

KHULULEKA STRATEGIC PLANNING

18 – 19 JANUARY 2017

18 January 2017: 17h30 – 20h00

The focus of the first evening was to reflect on 2016. Much discussion was generated from the presentation of the Director's Report and Finance Report.

19 January 2017: 09h00 – 16h30

On day 2 the process below was agreed as a general process to lead the day:

- Feedback
- Review of KHU's Vision and Mission
- Look at creating possible scenario's for the future
- Decisions and key points of progress
- Review Vision in the light of decisions
- Interrogate 4 key strategic areas
- Plan

Anne had requested that the Board bring three key questions to the strat planning. When consolidated, the questions asked by the Board were:

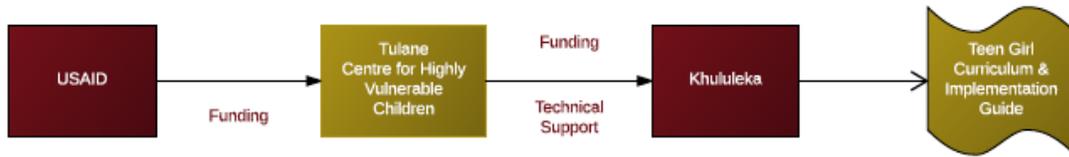
- What is our risk appetite?
- How can we achieve aggressive scale up?
- Do or die?
- How do achieve scale up that delivers a quality product?
- Financial sustainability
- What is our brand power?
- Leadership of Khululeka – what is needed?

- Can we go it alone?
- What partnerships should we pursue?
- What is a good operating model for KHU?
- Review vision, mission and objectives

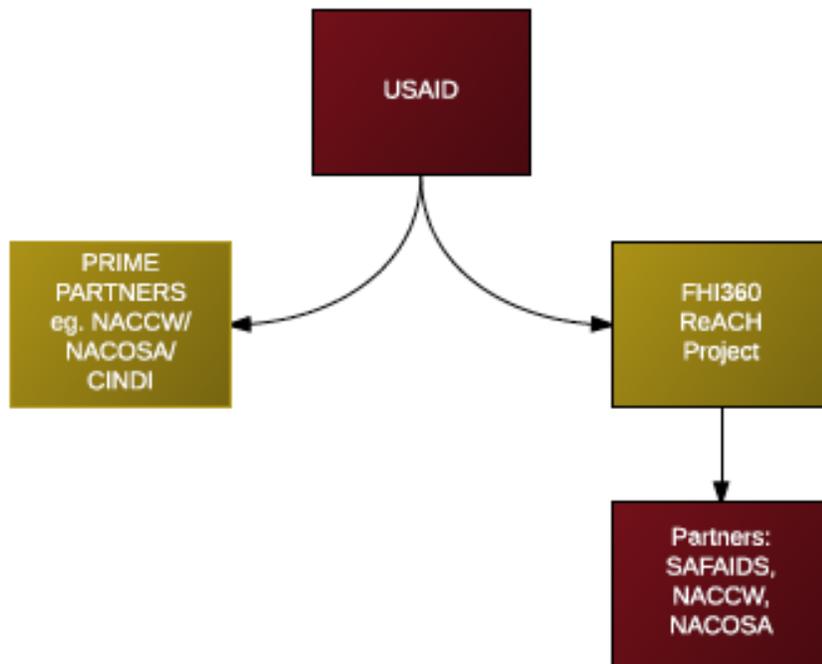
- What are we prepared to do differently?
- What could we have done differently?
- Has there been a disconnect?
- How could we be more agile?
- What are we measuring?
- How would sub-committees enhance our effectiveness?

Caroline presented an overview of what has happened since Tulane has published the findings from the randomised control trial (RCT) where the Khu model was used in the context of a school based adolescent girl grief programme, called Abangane. The figure below shows that Khululeka has now

been commissioned to integrate the recommendations from the RCT into a Curriculum and Implementation Guide.



