

Chidiya Foundation

Business Plan

2020



Updated April 2021

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General

Country of registration: South Africa and Norway

Registration number: 258-831 NPO (NPO), 2019/498528/08 (NPC), 923 154 485 (Norwegian org. number)

Tax reference number: 9906174173

BBBEE- Compliant: Yes

Country of operation: South Africa

Nature of business: Non-profit; Early Childhood Development

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Bank: Mercantile

Executive Summary

Chidiya Foundation is a faith-based NPC providing early childhood education to impoverished children.

Chidiya's ECD- centre is a response to the growing need for quality education, and a tool to elevate the general standards of the local community. We believe that the most efficient approach to change begins with the youngest, as their brains are developing faster than in any other stage of life. Proper nutrition, sanitation, safety and secure attachments in these years are crucial to healthy growth and development. At age five 90% of a child's brain is developed, and after this, cognitive delays are largely irreversible. The first years lay the foundation for the rest of our lives, and quality ECD- focused care can build a solid foundation for future learning.

Insufficient nutrition plays a major role in improper development. Approx. 2/3 of pre-school aged children in South Africa suffer from anaemia, and over 1/3 of the children in Gauteng are stunted. Chidiya provides balanced meals for the children, and tailors individual nutritional plans for the children with specific deficiencies and needs.

Children in the Orange Farm community lack access to early educational development due to poverty. As a result, the majority remain at risk of falling behind during toddlerhood and staying behind when they reach primary school age. To remedy the problem, Chidiya offers ECD-centred day care to the most disadvantaged children. In cooperation with the members of the community, we have identified 32 children whose families we believe would mostly benefit from our service.

Chidiya's educational program targets children age 1 – 6 years. We monitor the children's cognitive, psychological and physical development, according to universal developmental milestones. Whenever we encounter a significant delay, we focus on activities that encourage growth in the particular area, and by advising the parents on how they can contribute to filling the gap at home. If there is no improvement, we seek external advice. We place a lot of focus on meeting the children's emotional needs, and teaching them how to healthily and appropriately express their feelings.

Violence and crime remain a huge problem in areas like Orange Farm, and as a result, many of the children in our care have been impacted by trauma. We have identified a need for increased knowledge around mental health, especially in relation to children. Our aim is to raise awareness in this regard, starting with our children and their families.

During 2021 we aim to launch an after-school program for children at the local primary school, who are struggling academically. Many parents are unable to help their children with homework, and the teachers simply do not have the capacity to provide one-to-one tutoring to the children who have fallen behind. Some of the children come from families with violence and alcoholism, and others from homes where there is not enough food. By providing a safe space for these children to play and learn, we believe many school dropouts can be prevented. Learning is fun, but it starts with a safe environment and a full tummy.

Multidimensional poverty affects many areas of a child's life, that can potentially have irreversible consequences for their lives. We believe that education is a key to conquering poverty, and by focusing on ECD, we can provide the tools which children need to complete their education.

Mission

Chidiya's mission is to battle poverty through providing quality education to disadvantaged children in Orange Farm.

Vision

Chidiya's vision is to elevate the general living standards in the area of Orange Farm.

Statement of need/ Analysis

There is a huge need for ECD in Orange Farm. The Orange farm community is affected poverty, resulting from high unemployment and low-quality education. Multidimensional poverty rates rise with the high population growth. Most of the children below six in Orange Farm lack educational opportunities, due to the shortage of ECD-centres in the area, and the

high school fees and transportation to the ones in surrounding areas. Chidiya's is the only pre-school in Ext. 6A of Orange Farm, since the two other creches closed due to COVID-19. Parents approach us every day to ask if we can take in their children; the past month we have been asked to take in over 60 new children. While Chidiya currently only has the capacity to accommodate 32 children, there are hundreds of more who would strongly benefit from attending our school. The significance of ECD- focused care is widely recognised in South Africa, however access is very limited in undeveloped areas. This further increases the gap between rich and poor.

