



HIV/AIDS | Orphans & Vulnerable Children | Early Childhood Development | Youth and Adult Education & Development | Community Safety & Development

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## Community Safety Initiative: Chesterville

## AFTER-SCHOOL SPORT PROGRAMME

**I. PROJECT TITLE:** Chesterville After-School Sport Programme

**II. ORGANISATION NAME:** Vukukhanye

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## **1. BACKGROUND (See *Vukukhanye Summary Profile*)**

Vukukhanye is a Public Benefit Organisation concerned with the support and upliftment of vulnerable and underprivileged individuals, families and communities. Our strategic focus (10 year plan) is the holistic development of the community of Chesterville, in Cato Manor, KwaZulu-Natal. Vukukhanye is presently engaging with various stakeholders (community, government business and civil society) in the implementation of a Community Safety Initiative, targeting the community of Chesterville. The principles underpinning the Community Safety Initiative are based on a document commissioned by the South African Government and compiled by the National Crime Prevention Centre (SAPS), the CSIR Crime Prevention Centre and the Institute for Security Studies entitled "*A Manual for Community Based Crime Prevention – Making South Africa Safe*" (2000). The Ethekweni Metro Council's crime prevention strategy ("*Durban Safer City Strategy: 2000*") is also aligned with this manual. **This After-School Sport Programme forms part of the above-mentioned Community Safety Initiative.**

## **2. MOTIVATION**

The population of Chesterville is approximately 42,000 (Stats SA, 2001). Despite the progress made since South Africa's democratic elections in 1994, characteristics of this community still include widespread poverty, unemployment, a high prevalence of HIV infection, crime, abuse, domestic violence, orphaned children, dysfunctional households, low levels of education, and a general lack of support.

Schoolchildren in Chesterville have little opportunity to engage in organized after-school sport. This is due to limited school sport programmes, the lack of available skilled coaches and other volunteers, as well as limited availability of sport's kit, equipment and facilities.

Sport is a fundamental part of a child's education. A busy after-school sports' schedule promotes a healthy body, and provides a supervised environment for children who may otherwise become involved in crime and other unproductive or harmful activities. Sport's training is also associated with the development of life-skills, such as discipline, boundaries and consequences, self confidence and interpersonal skills.

Vukukhanye has a long history of association with Chesterville and has identified project leaders who will work with the community of Chesterville in implementing sport as a development tool, according to the 'Sport For All' social franchise model, and with the associated direction and training from Sport For All. Sport For All have successfully implemented this model in a number of previously disadvantaged communities in Gauteng (Katlhohong, Palmridge, Nyala and Ateridgeville), Limpopo (Thabazimbi) and the North West Province (Kagisano).

Community stakeholders in Chesterville such as schools, local coaches, the Chesterville Residents Association (civic) and the Ward Councilor are in support of the proposed initiative, which would augment existing sport's programmes and make sport available to a larger proportion of the school-going youth within Chesterville. It would also reach children of school-going age who may not presently be attending school.

### 3. TARGET POPULATION

#### 3.1 Geographic Location

This project will target the historically disadvantaged community ('township') of Chesterville. Chesterville (part Ward 24 & Ward 29) is located in the Cato Manor region of the eThekweni Metropolitan Area, in the province of KwaZulu-Natal.



#### 3.2 School children in Chesterville

The after-school sport project is specifically targeted at children of school-going age (Grades 1 to 12). There are five (5) schools within the targeted area of Chesterville, with a combined learner population of 3,287 children (**Table 1**).

