

## **Executive summary**

Uphuhliso Abantu has identified various government departments as a strategic area of opportunity for the future growth of youth in Mitchell's Plain. Sport and recreation, safety and security, arts and culture are a few of the delivery systems we intend utilizing in formulating projects within our communities.

Through a rapid feasibility study and broad consultations with prospective strategic partners including the development of a strategic development plan process, "the company" has identified the need for a broad based plan for implementing a programme for youth in Mitchell's Plain.

Based on clearly identified objectives and the lack of an institution that can drive strategic, cultural and social objectives, it was decided to create a non-profit institution, namely Uphuhliso Abantu "Empowering the people", (referred to as "the company"). It was agreed that "the company" will be the mechanism through which these programmes including sports, arts & culture, environmental affairs, tourism etc. will be introduced to the youth of Mitchell's Plain.

The purpose of this mechanism is to enable strategic partners in all relevant sectors to fully exploit the opportunities that are inherent in the development of the youth.

An office needs to be established specifically in the Eastridge community to drive the development of initiative and to create a learning environment for aspirant youth. Critical to the success of this initiative is the development and creation of indigenous knowledge and culture within an African context.

To ensure that "the company" realizes it's maximum potential, its influence must be extended locally, regionally and national. This can be achieved through developing strategic partnerships and ensuring institutional skills development plan in Mitchells Plain. These combined documents propose an enabling framework for the development, promotion and sustainability of "the company". They provide the guidelines to ensure "the company" delivers on the expectations of its stakeholders and strategic partners and align "the company" as a relevant agent in the construction and development of a dynamic delivery system for young people.

## **1.INTRODUCTION**

### **VISION**

Our vision is that all young people will be able to meet their full potential in school, career and civic life because of our commitment to educate, inform and engage our delivery systems for the development of young, talented and innovative young people from the marginalized communities who can reflect on our own world.

### **GOAL**

Our goal is to alleviate human suffering by mobilizing the power of volunteers and the generosity of donors. To help children realize their potential and build their futures by nurturing and strengthening the community. To bring clarity, purpose and opportunity for the development of skills that can contribute towards the building of an economically sustainable, culturally dynamic, socially relevant network to enhance the dignity and quality of life of youth and families.

## **CORE PURPOSE**

- People first
- Professionalism
- Integrity
- Transparency
- Accountability
- Respect
- Commitment to empowerment, transformation and diversity
- Cultural dignity
- Participation
- Competence

## **BACKGROUND**

Since 2016 “the company” has identified the increasing lack of opportunities and activities for young people from marginalized communities. This identification led to the sourcing of strategic partners and research into the possibility of implementing sustainable programmes through sport, youth awareness, skills development etc.

Inspired by these developments as well as motivation from prospective strategic partners, “the company” embarked on a process towards setting up a more permanent structure that would stimulate an interest in the community for skills development, sporting chances for young people on a permanent basis and programs for the alleviation of poverty.

It was agreed that “the company” should be established during 2017 and its key objectives should be as follows:

## **KEY OBJECTIVES**

The core of “the company” is to establish and position itself as a key player in the development of youth through sport and provision of strategic training and skills development programmes for young people in Mitchell’s Plain.

## **THE SPECIFIC OBJECTIVES OF THE “THE COMPANY” ARE:**

- To develop the youth and their families by implementing long term managed relief programmes and sustainable community projects.
- To use various sports activities to boost moral for the youth and younger children in the community and reduce the risk factor of exposure to criminal elements such as gangsterism and drug abuse.
- To implement and maintain a viable after school and holiday activities programme to address the social issues of safety and security, teenage pregnancy, HIV/AIDS, etc.
- To equip unemployed community members with the skills relevant to fill the shortages in sectors relevant to industries in conjunction with the organizations offering skills development and learnership programs.
- To assist the community with safety and security issues by identifying crime hotspots and crime in the community including domestic violence and crime against woman and children.
- To be a voice for the community

## **SUSTAINABILITY**

The projected investment in sports in the country over the next three years can be measured conservatively through following the activities at stadiums and the broadcast volume of local sports in printed and digital media. The level of skills training will increase significantly to meet the demands of the various sporting events. Through proper, innovative and measured training programmes, we intend to drive “the company” to sustainability within a five-year period.

## **IMPACT ON POVERTY REDUCTION**

One of the strong points of convergence is the need to reduce poverty in South Africa. “The company” will through the demand for the training of skilled personnel, allow the sports industry to contribute significantly to poverty reduction, job creation and cultural enrichment in Mitchell’s Plain and the Western Cape.