Organisational activities, objectives and goals:

Sustainability

Our main aim is to become and remain sustainable. All our funding to date comes from Norwegian sponsors. There are many companies in South Africa who support specific expenses for NPOs. Our main expense is salaries for our employees. During our operation, management has not received a salary, as our employees and the children are our priority. Working full time for Chidiya, management cannot remain without income indefinitely, as we also have personal living expenses. Sponsors like to know what exactly their funds are going towards, so we wish to secure monthly funding for specific expenses, such as salaries or food. Some may prefer to directly pay an employee's income, or donate food parcels, which we would encourage as this is open and transparent.

The department of social development (DSD) may provide financial support to ECDs. DSD should also appoint a social worker to assist us on site.

If we can secure monthly funding for the salaries and food, Chidiya would be able to put more of our resources from private sponsors into meeting the extraordinary needs of certain children, such as treatment of health issues. We would also be able to arrange activities and excursions, for instance a trip to the zoo.

Goals:

1. Secure monthly support from local and international sponsors, for specific expenses.

2. Secure monthly food baskets, as this is another major expense.
3. Secure funding from DSD.
4. Have a DSD-employed social worker appointed to us.

Create employment

In addition to caring for the children, Chidiya aims to create employment opportunities for locals. 100% of our staff are local residents of Orange Farm; we currently have five full time employees. While we have qualified teachers working with the children, our assistants are women with little work experience. With such high unemployment rates, it is difficult for those without qualifications and experience to get a chance to prove themselves. We hope to give young women the training and experience needed to seek other job opportunities, to help as many as possible into employment. With children, it is however important that the shift in caregivers is not too rapid, as strong attachments are crucial to healthy development.

By letting local youth volunteer at our centre, we can prepare them for employment by training them. We can also assist in finding and applying for potential positions.

Goals:

1. Continue to hire locals for short term work, and to fill open positions.
2. Assist our staff and volunteers with writing CVs.
3. Arrange courses for our staff and volunteers; parenting, nutrition, safety, first aid etc.

Make sure organization meets goals

Initially, the management team all contributed to managing all areas of the organisation. Since January 2021, we have divided the responsibility by separating our tasks according to our roles. A program manager has since come on board full time. Being responsible for our own tasks helps us stay more focussed and organised. Management aims to meet regularly, to update each other and to ensure that we all remain on track with our work.

It is crucial to regularly assess our progress, to make sure our values remain aligned and prioritised. The board has an important part to play in the development of our organisation, and can from a more objective point of view identify and guide failures to meet our objectives. Acknowledging that there is always room for improvement and welcoming constructive criticism is important to reach our potential.

Keeping a high adult to child ratio is significant in preventing children from “falling through the cracks”. Quality care and education is a priority, and we can therefore not exceed our capacity. This is difficult, because there are so many children in need.

Due to the high number of children affected by trauma, we find it vital to employ a child psychologist to assist us.

Goals:

1. Attend management courses.
2. Maintain a high adult to child ratio.
3. Develop consistent plans and charts for learning and tracking the children’s development.
4. Make sure management meets at least every two weeks.
5. Be open to external assistance and guidance; conduct surveys.
6. Employ a part-time, on site child psychologist.

Spread knowledge

When a community as a whole is affected by poverty, we believe that it is inefficient to only help a secluded group. For this reason, we provide food parcels to our children’s families, as well as clothes, toys and other essential goods. With our after-school program, we intend to first accept the children whose siblings attend Chidiya. This is because we wish to prevent inequality within the family; one sibling is fed, while the other remains hungry. Once we have the capacity, we intend to broaden the spectrum to accept any child who struggles. Our aim is not to discriminate against any child, but to identify the ones with the most challenges.

We further aim to offer courses for youth on subjects such as contraceptives and drugs, to prevent common challenges like teenage pregnancies, gang involvement and school dropouts. This would be done through our after-school program, where children and youth would have access to a safe place where they can express themselves and ask questions. We would offer informative age-appropriate courses/ videos for the children and youth.

We intend to also offer free courses for parents. Many lack knowledge on subjects like nutrition, child discipline and safety.