SCHOOL	LEVEL	AREA	LEARNERS (per school)	
1 Ukukhanya KweLanga	Junior Primary	Chesterville, off Rd.1	583	
2 Christopher Nxumalo	Senior Primary	Chesterville, off Rd.1	470	
3 Chesterville Secondary School	High School	Chesterville, off Rd.1	738	
			(Total learners schools 1-3)	<b>1 791</b>
4 H.P. Ngwenya	Grades R-7	Chesterville Extension	746	
5 Chesterville Extension Secondary	High School	Chesterville Extension	750	
			(Total learners schools 4,5)	<b>1 496</b>
			<b>TOTAL LEARNERS 1-5:</b>	<b>3 287</b>

**Schools 1,2 & 3:** Venue 1 (Chesterville Sport's Ground) (PRIMARY SITE)

**Schools 4 & 5:** Venue 2 (Chesterville Extension Sport's Ground)

**Table 1: Chesterville School Details**

The total target population of children of school-going age in Chesterville will be larger than 3,287; as this figure does not include children who are not attending school for various reasons.

### 3.3 Project Venue

The following venues have been identified as being suitable for accommodating the proposed after-school sport's programme:

#### 3.3.1 Primary Venue:

##### **Chesterville Sport's Ground (Mahlali Road, Chesterville)**

- This includes a flood-lit sport's field, swimming pool, 2 netball/basketball courts and 2 tennis courts.
- The sport's complex is located within easy walking distance of Ukukhanya Kwelanga Junior Primary School, Christopher Nxumalo Higher Primary School and Chesterville Secondary School.



Ukukhanya Kwelanga Junior Primary Christopher Nxumalo Primary Chesterville Secondary School (1km) →

#### 3.3.2 Secondary Venues:

##### (i) **Chesterville Extension Sport's Field**

- This includes only 1 sport's field.
- It is located in Chesterville Extension, between Chesterville Extension Secondary School and H.P. Ngwenya Public Primary Schools, and is shared by these schools and the surrounding community.

##### (i) **Schools**

- Some supplementary coaching activities could take place at the above-mentioned schools (when available), which have the following limited facilities:

Chesterville Secondary School - 1 x netball/basketball court

H.P. Ngwenya Public Primary School - 1 x netball court

Ukukhanya Kwelanga Junior Primary School - no sport facilities on site

Christopher Nxumalo Higher Primary School - no sport facilities on-site

##### (ii) **Westville Golf Driving Range**

- Chesterville is within walking distance of the Westville Golf Driving Range, which could be used for golf coaching.
- The site includes a small sport's field.

## **4. AIM & OBJECTIVES**

### **4.1 Aim**

The overall aim of the project is to contribute to youth development, crime prevention and the development of sporting talent within the school-going youth of Chesterville, by:

- 1) Facilitating the increased availability of after-school sports coaching opportunities, along with the necessary sports equipment and kit, to school children in Chesterville,
- 2) Using sport as a platform for teaching life-skills to youth in Chesterville, and
- 3) Providing local black entrepreneurs with sports coaching and business skills.

### **4.2 Objectives**

- 1) Role-out the 'Sport For All' sustainable social franchise model at one site in Chesterville i.e. Chesterville Sports Ground (Mahlati Road, Chesterville).
- 2) To have 718 school-children from Chesterville enrolled in a regular after-school sport's coaching programme by the end of December 2010. Over 200 children are registered to date (May 2009) and are attending coaching daily.
- 3) Set up associated administrative and project management support.



## 5. PROJECT PLAN

### 5.1 Approval of Vukukhanye as Franchisee

Sport for All has approved Vukukhanye as a suitable Franchisee and are in support of the proposed implementation of this model in Chesterville (**See letter of approval from Sport For All**). As franchisee, Vukukhanye will be responsible for the implementation of the model, but will receive the necessary training and support from Sport For All.

### 5.2 Implementation of the Sport For All Social Franchise Model in Chesterville

#### 5.2.1 The Sport For All Model (See 'Sport For All Franchising 2008')

The Sport For All model is a self-sustaining model which operates on the basis of capitalizing and obtaining funding sponsorship for the initial setup costs. The model is then self sustainable as members (children participating in the programme) are required to pay a nominal monthly membership fee (normally R30/month). This money is then pooled together and used to pay the monthly expenses (**See 'Income Statement for Year 1'**). Contingencies have been put in place to accommodate children who are not able to pay the membership fee (**see section 6 below: Sustainability**). Vukukhanye, in collaboration with the Chesterville Residents Association, has identified two franchise operators from Chesterville who are responsible for the implementation of the project, but will receive ongoing support from Sport For All, Vukukhanye and the Chesterville Residents Association.

