

# **TSHESEBE ORPHAN PROJECT DETAILED BUSINESS PLAN**

## **Contents**

	Page(s)
Introduction & Time Frames	2 - 3
Mission Statement	4
The need	5
Land & Buildings	6 - 8
Day to Day Operations	9 - 12
Finances	13 - 15
Legal Structure	16
Risks	17
Income Generating Ideas	18
Working with the local community	19 - 20
Local partner organisations	21
Recruitment	22
Training	23
HIV / AIDS Policy	24 – 25
Child Protection Policy	26 – 27
Summary of the Botswana AIDS Impact Survey.	28 – 30
Our CVs	31 - 39

# **TSESEBE ORPHAN PROJECT DETAILED BUSINESS PLAN**

This plan has been presented as a series of phases and anticipated time frames. We stress that **this document is work in progress** and that updates will be sent accordingly.

It is an extension of a PowerPoint presentation that will have already been sent to the reader. To avoid repetition, we have assumed that the information in the presentation will have been adequately digested. We (the Management Team) urge you to read more on why Orphans and Vulnerable Children (OVCs) have an immediate need for projects such as this.

We have also attached more information on our Mission Statement, Finances, Risks and Legal Structure.

## **Phase 1            Planning period**

**Timing:**            *Until Q1 2006. (We will assume that we will be in Botswana on March 1<sup>st</sup>. This date is subject to change.)*

- Raise sufficient funds for the project. (Please refer to separate “Fundraising” spreadsheet).
- Collect donations from individuals and companies for a shipping container.
- Prepare information for day to day activities with children.
- Prepare a detailed overview of environmentally friendly practices that will help our long term financial sustainability. Please refer to separate document entitled “Green Issues”
- Design a website. This is currently under construction.
- Build relationships with (potential) partner individuals / organisations.

## **Phase 2            Introduction to the community**

**Timing:**            *4 – 6 weeks (March 1<sup>st</sup> - mid April 2006)*

- Establish the *exact* need of the local community.
- Liaise with the local community and local organisations for their support. We aim to open something similar to a Dance Club which we think will be very well received.
- Build a small enclave within the plot of land we have been donated.
- Plant a natural security fence.
- Coordinate Architects, Constructors (and possibly other funders) to design and construct the buildings we will need.

### **Phase 3            Start up of activities**

**Timing:**            *6 months (Mid April – October 2006)*

- Recruit carers and send them on training courses.
- Open Day Care activities from temporary enclave of the land.
- Plant a natural security fence around the site.
- Start a small number of community focussed workshops / IGAs.
- Introduce our first volunteers to be focussed on Green Technology and Child Psychology.
- Small scale vegetable gardens.
- Testing of some of the Green ideas. (Please refer to separate “Green Issues” document).
- Push the design / construction process.

### **Phase 4            Temporary activities and Construction**

**Timing:**            *3 months (October – December 2006)*

- Construction of buildings. This will managed simultaneous to Day Care.
- Activities for children and the community will commence on a temporary basis.
- An increasing number of workshops / IGAs will be introduced.
- As buildings complete and land becomes usable, more green projects will be introduced.

### **Phase 5            Full operations launched**

**Timing:**            *6 months (January – July 2007)*

- Buildings will have been constructed.
- Operations will have slowly built up and will be ramped up to run at full capacity.
- Green projects will be put in place.
- IGAs will be targeted with making money (for profit, not sustainability).

### **Phase 6            IGAs developed / Monitoring**

**Timing:**            *July 2007 onwards*

- IGAs will start to make money.
- We will aspire to be as self-sufficient as possible.
- Start of gradual transition for Motswana / Batswana to manage the centre.
- Regular monitoring of the project to ensure that sustainability can be maintained for the long term.

Throughout this process, we will be constantly refining this plan. Any major changes will be discussed with key organisations that are supporting us, along with relevant authorities. We will be using various PR ideas to maximise exposure, and to attract new, and retain existing funders.