## **ACCOMPLISHMENTS**

Achievements to date include the following:

- Ownership and acceptance of the project by “the company”
- Commitment from donors locally
- Building a community indoor soccer team
- Establishing correspondence with FUTSAL
- Successful sponsorship for the soccer uniforms
- Sponsorship for our after school feeding program
- Registration of Uphuhliso Abantu as a NPC
- A NPC bank account with FNB
- SARS registration for tax clearance

## **SIGNIFICANT CHALLENGES**

### **Risks associated with establishing the company**

- Delays and protracted funding process
- Insufficient resources to establish the after school feeding programme
- Lack of funding
- No suitable operations centre
- Lack of equipment

## **CRITICAL SUCCESS FACTORS**

A number of success factors have been identified such as the following:

- Effective implementation, maintenance and management opportunities
- Ongoing support for the management and operations of “the company”

### **3. THE BUSINESS MODEL**

“The company”, together with its strategic partners plays an integral part in ensuring that resources are directed to skills development and that, ultimately a measurable impact is achieved.

#### **THE ROLE OF THE COMPANY**

##### **Key functional areas:**

- Stakeholder relationships
- Implementation of skills development programmes
- Marketing and promotion
- Industry development
- Information and knowledge management
- Fundraising and finances
- Develop strategic partnerships

#### **KEY ROLES**

##### **“The company” has several key roles and responsibilities**

- Co-ordination/guidance
- Implementation
- Performance monitoring
- Procurement of funding
- Research and development
- Resource development
- Strategic interventions

#### **CO-ORDINATION AND GUIDANCE**

“The company” will be governed by a board of directors. The managing director together with the board will manage the operations of “the company.” The board of “the company” will be responsible for forging links between all relevant and associated structures.

#### **IMPLEMENTATION**

“The company’s” implementation roles and responsibilities will be covered through the operational and business plan. “The company” will take primary responsibility for the development and implementation of the overall skills development plan. These actions are taken to ensure the sustainability and effective maintenance of the skills development programme and operations. “The company” is also tasked to investigate the advantage of setting up human resources to support the network of partners that will be developed in other marginalized communities. A project manager will be appointed to drive the programme in each of the communities where the establishment of a skills development partnership is proposed.

This will be in close partnership with the strategic partners in those respective communities.

## **PERFORMANCE MONITORING**

“The company” board will monitor service delivery and sustainability through the tracking of “the company’s” performance against key performance indicators aligned with measurable stakeholder and broader impact. These key indicators are to be developed and modified where necessary to ensure that they encourage satisfactory performance at “the company’s” operational level.

## **PROCUREMENT OF FUNDING**

“The company” enables a co-ordinated effort for accessing and mobilizing funding, locally, regionally, nationally and internationally.

## **“THE COMPANY” AND DEVELOPMENT SERVICES**

The end product of “the company’s” efforts is a local and regional network of sports bodies and skills development programmes supported by the necessary structures, to ensure high quality service, delivery of innovative programmes and sustainability.

There are currently few institutions where young people from Mitchell’s Plain can go to obtain services, information and support. This approach aims to implement and optimize the use of monitored skills development support by implementing their activity through constant monitoring, development and encouragement. By forging alliances with other institutions we hope to increase our impact on their skills development programme. “The company” will provide an integrated personal and skills development centre and programme. Our objective is to address the needs of children and youth using sports as a delivery system and by providing relevant services, information and opportunities which will enable them to be more productive. “The company” aims to empower children and youth at all levels, especially the disadvantaged, with access to development information, services and resources for their own broader economic, social and cultural development.

“The company” seeks to provide access integrated, cost effective and responsive skills development information, resources and economic development services and opportunities.

- Provide access to the use of technology to enhance the quality of skills development programmes
- Enhance the decentralization of skills development, services and opportunities
- Promote proper management and control of public and other stakeholder resources
- Enhance co-operation amongst stakeholders investing in sports development programmes
- Provide self-improvement opportunities to all interested children and youth

## **KEY FEATURES OF THE COMPANY**

Non-partisanship: the company must be a stakeholder institution that brings services and opportunities to the community and stakeholders objectively and on a non-partisan basis.

## **PHYSICAL INFRASTRUCTURE**

A suitable existing building should be considered as the operational base of the company in Mitchell's Plain. The company must form partnerships with institutions in the community to utilise infrastructure to deploy programmes and activities for the benefit of the youth.

## **ICT INFRASTRUCTURE**

To provide fast, efficient and effective services and opportunities, there is a need to have proper information and communication technology (ICT) infrastructure at "the company's offices. This will help our stakeholders in urban areas to gain exposure to media and other digitally related information services and opportunities, enabling them to participate meaningfully in the skills development programme and benefit from the information services of "the company."

## **INTEGRATED SERVICE DELIVERY**

"The company" should provide a space where stakeholders have access to media information, services and opportunities from various service providers, including sports bodies, civil society, training institutions and private sector organizations.

## **THIS VENUE SHOULD ENABLE:**

- Feedback mechanisms facilitating stakeholder participation
- Continuous research, monitoring and evaluation
- Sustainability and rollout in areas who can achieve maximum impact, continuous development and monitoring
- Given the unique circumstances in the community, a variety of possible operational models and combination would be identified to serve the particular needs of stakeholders and their skill development needs.