#### 5.2.2 A Sport For All Franchise consists of:

- 1) A complete Business Formation and Management Programme that focuses on creating a **self-sustaining** business entity.
- 2) A world-class **coaching** system that focuses on coaching drills to teach and enhance all aspects of the chosen sports codes; as well as providing a monitoring solution for the coaching of the players.
- 3) **Monitoring** - A smartcard based player management system that facilitates payment and accurately records all interactions between coaches and children. The information is then consolidated centrally in a database that can be accessed via the internet.

#### 5.2.3 Sporting codes:

The structure allows for the addition of any sporting code, as long as there are enough participants and there is a coach/educator to deliver the coaching/content. Codes offered include soccer, hockey, cricket, rugby, netball, basketball, tennis, volleyball, athletics, handball, drum-majorettes, indigenous games and agility; a swell as life skills and extra lessons.

#### 5.2.4 The set-up cost includes:

- 1) Equipment  
A complete inventory of sports equipment needed to coach the selected sports codes
- 2) Clothing  
Uniforms for sports coaches and match kit for senior and junior boys and girls teams
- 3) Marketing Material  
All marketing material required to advertise the franchise and enlist membership
- 4) Player Management System  
A smart card based reporting and monitoring system
- 5) Sport Plan  
A world class coaching system
- 6) Container  
A 20 foot branded container used to store sports equipment and includes a small classroom for training (**See 'Diagram of Container'**)
- 7) First Aid Training  
The Franchisee must attend a First Aid training course prior to opening the site
- 8) Stationery  
Membership Forms, Indemnity Forms, Frequently Asked Question Forms and Welcome Letters
- 9) Training  
Classroom and on-site training focuses on implementing and sustaining the business model.

### **5.3 Implementation Process & Marketing Plan**

The Implementation and Marketing plan (20 October 2008 to 09 February 2009) is attached. This was developed by the two Chesterville franchise operators under direction of Sport For All, at their Sport For All training held in Johannesburg in October 2008.

### **5.4 Upgrade Existing Facilities and Provide Additional Kit and Equipment**

The project budget (**Section 8, below**) makes provision for R30,000 for upgrades to facilities and new equipment, and R15,000 for additional sport's kit which may not be included in the franchise set-up cost.

## 5.5 Project Management Function

In order to ensure the success of the project, it is intended to set up a Management Resource, dedicated to the after-school sport programme. This will consist of at least 1 full-time, paid Project Manager, operating from an office in Chesterville. This Project Manager would have the following responsibilities:

- 1) Administrative Support
- 2) Marketing, Promotions and Fundraising
- 3) Liaison with coaches, schools, school-children, parents, donors & community stakeholders.
- 4) Linking social needs identified with other Vukukhanye project areas or appropriate sources of support e.g. orphans and vulnerable children linked with social workers.
- 5) Seek to expand the Model to other areas in Chesterville and other communities in KwaZulu-Natal.

## 5.6 Partnerships & Community 'buy-in'

Vukukhanye has a long history of association with Chesterville. Community stakeholders in Chesterville such as schools, local coaches, the Chesterville Residents Association (civic) and the Ward Councilor are in support of the proposed initiative, which would augment existing sport's programmes and make sport available to a larger proportion of the school-going youth within Chesterville.

Vukukhanye has identified project leaders who will work with the community of Chesterville in implementing sport as a development tool, according to the 'Sport For All' social franchise model, and with the associated direction and training from Sport For All. Another important partner is **SuperSport**, who have committed to supporting the implementation and role-out process.