**Tshesebe Orphan Project, Management Team.  
September 2005**

## Mission Statement

*“To build a self-sustainable centre for orphaned children, and create a safe environment rich in education, skills and positive attitudes, so that they can develop and learn. The centre will be ultimately run by Batswana for Batswana.”*

We will;

- Provide an opportunity for Orphans & Vulnerable Children (OVCs) to develop in a drug free, crime free environment that offers shelter, education, skills, positive attitudes and personal qualities through the culture of learning and work. This aim is for them to gain skills to be an integral member of society.
- Alleviate the pressures currently placed on traditional society by relieving the current burden that OVCs are placing on Botswana’s Society.
- Act responsibly and;
  - Improve the quality of children’s lives acting as a guardian in the absence of natural parents.
  - Maintain traditional values as far as is reasonably practical.
  - Reduce the levels of Stigma and Discrimination towards HIV / AIDS and OVCs in the local community without showing any positive or negative discrimination. Moreover, we will adopt a holistic approach when addressing HIV / AIDS related issues, promoting the “ABC” message and working with other organisations such as;
    - PMTCT (Prevention of Mother To Child Transmission)
    - Tebelopele (HIV testing)
    - Positive Living Clubs
    - Local churches and religious organisations that run various HIV / AIDS related projects.
  - Strive for self-sufficiency to ensure the long term sustainability of the project. The project will be deemed a failure if it does not last for an absolute minimum of ten years.
- We will care for children aged 10 – 18 and concur with the Botswana Government’s view that children below this age should be constantly cared for by close relatives or close friends. It is also worth noting that significantly more than half of Botswana’s orphans are adolescents. In addition, children aged younger than 10 years will need different care to those aged above 10. In short, there is only a certain number of OVCs that we can care for. Plans to scale up our operations will be considered throughout our progress.

## The need

The following quotes are extracted from following sources:

1. The extent of HIV / AIDS in Botswana: <http://www.avert.org/aidsorphans.htm>
2. An overview of OVCs: <http://www.avert.org/aidsbotswana.htm>

*"We are threatened with extinction. People are dying in chillingly high numbers. It is a crisis of the first magnitude."* Festus Mogae, President of Botswana, 2001

*"It's mind-blowing. We're achieving miracles, and it's totally insufficient."* Donald de Korte, Project Leader, ACHAP, Botswana, 2002.

*"The increased spiral of adult deaths in so many countries means that the number of children orphaned each day is expanding exponentially. Africa is staggering under the load."* Stephen Lewis, UN Secretary-General's Special Envoy on HIV/AIDS in Africa, 2003.

The first case of HIV / AIDS reported in Botswana was in 1985. Just 18 years later in 2003, it is estimated that 110,000 children had lost their parent(s) to AIDS. 44% of Botswana's 1.8 million people are under the age of 17. By 2010 more than 20% of all Botswana's children will be orphaned.

*"My sister is six years old. There are no grown-ups living with us. I need a bathroom tap and clothes and shoes. And water also, inside the house. But especially, somebody to tuck me and my sister in at night-time."* Apiwe (aged 13) quoted in IRIN News (2004) Southern Africa: Special Report - New thinking needed on "AIDS Orphans".

*"... we entered a home and encountered the following: to the immediate left of the door sat the 84 year old patriarch, entirely blind. Inside the hut sat his two wives, visibly frail, one 76, the other 78. Between them they had given birth to nine children; eight were now dead and the ninth, alas, was clearly dying. On the floor of the hut, jammed together with barely room to move or breathe, were 32 orphaned grandchildren ranging in age from two to sixteen... It is now commonplace that grandmothers are the caregivers for orphans. The grandmothers are impoverished, their days are numbered and the decimation of families is so complete that there's often no one left in the generation coming up behind..."* Stephen Lewis, UN Secretary-General's Special Envoy on HIV/AIDS in Africa, 2003.

# Location and Buildings

## A Temporary Enclave

When we first arrive in Botswana we will have nowhere to stay. It will be the height of summer and the temperature will be high 30°C / low 40°C. Our first challenge will be to introduce ourselves to the local community (who will know the owners of the land), and to build a small enclave (15m<sup>2</sup> / 20m<sup>2</sup>). This will need to be protected by fencing and a gate, so that it can;

- Serve as temporary living quarters,
- House a Portacabin,
- Act as a temporary office from where operations can be started.

In the very first few weeks, we may be reliant on a local guest house for accommodation. Once the fencing is erected (ideally with local assistance) we will be able to use tents within the enclave until a more permanent structure (e.g. a Mud Hut or more modern structure) has been erected. It is important that this area is secure because we will be storing items of value and personal possessions. Moreover, we anticipate the delivery of the shipping container within 6 weeks of our arrival, and this will be full of very desirable items.

