



## KHULULEKA STRATEGIC PLANNING 1 FEB 2018

### 1. Introduction

Deborah Diedericks director at Khululeka approached Megan Galloway of Thoughtsmiths to facilitate a strategic planning session for the full Khululeka team. Both the operations team and the governance team were in attendance.

**Attendees:**

Deborah Diedericks  
Lira Greef  
Alison Bohlmann  
Marion Le Fleur  
Rozalle Singh  
Nicola Graham  
Caroline Wills  
Wisdom Mkandawire  
Bobbie Graham  
Joshua  
Megan Galloway (facilitator)

This report includes all notes taken during the session.

### 2. Process

Megan facilitated the following process in order to support high level, strategic thinking for the team.





### 3. Notes

#### VISION:

The team reconnect with the vision of the organisation, interrogated its relevance in the current context, and added a phrase (as shown in bold italics below).

“Our vision is a South Africa where every grieving child and adolescent has access to support and opportunities for healing ***to improve the trajectory of their lives.***”

#### WHAT DO WE KNOW NOW?

The team was challenged to review the previous year in context and pull out learning:

- You can have something great, people don't necessarily come knocking at the door.
- People ask for time.
- A year is short.
- It has been an advocacy year.
- How do we package what we've got for different people?
- We **need** to diversify:
  - Funding
  - Offerings
- We are at the mercy of bigger strategic things:
  - We need to be on the train
  - We need a foot in the long term
- We have the product, people want it but they don't want to pay.
- Diversify approach/package.
- We need funders to keep us going while switching trains.
- Funding needs to cover core costs of operations.
- Can we ask donors for ops costs?
- Differentiate between funded programmes and paid services (eg. DSD):
- What is our intention with each?
- Brand building?
- Provide cushion?
- We grow over decades ...
- What is our focus this year?



## **OPPORTUNITIES IDENTIFIED:**

The team considered the opportunities presenting themselves to the organisation right now.

- In-service training or personal development track
- Partnerships/joint proposals
- Wellness/Corporate programmes
- Relevant products/services
- Positioning in DSD (??? Writing)
- Digital (e-learning) How will Khululeka embrace the digital age?
- EVERY child – replicate our programmes for the public (Adults and kids)
- 'Normal' school
- Business case!
- Product ready to scale
- Multi-skilled staff
- Crowd-funding (monitor required effort)
- Repackage Khululeka story (more accessible and compelling)
- Link bereavement – HIV and girls open access to HIV funding
- In-organisation training
- Use the child story more
- Explore mix-method intervention
- More fundraising events

## **CHALLENGES IDENTIFIED:**

The team thought broadly about challenges facing to the organisation right now.

- Broad funding constraint.
- Identify non-proposal partnership.
- Lack of prior experience and marketing.
- Consistency in product/service delivery and costing.
- Funding/cash flow.
- Positioning.
- Drought. Shift in funding to the water crisis.
- Staff morale/retention. Potential loss of key staff.
- Keeping balanced. New vs existing relationships.

## **4 STRATEGIC AREAS:**

The team reconnected with and reworked their 4 key strategic areas resulting in the following 4 focus areas for the year ahead:

1. Organisational evolution
2. Financial sustainability
3. Scaling and image
4. Programme innovation and relevance



thoughtsmiths

GROWING AWARENESS, ALIGNING ACTION

The team did an idea's generation exercise on all 4 of the strategic areas. Ideas were then clustered and prioritised. All the ideas have been captured below:

### **ORGANISATIONAL EVOLUTION**

Defined for Khululeka as:

- People
  - HR
  - Flexible staff
  - Culture
- Process
  - Governance
- Technology
  - E-learning
  - Data

**Priority** : Innovative staff recognition

### **Ideas**

- Become well-known as an excellently run, well-governed organisation
- Keep looking for community rep on board
- Get the right advisors (eg marketing)
- Follow-up and monitor financial scenarios (to make sure we don't op under!)
- Invest in culture to maintain energy and commitment
- Get post Khululeka intern



## FINANCIAL SUSTAINABILITY

Clusters of ideas ranked in priority order:

### 1. Fundraising

- Goal set 2 major sporting events. Get bequests.
- Seek collaboration and partnerships for fundraising work
- Sell books in bookstores
- Networking – coffee evening and fundraising
- Patent worry-munchers
- Sell hand sanitiser with our logo
- Market material to funeral directors
- Individual persons debit order strategy
- Allow funders to donate in bitcoin or other crypto-currency

### 1. Proposals

- Work on graphs to include in proposals
- Run in-house competition for 1 page 'new style' proposal
- Distinguish between grants and services (strategy, reporting, etc)
- Increase unrestricted funding through donations and service contracts
- Develop and maintain key donor relationships.

### 2. Costing

- Develop product/service costing model Device different costing models for different
- Clients

### 3. Explore crowd-funding

- Run crowd-funding campaign on Thunda.com



## SCALING AND IMAGE

Clusters of ideas ranked in priority order:

### 1. Who can advise us on marketing strategies (inexpensive)

### 2. How do we want to market ourselves?

- Shift M and E language so it is more positive/less depressing
- Maximise the 'why should this child cry himself to sleep message
- Package stories to show how Khululeka programme changes someone's life
- Build out the 13 questions into themes/categories that tell the impact story
- Get material in academic libraries
- Package the Khululeka story
- Make a commercial
- Circulate into graphics
- Redo the video including more stories
- Develop marketing strategy that includes more media exposure
- Be more active on Instagram
- Make use of video/YouTube – revisit existing footage and repackage
- Have product/marketing material
- Write a children's book of collected stories to sell/give

### Who markets Khululeka?

- Recruit a full-time fundraiser/marketer
- Diversify who is our salesperson to different markets (use board members, partnerships/training organisations).

### What do we want to market?

- Market SG's and counsellors at wealthy schools.

### Where do we want to market ourselves?

- Partner with organisations that can take Khululeka beyond South Africa
- Actively sell services to government, NGO's and corporates



## PROGRAMME

### 1. INNOVATION AND RELEVANCE

#### 1A. Diversify and repackage.

- Diversify service to include more service to adults
- Package programmes to offer training for corporates, NGO's and government depts.
- Develop 1-day training package (in conjunction with other NPO's.)
- Offer services to schools (with money)
- Run holiday clubs in all holidays for 'normal' schools
- Sell programmes to corporates
- Wellness workshop ideas
- Training of 1<sup>st</sup> year varsity/college students
- Run an 'almost free' public programme to generate leads in organisations
- Partner with wellness agencies
- Pursue wellness initiatives and build a programme and trainers for that
- Offer counselling to all children
- Start alumni of past support group learners who can share their key successes as part of trajectory improvement of their life
- Explore programme/collaboration possibilities down trajectory of a bereaved child
- Hold mini-workshops for adults
- Develop and pilot a curriculum for teen boys – research (Not only for teen girls)
- Provide bereavement counselling to schools with money

#### 1B. New partners.

- Contact schools for life skills programmes
- Develop key partner relationships in critical areas

#### 1C. E-learning and digital/online

- Develop e-learning product (trial) and pilot

Explore an online Khululeka training programmes for CPD points

Create an online forum to collaborate with people we have trained.

### 2. M and E

- Develop graphic theory of change
- Enhance/develop M and E strategy
- Use existing structure to put M and E in place
- Track story of child from week 1 – 10 of their support group journey
- Think how to measure success rate of adult training.

### 3. Leverage a crisis

- Offer training at water stations
- Buy a water tank on wheels and train desperately thirsty people ...

### 4. Conduct refresher training for key trainers/social workers.