Partnerships with **professional sportsmen** have been established; such as Kevin Curren (ex Wimbledon finalist), Neil Tovey (ex Bafana Bafana soccer captain) and Lyall McNeil; who have already committed themselves to assisting the process. David Phillips, the owner of the Westville Golf Driving Range has also been engaged and is supportive of the project.



## **6. SUSTAINABILITY**

The support offered to Vukukhanye by Sport For All will be ongoing and take the form of training workshops, on-site mentoring, and one-on-one input when required.

The sustainable franchise model, based on a nominal monthly membership fee, is a key factor in ensuring the sustainability of the programme. This model has a track record of success in similar communities in South Africa.

Where children are not able to afford the monthly membership fee, these children may apply to Sport For All's Orphans and Vulnerable Children's (OVC) Fund to pay their monthly membership on their behalf. This OVC Fund is funded by corporate and SMME Social Enterprise Development Funding (BEE Code 700), which Sport For All solicits.

Vukukhanye will also seek ongoing corporate (e.g. CSI budgets), government and private sponsorship to facilitate the affordability of this service among socio-economically disadvantaged youth. To this end, Vukukhanye has partnered with SuperSport (Regulatory Affairs & Enterprises), who have confirmed SuperSport's commitment to the project in the following ways:

- Provision of television coverage of the project and of the sponsors
- Inclusion of the "Let's Play" initiative which includes the provision of balls & kit
- Access for 1 or 2 deserving post-school children who have an interest in sport and media into the SuperSport internship programme each year
- Access for top sportsmen and sportswomen into various sporting code development programmes and academies
- Opportunity to build a long term partnership
- Commitment to be provide assistance and input during planning sessions

Vukukhanye's existing projects enjoy strong support from communities (private individuals and corporate) in the Durban area, and have a growing volunteer and donor base. We have the necessary technical expertise, financial control systems and strong leadership to be able to implement this programme in Chesterville.

The Project Management Function (4.5 above) will also contribute towards the ongoing success of the Programme.

## **7. MONITORING**

Reports will be generated on an ongoing basis via the player management system. The funder will have access to specific reports as agreed from time to time. These reports can be accessed electronically, including via the web. Only specified personnel and the funder will have access to these reports.

8. **BUDGET** (See Franchise Set-up Costs & Income Statement Model)

<b>A. EXPENSES (2009)</b>	<b>A1 + A2 + A3 =</b>	<b>R803,000</b>
<b>A1. Franchise Set-up Costs (Sport For All)</b>		<b>R 627,000</b>
Technology		R 30,000
Sports Equipment		R 40,000
Player Management System		R 50,000
Sports Plan		R 30,000
Smart Cards		R 15,000
Marketing Material		R 30,000
Franchise Fee		R 90,000
Training		R 20,000
Mentoring & Support		R 90,000
First Aid		R 2,000
Stationery		R 4,000
Sports Kit		R 28,000
Container		R 65,000
Business Skills Assessment		R 6,000
Commissions & Licenses Payable		R 50,000
VAT (@14%)		R 77,000
<b>A2. Working Capital</b>		<b>R56,000</b>
Reimbursements for Operators	R1,000/month for 2 operators (3 months)	R 6,000
Facilities Upgrade	Chesterville Sport's Ground Facilities	R 30,000
Sports Equipment & Kit	Additional, not included in franchise cost	R 15,000
Printing, Stationery & Postage	Marketing, Training, Fundraising	R 5,000
<b>A3. Project Management</b>		<b>R 120,000</b>
Project Manager Salary	R10,000/month for 12 months	R120,000
<b>B. INCOME RECEIVED</b>		<b>R357,900</b>
Sport For All Development Trust		R200,000
Container Solutions		R39,900
Container Solutions		R18,000
The Victor Daitz Foundation		R100,000
<b>C. FUNDS REQUIRED</b>	<b>A – B =</b>	<b>R445,100</b>