## A natural security fence

Once the temporary enclave has been built, we will start to plant a natural barrier to serve as a fence for the entire 100m<sup>2</sup> area. We intend to use a mix of *Jatropha* plants and *Moringa* trees (both take about 6 - 9 months to grow to an effective height). We are in contact with organisations and individuals in Botswana and are confident of sourcing seeds and / or saplings locally.

This environmentally friendly ethos will be used as an educational tool with children and the local community. Throughout this fencing's 9 month "ineffective period", we will be using the aforementioned enclave as a base. Fencing will be reinforced as required to ensure the land is sufficiently protected.

## Buildings and Construction

We have already mentioned that the project will be a failure if it is not open in 10 years time. We do not wish to build up the hopes of the children we are caring for as well as the local community, only to shatter them in a few years because, for whatever reason, we have to close.

One of the main factors in this will be financial sustainability. It is our intention to build a centre that will run as cost efficiently as possible in future years. One way in which this can be achieved is to adopt Environmentally Friendly practices in order to;

- Reduce costs such as Electricity and water.
- Be as self sufficient as possible by, for example, growing our own food.

More information on this can be found in a separate document entitled "TOP Green Ideas".

The following is a list of the types of buildings we intend to have constructed;

- Main Building to be used as an office and reception.
- Playing area
- Storage room
- Latrines and shower facilities close to the main building
- Workshop
- Kitchen area (well away from the latrines)
- Garden area + chicken pens
- Living huts with en-suite latrines and shower/bath area
- Trees for shade

The types of buildings we wish to build will be in line with the local environment, and will fit in with local building styles.



Traditional mud hut



A more modern house



Latrine



The inside of a school kitchen

## **Architects and Constructors**

An integral part of being able to adopt these measures will be in the design of the buildings we construct. We will need technical help on this and are in discussions with architects at BOTEC (Botswana Technology Centre) interested in designing environmentally friendly buildings for us. Moreover, they are in contact with construction companies (amongst others) who have shown interest in funding a project such as this. Funders may wish to use our site to demonstrate how Green buildings can work effectively.

To manage this process we really need to be in Botswana to liaise with the individuals concerned. Trying to do this remotely has already proved to be very slow and cumbersome. That said, we have made headway and would like to have at least a basic layout and possible designs of buildings in place in advance of our trip. This would ideally be confirmed soon after our arrival so that construction can commence within 9 months of the project.

## Day to day operations

In the first instance, we will open on 3 - 4 weekdays only. This will enable us to settle and gain a greater understanding of the needs of the children and how we can meet their needs. The need to operate 5 – 7 days per week is anticipated and the decision to increase the number of days will be made on the ground. We have not overlooked the concept of “OVC fatigue” amongst the workers and will take it into consideration when planning.

Education (at a local school) will be supplemented by a planned “homework period” each school day. Assistance will be offered during this period where necessary. The following template offers greater insight into how we are planning our daily operations. **We are in the process of adding further detail, especially on the content and variety of activities.**

### Monday -Friday

Each day will include regular activities and a similar structure to promote consistency, familiarity and “normality”. This will be easier for us to plan each day as well as being easier for staff and children to follow. In addition, it will teach responsibility and organisation skills, and offer stable working hours for local staff.

The program will mix fun with learning. We plan to give children responsibility to prepare them for more realities of life (e.g. “*If I don’t feed the chickens, no one else will. If they die, there will be no eggs to eat or sell*”). It will also demonstrate to the children that the good things in life don’t come for free, stimulating a feeling of importance and empowerment.

The proposed structure of each day (starting at 13.00 and finishing at 18.00) is as follows;

#### **13.00 – 14.30** *Children leave school and arrive at the centre.*

It is important to consider that this will be the hottest part of the day and that this centre will offer shelter from the sun.

There will be compulsory hand washing before being fed. This meal will be the main meal of the day for children and will be substantial. It will help with their nutrition and will maintain their energy and attention for the afternoon’s activities. This will be followed with children taking turns to wash up. There will eventually be a chance for the children to wash in our facilities, brush their teeth etc. A laundry facility will also be provided.

#### **14.30 – 15.00** *Homework.*

There should not be any play between arrival and homework as it would be more difficult to retain the children’s attention. This will teach discipline and responsibility. Desks will ideally be provided for children to do their homework in peace, stationery will also be provided and children will be able to use this time to ask for help with their homework.