In a society that is becoming more and more digitalised, we believe that introducing the children to digital tools, such as age-appropriate math or reading games, can better prepare them for future learning. Areas such as Orange Farm are far behind digitally, which will inevitably become problematic for future generations.

Goals:

1. Arrange regular on-site courses for parents/ staff/ volunteers.
2. Obtain three computers and internet connection.
3. Expose the children and teachers to digital tools.

Expand organization

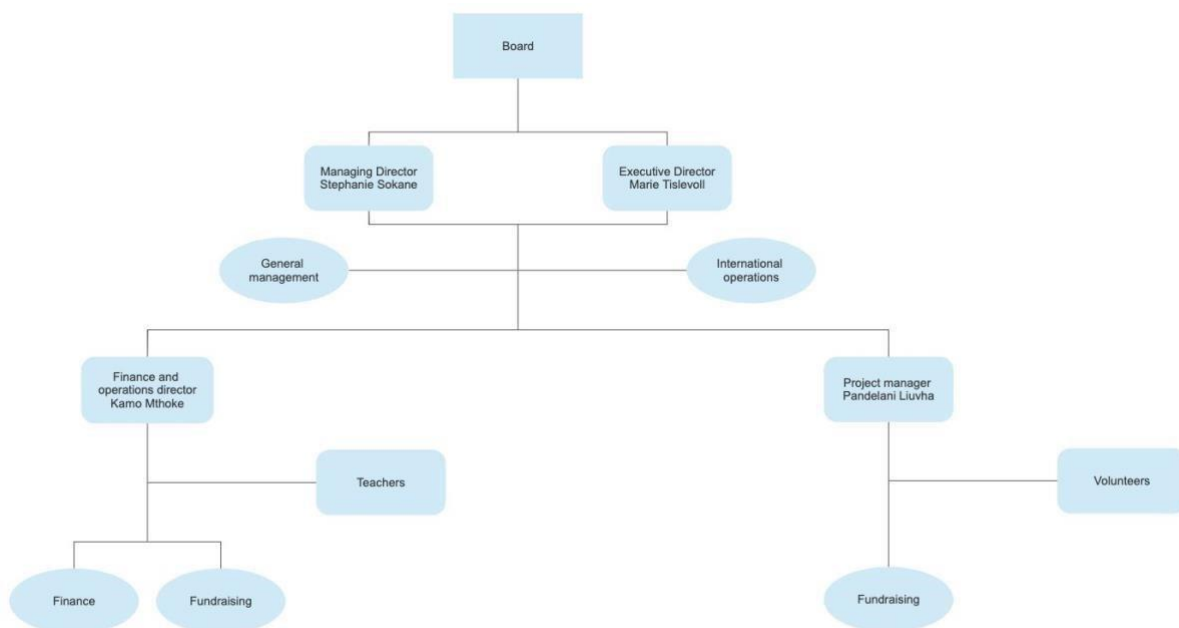
When our ECD opened in March 2020, we were able to accommodate 9 children. In March 2021 our capacity had expanded to 32 children. We hope to annually expand, so that we can reach many more families in the community. The need is overwhelming, and Chidiya wishes to urgently come to the aid of many more children and families. Thinking sustainably, however, will ensure that we are able to maintain our work in a longer perspective. In the long run, we may be able to help hundreds of families, by building a strong foundation for learning in their children.

Chidiya's property lease agreement is valid until March 2024. We hope to obtain a larger property by then, to allow us to further expand our capacity.

Goals:

1. To launch our after- school program by August 2021.
2. Identify potential properties for future expansion.

Organogram



Management Job Descriptions

Chidiya Foundation's management team is composed of the Managing Director Stephanie Sokane, the executive director Marie Tislevoll, the Finance and Communication Manager Kamo Mthoke and the Project Manager Pandelani Liuvha. All members of the management team work on a voluntary basis, and thus receive no salary for their efforts.

