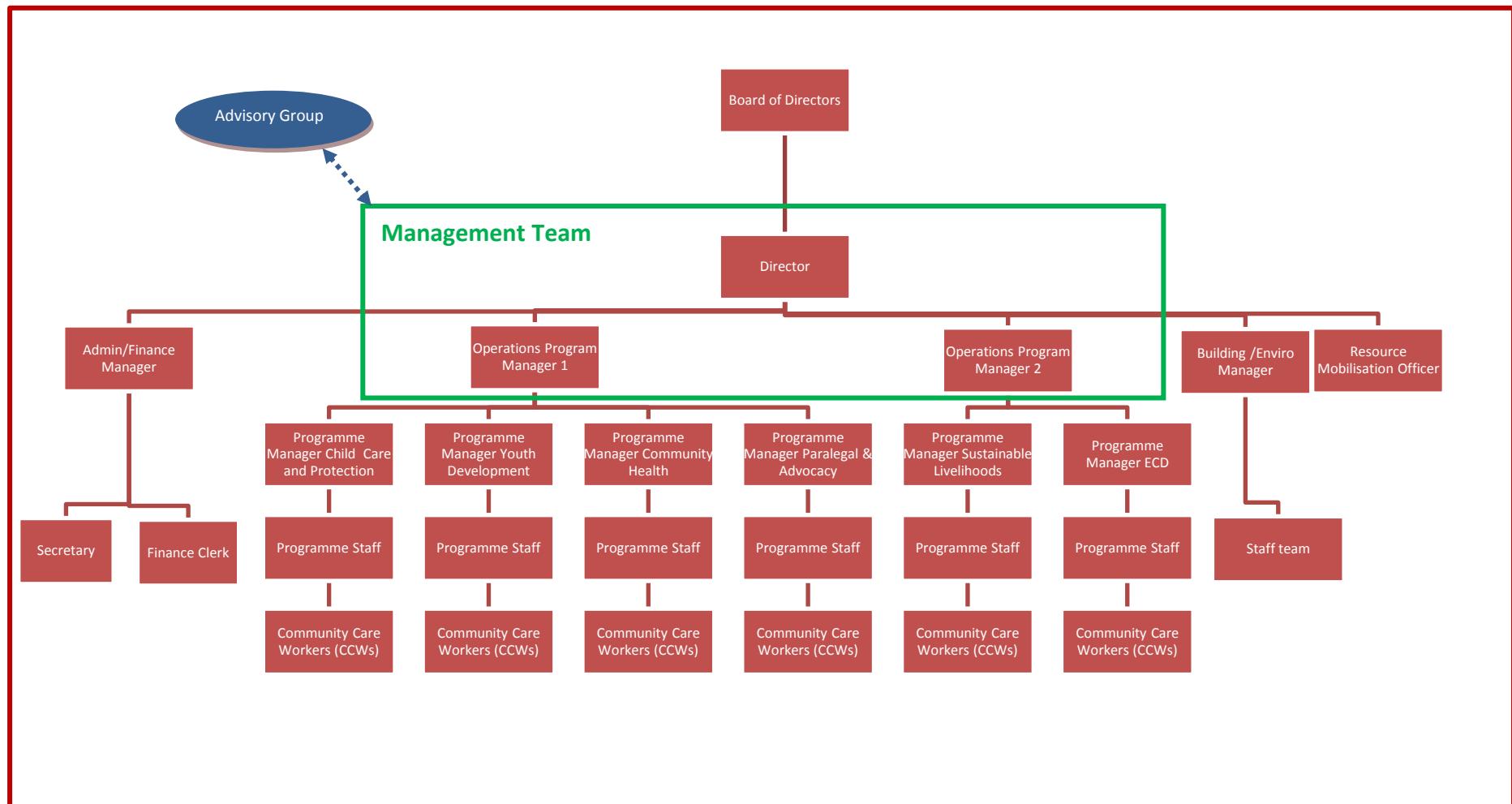
The structure below was recommended but this would require the approval of the Board. It is a clearer structure with each staff member being in a direct line of authority to their one supervisor.

This structure includes an advisory group who can meet fairly infrequently but are available to give advice when needed. These will mainly be community members who can provide feedback of programmes in the community.

The Management Team (3 staff) will meet regularly to monitor and discuss options around the work.

The Board of Directors will be the custodians of the organisation and will be made up of people with a specific skills set that will be helpful to WM.

**Figure 1: Organogram for Woza Moya**



## **COST SAVING FOR WOZA MOYA**

The new strategic plan will require ongoing funding. As well as seeking new funding opportunities it is important that the organisation continually assesses its spending and identifies where savings could be made. This will lessen the need to access more funding and will ensure that resources are used more efficiently.

Some suggestions which need to be followed up are listed below.

### **1. Office expenses**

- Stationery - improving recording and control systems
- centralise the ordering of stationery – do not have different departments ordering
- Monitor printing and encourage people to use ‘soft’ copies
- Food use - WM is creating a central kitchen and food pantry where food can be regulated and controlled by less people. Ensuring there is not over expenditure on lunches and other food expenses
- Phones and internet are well regulated

### **2. Vehicle expenses**

- Repairs and maintenance is monitored but has been a big expense. The purchase of newer vehicles will reduce these costs
- Transportation of children and caregivers to WM office accrues high transport costs. WM to negotiate cheaper rates with a taxi company to provide this service. WM will rent a whole taxi to transport these people to the office rather than pay individual rates per person. This will save money
- Trips to Ixopo can be better planned and coordinated to save vehicle expenses

## APPENDIX ONE – PARTICIPANTS IN THE STRATEGIC PLANNING

	Name	Role	Sex
1	Sue Hedden	director	F
2	Jane Nxasana	general manager	F
3	Benedicta Memela	general manager	F
4	Thulisile Mtolo	program manager	F
5	Sbonelo Ndlovu	program manager	M
6	Mthobisi Mthembu	program manager	M
7	Lungelo Ndlovu	youth	M
8	Snethemba Ndlovu	media	F
9	Star Ndlovu	seamstress	F
10	Dumisile Mbanjwa	seamstress	F
11	Thembelephi Chiliza	media	F
12	Zandile Chonco	ecd practitioner	F
13	Dingeni Khanyile	SHG community facilitator	F
14	Phumlile Dlamini	community care worker rep	F
15	Phumzile Mbona	community care worker	F
16	Linden Nzimande	community care worker	F
17	Sindi Mtolo	crafter	F
18	Nompumelelo Dlamini	crafter	F
19	Bonakele Mbatha	department of health	F
20	Nonkululeko Nene	world vision	F
21	Mdingiswa Mbona	people living with Aids rep	M
22	Thuleleni Nhlangulela	chief's counsellor	F
23	Apollonaris Ndlovu	ex induna / headman	M
24	Jabulile Ngcobo	traditional healer	F
25	Mhlakwelitshe Mdladla	ex induna / headman	M
26	Nonhlahla Ndlovu	imbumba farming project	F
27	Lindiwe Sosibo	IMCI child 0-5 years program	F