#### **15.00 – 15.45** *Fun time.*

This will start with 15 minutes of exercise and will be followed by supervised activities that will stimulate children. Staff will also partake in this. It may also involve dancing (which the Batswana really enjoy). We will also use this time to discuss interesting topics, watch interesting TV programmes / cartoons etc.

### ***15.45 – 16.15 Responsibility time***

This will be a time for children to take care of the gardens, animals etc (watering, feeding, weeding, cleaning, planting, mucking out etc). We envisage having 3 groups rotating every 2 – 4 weeks to ensure that children get experience in all the activities. Practical help and hints will be given during this time. Children will be empowered to take responsibility for their own work and actions

- Caring for the vegetable garden
- Caring for the chickens
- Maintaining the plot

### ***16.15 – 17.15 More Playtime***

Children will be free to do what they want. There will be an opportunity for them to have a “one to one” with staff should the child be comfortable with it. The content of this can take many forms such as art therapy, singing, dancing, art and playing etc. This could also involve simply giving them a hug or listening to their problems.

(We need to assess exactly what we can offer in the absence of a child psychologist. There will be clear need to address the children’s emotional needs to address the trauma of seeing people dying of AIDS.)

### ***17.15 – 18.00 Preparing to leave***

Before the children leave they will put the toys and whatever materials were used back to their “living” place – with the staff assistance (lead by example!)

Eat their dinner snack, say goodbye and leave for home well before it gets dark

## **Saturdays**

### ***Kid’s clubs***

- Open to all children from the local community (to reduce stigma) for 2-3 hours of the morning
- Activities could be run by volunteers (international as well as local if we find some)
- Easy activities, with having fun as the main target (should be time off from the school for the children)
- Can have separate age groups to avoid need of age restrictions. Some restrictions of age should be imposed (age 6-16)

The topics of these clubs may include

#### ***Art Club***

To provide us with the materials needed for our newsletter & donors + possible fundraising book and calendar. We may run competitions for the children, teach them different art & craft techniques...

### *Football club*

This activity will be the easiest to organise and most popular activity for the boys.

### *Traditional dance / Music / Drama Group*

This will require a local person in charge (volunteer from local community or perhaps one of the staff). From our personal experiences, this will be a firm favourite amongst the Batswana.

### *HIV / AIDS awareness groups*

These are in the process of being designed, but will be based on the principles of Total Community Mobilisation (TCM), the organisation that Lucie, Dave and Rick worked at in Botswana.

### *Weekend workshops*

We could possibly run workshops with various topics for older teenagers on-site. The objective is to improve the quality of their life, equip them with extra life-skills and knowledge and get them to do something worthwhile doing instead of sitting in shabeens. This could be a monthly activity on the weekend that people get paid.

We are conscious that these are our “European” ideas and that there will be other themes for clubs will be suggested by the Batswana. We will be receptive to local ideas. Club participants will receive a snack and a drink before the end of the session.

## **Sundays**

This should be a day off. Children can attend church with their families and spend a purely traditional day with their families. It will also allow staff to rest and do their own thing (overcoming “OVC fatigue”). If we see the need to run similar arrangement as on Saturdays (children hanging around and getting into trouble), necessary arrangements can be put into place to benefit OVCs. This decision will be made on the ground.

## **Special activities**

These may be held on a monthly basis and could involve the entire community to bring us closer together, gain a better understanding of needs and problems, gather feedback, share ideas etc. These events are designed to be mutually beneficial for the Day Care centre and the community.

Members of the community could be attracted by providing food, running workshops on a variety of topics, cleaning events and numerous building projects. They will probably have an HIV / AIDS focus. Events may also include an “open-house” policy to quash any possible myths about what we are doing. This will, in turn, reduce any stigma towards the children we are caring for, increasing our chances of gaining further support (time, materials, money etc) from local volunteers.

# Finances

Financial reporting will be transparent and provided in a timely manner, in accordance with local principles and local principals alike.

## Initial set up costs and sources of revenue

We will require an initial lump sum investment to be established. Anticipated initial costs include;

- Buildings
  - Main Building to be used as an office and reception.
  - Playing area
  - Storage room
  - Latrines and shower facilities close to the main building
  - Workshop
  - Kitchen area (well away from the latrines)
  - Garden area + chicken pens
  - Living huts with en-suite latrines and shower/bath area
  - Trees for shade

We are in discussion with relevant bodies in Botswana for the design and construction of buildings. In addition to buildings, we will need the following.