She went on to describe the possibilities of what USAID may decide to do, in support of the rollout of the programme. This would be dependent on their own funding, which is never guaranteed.



Beyond the USAID funding, Khululeka can also pursue other donors who are aligned to She Conquers, South Africa’s young women and girls strategy.



Nicola led a session of thinking around different scenarios that Khululeka could adopt in 2017. Four scenarios emerged:

<p>1. Small fish (Khululeka) in a big pond</p> <p>In this scenario, Khululeka rolls out the teen girl grief programme.</p> <p>Risk – Khululeka could become a one hit wonder</p> <p>What are the spaces?</p>	<p>2. Shark (Khululeka) fed by think tank (Khululeka)</p> <p>Hunting vs farming Multi year planning Evidence, innovation – practise, research, M and E, QA Hunt in packs Advocacy DSO ambassadors</p>
<p>3. Big fish in a small pond</p> <p>In this scenario, Khululeka remains relevant to the needs of local organisations in the Western Cape and the status quo remains the same.</p> <p>DSD – small and local</p>	<p>4. Other alternatives</p> <p>In this scenario, Khululeka becomes a part of a larger organisation/ programme. Eg. Famsa, Childline, NACCW</p> <p>Think tank becomes thought leaders</p>

Scenario 1: 'SMALL FISH IN BIG POND' SCENARIO

Risks and limitations

- Isolated
- Thin
- Loses depth, soul and freshness
- Cookie Cutter approach - replication
- Accreditation takes a long time
- CBO level focus
- Have tried this approach
- Many organisations don't have the budget

Positives and possibilities

- Programme could be accredited /CPD points
- Lean
- Focussed and measurable
- Maybe short term

Scenario 2: 'SHARK FED BY THINK TANK' SCENARIO

Risks

- If funding falls away, who will fund the think tank?
- M and E people are difficult to find and fund
- May not do both
- Dual focus is difficult
- How do we resource/finance this?
- We need to be prepared to scale up and down

- We need to keep hunting for more fish
- We don't have much experience in shark hunting
- Time needs to be ring-fenced for hunting – it needs to be a constant function in the organisation
- Costing needs to be exact
- We need to find core funding for shark and incubator
- We might be expecting too much from the shark
- We would need to pace and monitor outcomes

Possibilities

- The shark would promote Khululeka
- The shark would find unrestricted funding
- This will impact on how we write proposals
- Delivery on contract basis
- M and E could be funded
- We would have lead time
- We could build in-house capacity to do M and E
- Channel DSD money to test curriculum
- Sub-contractor base for pressure time

The Shark

Hungry, dynamic, competitive, edgy, a broad thinker, innovative, aggressive, visible, audible, has a reputation, strong marketer, makes connections, is well informed and passionate about the product, writes effective proposals, strong stakeholder and game player engagement, initiates stakeholder engagement, identifies potential partners, develops and implements strategy for scale up, is familiar with cycles of opportunity – national strategies and budgets.

2017 targets - Shark

- 1 MOU with partner
- MOU's joint work for scale up – PRIME, Depts and Consortiums
- Endorsements from DBE (Free State) and DSD (W. Cape)
- 3 new diverse funders
- Generated income – Worry Muncher
- 5 unsolicited targeted proposals p.a.
- Generic proposal on hand
- Strategy for BEE in place and implemented
- Distribute Tulane papers

2020 targets - Shark

- MOU with all PRIME and NGO's in key provinces
- Generated profit – diverse
- People and organisations contacting us

2017 targets - The Think Tank

- MOU with Children's Institute and/or Tulane
- Complete curriculum and implementation guide
- Analyse existing data
- (M and E tool – simple – Abangane)
- Pilot Abangane programme
- Build in-house M and E capacity
- Mindset shift for staff – a think tank to feed the shark
- Formalised process of shark communication
- Develop strategy of products we want, with evaluation

2020 Targets – The Think Tank

- Get Different Abangane programmes