As the **managing director**, Stephanie Sokane's role is to:

- Plan and monitor the daily operations of the organisation
- Advise and guide the board
- Report the board's activities/progress to management

- Hire, train and oversee employees
- Communicate with parents
- Monitor the educational development of the children

As the **executive director**, Marie Tislevoll's role is to:

- Plan and monitor the organisation's development
- Develop and implement growth strategies
- Manage the foundation's operations in Norway.
- Fundraise and communicate with Norwegian sponsors
- Review, monitor and manage Norwegian budget
- Monitor the South African budget
- Make sure the company meet its objectives

As the **finance and communication manager**, Kamo Mthoke's role is to:

- Collect, interpret and review financial data
- Make financial plans
- Develop financial strategies
- Communicate the objectives of the company through different media platforms
- Create and lead strategies to promote the organisation (networking)
- Respond to communication-related issues

As the **project manager**, Pandelani Liuvha's role is to:

- Plan and define the scope of different projects
- Estimate the time and the resources needed for each project
- Document progress
- Analyse and manage risks

- Control the quality of work within projects
- Lead teams on different projects
- Manage volunteers
- Plan programs; local and international

Board

Chidiya's board oversees our operations and progress, and consists of:

1. January Nolitha, chairperson.
2. Grace Sibanda, vice chair-person.
3. Kgaile Ephraim, board member

These are currently our only members; however, they have taken it upon themselves to expand the team. All three members have prior experience working for NPOs.

Partner organisations

Chidiya has partnered with a few organisations, who have vowed to provide assistance in particular areas. These are:

Window of Heaven Foundation:

Local. Will assist in launching and sustaining our after- school program. WOHF has vowed to assist in planning and arranging activities for the children, and to fundraise for our program.

City Year:

Local. City Year will send us groups of volunteers who can assist us with short term work such as painting or other physical work.

AFS:

International organisation. AFS will send two volunteers from Germany, from August 2021/July 2022, provided that the COVID-19 situation permits it. These volunteers will be placed in host families, by AFS, and will assist us Monday-Friday 8am-4pm at the ECDcentre.

Orange Farm Board:

We have a “board” consisting of Orange Farm community members, who advise us on needs, and general developments within the community. This group also assists in identifying needy families, as they have an overview of the situation of the residents.

Potential sponsors

Chidiya has entered into oral agreements regarding partnership with the following organisations:

Tiger brands:

Local. Will provide food parcels for Chidiya on a regular basis. The written agreement has is being drafted. Start date and frequency of donations will be confirmed upon finalisation of agreement.

Ububele:

Local. Will assist with off-site training courses for management, and on-site for our caregivers/volunteers. Ububele will also provide therapy for the children who need this, at their offices in Sandton.

Fundraising plan**Schools/ Kindergartens**

Norwegian sponsors are our main source of income. We aim to approach schools and kindergartens in Norway regarding possible partnerships. There seems to be a growing interest in supporting international organisations in schools. Many schools have projects/organisations that they support annually, and we believe that Chidiya could have a

good chance in becoming a partner-school because we speak the language, and we are registered in Norway. The latter is relevant in relation to tax compliance, and credibility.

We intend to also approach local private schools in this manner.

International Fundraisers

Occasionally Norwegian companies charter flights to South Africa. This can allow us to arrange fundraisers in Norway, and have the goods shipped to South Africa. During December 2020 we received a large donation of clothes and equipment for the children from Norway. Many were interested in giving, as it is a specific cause; they could see our children wearing the clothes that they donated just a few weeks later.

Norwegian Companies and Government

Chidiya is registered as a foundation in Norway, with the purpose of raising funds for Chidiya's ECD in South Africa. Once we have our South African NPO-certificate, we can approach Norwegian companies, as well as the Norwegian government.

Private companies

Many companies in South Africa seem to be interested in supporting NPOs. We are BBBEE-compliant, and once we have our NPO- certificate we can approach private companies. Some companies do accept applications from NPCs, but many require NPO- status. Certain companies have informed us that they prefer to pay for our expenses directly, rather than to donate money to Chidiya, which we think would be beneficial to all parties involved.

Government

ECD is one of the sectors which the government may support. We believe that our work has a good chance of being recognised by DSD and/ or DBE, as our work falls within the national interest.