- License
- Recruitment and training
- Fixtures and fittings
  - Desks & Chairs
  - Lights
  - Tap
  - Plates, cutlery
  - Cupboards
  - Books & stationary
  - Beds
  - Shelving
  - (Clothes) washing materials
  - Baths
  - Fridge
  - Sink
  - Furnishings (sofas)
  - Bedding
  - Playground stuff - see-saw, swings, climbing frame, sand pit, roundabout (as possible water pump)
  - Kitchen utensils (pots & pans)
- Security
  - Fencing
  - Locks
  - Gate

It is possible that some of the above may be provided by the local community and / or the local council / Kgosi which will obviously reduce the amount required. We will approach individuals and organisations before our departure for donations of as many materials as possible to be shipped in the donated shipping container.

More information will be attached on Finances. It has been kept separate as it is best presented as a spreadsheet and will follow. We emphasise that we are not trying to hide any information.

## Running costs and sources of revenue

A second source of funding will cover running costs which include;

- Salaries
- Food
- Electricity
- Water
- Travel
- Internet / phone
- Visas
- Insurance (Medical, buildings etc)
- Security
- Maintenance
- We also feel that it would be financially prudent to keep a reserve fund for unexpected costs.

We aim to win financial (and possibly technical support) from a mix of several NGOs and Corporate organisations. Before departure, we aim to secure sufficient revenue streams for the first three years of operation.

An additional source of revenue is anticipated from a “Sponsor a Child” scheme which has already received significant interest from friends, family and contacts in the UK that have volunteered their interest before being asked. This scheme will be investigated further, but initial thoughts on how it will run are;

- No minimum amount of sponsorship required, the sponsor can choose the amount they want to give according to their circumstances.
- The donation can be arranged as once a month payment or once a year donation (the latter being aimed at corporate donations).
- Overwhelming opinion amongst UK residents is that they are being constantly asked to donate money. Many people feel that increasing amounts of their donation is being spent on expensive trappings (such as plush offices and flash cars) rather than on the people for whom their money was intended. In order to maintain their commitment, donors will receive a quarterly newsletter (by email) outlining our progress and, most importantly, how their donation has been spent. Children and staff will be encouraged to make a written (or drawn) contribution to the newsletter. We aim to act as a conduit between donors and the children.
- It has probably not gone unnoticed that we do not have any logo or branding. In an effort to build and affinity between the funders and the funded, we intend to hold a competition for OVCs and members of the local community to design a logo for us. Entries will be posted on our website. Visitors to the site will be given the opportunity to make an electronic vote for the best logo design, with a prize (to be decided) given to the three most voted pictures. The benefits of this concept (and similar) are countless.

## **Longer term costs and revenue sources**

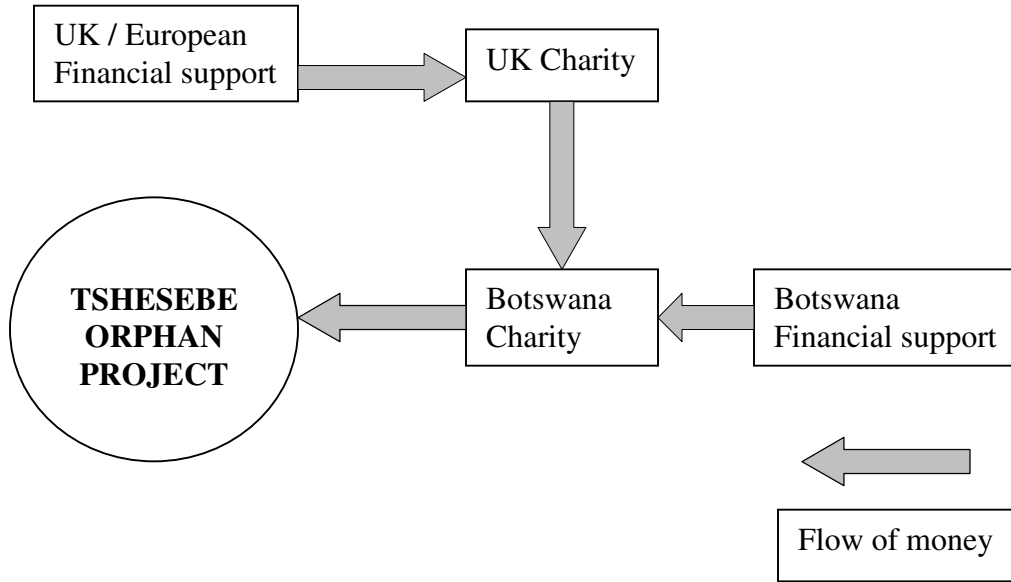
In an effort to be self sustaining, we will endeavour to fundraise through our own efforts and be less reliant on donations. Ideas for Income Generating Activities can be found later in the document. In addition, we are considering;

- A “pen-pal” scheme with schools in the UK in an effort to bridge the social and cultural divide.
- Asking for support from local business to provide whatever goods and services they are able.
- Fundraising events in the local community aimed at the more affluent members of the community.
- Attracting income from tourists in some way. We aim to build a working relation with several locally based tourist organisations.
- Making a TOP promotional calendar.
- Production of hand-painted fridge magnets souvenirs from recycled bottle tops.
- Trips to salt pans to watch the annual flamingo migration, Baines’ Baobabs, Lekubu Island etc. This would have to be in conjunction with official guides.
- Selling traditional Tswana arts and crafts (e.g. basket) abroad. Links with UK retails outlets will need to be sourced to facilitate this.
- Holding fundraising lectures in Europe
- A book of short stories is in the process of being revised and it is hoped that it will be published over the next few years. The objective of this book is to increase awareness about the HIV / AIDS pandemic and its impact on Botswana’s culture, and, more importantly, to raise money. This may include pictures and stories from the children.

More information will be attached on Finances. It has been kept separate as it is best presented as a spreadsheet and will follow. We emphasise that we are not trying to hide any information.

## Legal Structure

The following diagram illustrates the intended legal structure.



## **Risks**

### **The close proximity of Zimbabwe**

It is important to note that the close proximity of the troublesome part of Zimbabwe has been given strong consideration, although, on reflection, was not sufficient to dissuade us. There are numerous news reports of the current treatment of people in Matabeleland, many of whom have no jobs, no money and, most recently, no houses. This area is just the other side of the Zimbabwean border and many people there are from the Khalanga tribe, as are many people in the North East of Botswana. Botswana has experienced an influx of Zimbabweans seeking both Economic and Political refuge legally and illegally. Most of these refugees head for the cities of Francistown and Gaborone, either by bus, or by literally walking over the border.

We are not sufficiently qualified in Politics or Economics to reliably predict how the situation there will develop. The worst case scenario that we can foresee is that a possible Civil War in Zimbabwe which may give rise to the number of refugees. Our location on the main road from Bulawayo to Francistown may be a potential target for refugees to either seek shelter and more. We emphasise that this is the worst case scenario. We will, of course adopt security measures to offer personal safety to staff and children, and will be in immediate contact with the local police and army barracks in Tshesebe.

The reality is that we are setting up a project in deepest Africa and there is an automatic risk associated with this. Indeed, if the main risk were not the current circumstances of neighbouring Zimbabwe, it would probably be something else. Part of our analysis included the fact that Botswana is a very safe country (the Batswana are placid people) which has not had any notable conflict in recent times. Moreover, on balance, we feel that the need for OVC care is so great that we should not be deterred by the potential risks previously outlined. The situation will be continually assessed.

Solutions to other risks are being given strong consideration.

## **Income Generating Activities (IGAs)**

### **Processing & Manufacturing**

1. Pottery products
2. Garments making
3. Container making
4. Donkey Cart making & repairing
5. Cart wheel making
6. Broom making
7. Sweet meat making
8. Furniture making
9. Medicine preparation
10. Umbrella / Parasol repairing
11. Clock repairing
12. Bicycle repairing
13. Butcher shop
14. Radio repairing
15. Quilt making
16. Weaving
17. Blacksmith works
18. Firewood making
19. Spices making
20. Bread making
21. Jute & cloth bag making
22. Book binding
23. Spinning
24. Shoe making (from tyres)
25. Musical instruments making
26. Tube-well making & repairing
27. Yarn dyeing
28. Sign board painting
29. Mosquito net making

### **Services and shop keeping**

1. Newspaper distribution
2. Barber shop
3. Microphone rental
4. Sewing machine purchase
5. Veterinary services
6. Battery charge/maintenance

### **Agriculture, Forestry, & Livestock**

1. Vegetable cultivation
2. Aqua-culture
3. Repairing of natural fencing
4. Well for irrigation
5. Horse raising
6. Cow fattening
7. Poultry raising
8. Tea stall
9. Electrical parts
10. Seeds & plants shop
11. Photograph shop
12. Mirror shop

### **Trading & Peddling**

1. Stationary goods
2. Grocery goods
3. Glass wares
4. Clothes
5. Sandals
6. Gasoline
7. Wool
8. Brass
9. Books
10. Utensils
11. Honey
12. Leather
13. Gunny bags
14. Spices
15. Tea
16. Fertilizer

# Working with the community and cultural awareness

This is explained in two categories;

1. The value we can add to the community.
2. The support we anticipate from the local community.

## 1. The value we can add to the community

We will be sensitive to cultural issues. The Batswana are largely from the Tswana tribe and Khalanga tribe, both placing great emphasis on traditional values. We cannot lose sight of the fact that we will be acting as guardians to the children we are caring for and will ensure that we incorporate an acceptable blend of traditional and “western” values with the greatest emphasis being placed on traditional values. This will be achieved by recruiting largely Motswana staff that will have the most direct contact with the children, speaking to them in Setswana and teaching them the skills and values as closely as a guardian (rather than a parent) can possibly do.

- All local staff will be encouraged to lead by example through;
  - Maintaining a clean living and working environment.
  - Living positively.
  - Behaving as role models (in the absence of parents).
- As an organisation, we will offer workshops on various topics such as;
  - **Effective gardening** using natural fertilizers (such as chicken waste pellets) and following traditional techniques with a blend of “western” techniques being added.
  - **Financial planning and budgeting.**
  - **Helping set up projects within the local community.** These can include projects for financial gain (e.g. advising on how to set up Soya restaurants) or non-financial gain (e.g. setting up Positive Living Groups, organising actions to collect cans for recycling, cleaning the local environment, promoting planting of Moringa for food, organising for mobile testing in the area etc).
  - Promoting the importance of;
    - Getting tested for HIV / AIDS (with Tebelopele).
    - Not stigmatising or discriminating against people with HIV / AIDS.
    - Positive living (Nutrition, exercise and keeping a Positive Mental Attitude).

Moreover, we will make ourselves available individually and collectively to anyone from the community that asks for help or support. It is our intention to build working relationships with local organisations including Social Services, Home Based Care, Local Clinics, Tebelopele (HIV / AIDS testing) etc.

We are conscious that we may be initially referred to as an “AIDS Orphanage” by the local community, and accept that we may need to educate / re-educate the local community that TOP is a Day Care Centre caring for children that may or **may not** be HIV positive. They are the future of a nation, as well as children.

## **2. The support we anticipate from the local community**

From our experiences, we feel that there will be a strong feeling of encouragement from the local community for our project because of the value we will be adding. We think it is likely that there will be individuals prepared to offer help with;

- Building projects and maintenance of the premises.
- Small donations such as products / materials / food.
- The education of traditional values and customs.
- Setswana lessons for us and volunteers.

The Tswana people traditionally have a strong community spirit and we have sufficient anticipation of their support to include it in our plan. Moreover, the community's belief in the project will be integral to our success.

In line with our desire to be culturally aware, we will work closely with local leaders, especially the local Kgosi (chief) and headmen whose support of the project will be paramount to our longevity. Ultimately, it is only our culturally sensitive actions that will win the confidence of these very important local leaders and we accept that this will take some time.

We do not intend to include a religious element, although religion (of any denomination) will not be discouraged.

In line with promoting traditional values and long term sustainability, and to ensure that children are able to get a job in later life, part of the training will focus on teaching the older children skills that their forefathers would have ordinarily taught them. These include;

- Drama
- Playing traditional musical instruments, singing traditional songs etc
- Playing sports
- Leather making
- Basket making
- Woodwork
- Metalwork
- Cow herding
- Making mud huts and kraals

Teachers of these skills will need to come from the local community and we feel that community members will be interested in sharing their skills as a way to continue Tswana traditions. Clubs will be set up to teach these skills, and they will be open to the local community. Indeed, the teaching of skills such as drama or singing are currently being used in other OVC centres as tools for helping children deal with the loss of one or both parents.

We aim to have Batswana running the centre as much as is reasonably practical. In the short and medium term however, overall responsibility will be retained by the Management Team especially for financial (particularly expenditure) control and more strategic decisions. Local community members will be invited to join to the Management Team.

## Local partner organisations

We acknowledge that we have no direct experience of establishing an OVC centre. We have, however, been massively exposed to the effects that HIV / AIDS has had on Botswana's society, along with its impact on individuals both physically and emotionally. Rick, Dave and Lucie have all been through a 4 month training programme which increased our awareness of the virus and African culture.

We are all very open and honest individuals and our motivations for undertaking this project stem from our humane nature and the affect that all elements of the virus had on us when we worked directly with communities in Botswana.

We are in dialogue with similar projects in Botswana and we have already had an offer of help with the training of staff (including ourselves) and general advice from a similar project in Botswana. In addition, we know of other organisations from whom we can receive further advice on the pitfalls we can expect and hope to learn from their positive and negative experiences. In short we do not wish to re-invent the wheel. Moreover, we intend to build working relationships with the following existing organisations in the community;

Dula Sentle is a centre for OVCs based in a village close to Gaborone. Gill Fonteyn and his wife are the managers and have offered training of our staff. I have previously spoken with the management of the SOS village (hosting orphans) in Francistown who have already have already offered, help along with individuals at other centres for OVCs

The Botswana government has set up many organisations and we hope to work with;

- Home Based Care (HBC)
- Tebelopele (HIV testing centres)
- Local clinics
- Social Services
- MASA (overseeing the distribution of free ARV drugs that help prolong the lives of the Batswana with HIV / AIDS)
- Local Village District Councils (VDCs) headed by the local Kgosi (chief)
- The council of Francistown and the North East District
- Locally based international aid organisations such as the UN.
- Corporate organisations with a local presence.

Before departing to Botswana, we will be in contact with UK organisations involved in OVC care to understand more about how they operate. Cultural differences will, of course be factored in.

# Recruitment

## Recruitment of Motswana employees

Of greatest importance is the need to recruit local Batswana into the organisation. These can be carers, handyman, security guards etc. We will assess the talent pool as soon as we realistically can, although from experience, we anticipate many people approaching us for work.

We already have a certain individuals in mind to employ as carers and as a handyman. These are former colleagues (from TCM) who have shown significant interest in our plans. We have worked with them and have confidence in their ability and commitment, but will need to meet with them to reaffirm this commitment. They accept that they will need to be retrained, but know that they want to do as much as they can to help with the impact that HIV / AIDS is having on their own society. Indeed, their actions have illustrated their commitment to this plight.

In addition, we are in contact with relevant lecturers at the University of Botswana who are confident of providing, for example, trained Social Workers who are currently unemployed.

## Volunteers

Earlier in this proposal, reference was made to using the help of international volunteers. These individuals will initially be individuals that we know personally. They have expressed an interest in helping and we intend to use their help wherever possible. They are aware that they need to cover travel expenses, in return for free food and board. We know that Dula Sentle operates a similar scheme and are keen to benefit from their help in return for offering a “once in a lifetime” experience and / or a potentially life changing experience. Moreover, they could use the centre as a base from which to travel in Africa if they wished to do so during or after their work with us.

Should this be successful with personal contacts, we would be keen to broaden the network with the possibility of advertising roles on our website (currently in the process of being designed). We anticipate potential candidates being;

- Gap year students.
- Travellers.
- TEFL students to come and teach English.
- Work placements for students of Environmental Science, Nursery Nursing, Medicine, Child Psychology, Teaching etc.
- People taking career breaks.

Clearly we need to be careful who we invite and intend for people we don't know to be interviewed by one of the trustees of the UK Charity. In addition, we will insist that they are screened using the services of a police check to ensure that they are not, for example, sex offenders. We would also check any references they offer.

## **Training**

Carers (including the management team) will be trained at Dula Sentle, an existing Day Care Centre in Otse (near Gaborone, Botswana). We have been working with the management of this centre who have agreed to provide training to our staff. We are currently awaiting more information on the content and costs of the training course they can offer.

That said, we know that it will entail two weeks of training. The first week will be based at Dula Sentle and will involve shadowing the carers of Dula Sentle. The second week of training (held some weeks later) will be based in Tshesebe. Dula Sentle trainers will work with our employees on our site, offering practical, hands-on advice on how to care for the children. We anticipate building a close working relationship with Dula Sentle.

The costs are expected to be around P2000 (£200) per person.

We are also awaiting more information from Lifeline, an HIV / AIDS counselling organisation based in Gaborone. We are led to believe that their training is free. The counselling training they offer will be invaluable when helping OVCs deal with trauma.

Other training (over and above the training that the management team can offer) is being sought.