

Phumelela

Eswatini's Mental Health Organization

Strategic Plan

2024 - 2027

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Contents

Acronyms	3
1. Introduction	4
1.1. Foreword	4
1.2. Introduction to the Strategic Direction Process	5
1.3. Methodology.....	6
2. Organizational Review	7
2.1. Critical Reflection	7
2.3. Organizational Capacity and Governance	8
2.4. Services to beneficiaries.....	10
2.5. Funding Structure and Income Channels	11
2.6. SWOT Analysis.....	12
2.5. External Factors	14
2.6. Promotion and Marketing.....	14
3. Phumelela’s Strategy 2024-2027	15
3.1. Hedgehog Analysis.....	15
3.2. Stakeholders	15
3.3. Vision.....	16
3.4. Mission.....	16
3.5. Values	
3.6 Alteration of Organization’s Name	16
3.7. Core Capabilities	16
4. Objectives	17
4.1 Organizational Pillars.....	18
4.2. Programmatic Pillars	19
4.3. Key Performance Indicators and Targets.....	20
4.4. Critical Success Factors	22
4.5. Strategic Gaps	22
5. Strategic Imperatives	23
6. Organizational Alignment	24
7. Implementation	25
8. Tools for Effective Implementation	25
9. Reporting & Metrics	26
10. Risk Analysis	26
11. Strategy Overview	29
12. Annexure	30
Annex 1: Organizational Key Performance Indicators	30
Annex 2: Implementation Plan template	34
Annex 3: The team’s vision of Phumelela in 2027	35

Acronyms

CANGO	Coordinating Assembly of Non-Governmental Organizations
EU	European Union
EYEP	Eswatini Youth Empowerment Programme
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MERL	Monitoring Evaluation, Reporting and Learning
NGO	Non-Governmental Organization
SOP	Standard Operating Procedure
SWAGAA	Swatini Action Group Against Abuse
SWOT	Strengths Weaknesses Opportunities Threats
UNDP	United Nation Development Programme

Special appreciation is extended to the European Union Delegation in Eswatini through the YES Project for providing funding support towards this Strategic Plan



In partnership with
the European Union



1. Introduction

1.1. Foreword

I am delighted to present to you the Phumelela Strategic Plan 2024-2027, which outlines the strategic vision and goals we have identified to realize our full potential and better fulfil our mission to serve our beneficiaries. The process of formulating this Strategic Plan has given Phumelela's board members, staff and I opportunity to take stock on past successes and failures, to refine our vision, mission and future goals in the light of challenges ahead, and to put forward strategies to achieve our bold vision of becoming "Eswatini's Mental Health Organisation".

We have come a long way to arrive at this point. Launched in 2016 and focusing on a very small target group with a clear sense of purpose but no concrete plan, Phumelela is now an organisation at the forefront of mental health services in Eswatini with a clear identity, unique, innovative activities and a track record of impact. Mental health affects people from all walks of life and it goes beyond simply not suffering from mental disorders; it is how we feel and think and how we respond to life's inevitable ups and downs.

If we look at common causes of mental health issues in Eswatini, there are some familiar challenges: child abuse, poverty, unemployment, domestic violence, trauma, drug and substance abuse, to just name a few. It is no surprise, that as well as these pressing social and public health issues, we are also facing mental health crisis ready to explode (if it hasn't exploded already). On a daily basis, my team and I see and respond to alarming drug and alcohol abuse, high numbers of GBV cases and a wave of young men with anger issues. These social co-morbidities are not appearing out of nowhere. However, accessing mental health services is a challenge for most emaSwati, especially for underprivileged individuals. Why is that? Why do we have to wait to take care of our mental health only when it is already late? We believe that mental health services, both prevention and response, should be accessible to all.

There are many, many individuals who have helped write Phumelela's story. I am confident that, with the continued support of our dedicated staff, stakeholders and partners, the goals outlined in this document which we aspire to accomplish will result in milestones that we can all be proud of. Although you are too many to name individually, may I thank you all whole heartedly for believing in the potential and urgent need of Phumelela and the beneficiaries we serve.

The process of strategic planning was only possible through a partnership with the European Union Delegation in Eswatini, under the frame of the YES Project, implemented by COSPE Onlus and partners, and we sincerely thank them for this great opportunity. I would also like to thank all the Phumelela staff and board members involved in the planning workshops and the drafting process, and TDR Consulting for facilitating such great and interactive workshops and guiding us in creating this lasting document.

Finally, I would like to end on an invitation. After reading the following strategy or at any other time, you want to learn more about our position, programmes or impact, please reach out. We are #here2talk!

Katrin Lehmann-Kunene
Co-Founder and Director of Phumelela

1.2. Introduction to the Strategic Direction Process

Phumelela Project (henceforth simply “Phumelela”) has been operating since its establishment in 2016, with a primary focus on giving counselling and psychological support to young people who are in conflict with the law and are struggling with substance and drug addiction. Phumelela’s founding was in response to an immediate need of orphaned and vulnerable young people, who, as they become adults are no longer eligible to remain within Eswatini’s fragile childcare system, and who are at-risk of homelessness, crime and abuse. This need was observed by our co-founders, Luke and Joyce Gallie and Katrin Lehmann–Kunene who were able to mobilize foundational support from long-term principal donor, the Rotary Club of Dudelange, Luxembourg and kick-start an new organization to respond to this gap.

According to the evaluation of the 2018-2019 Strategic Plan, conducted in preparation for this process, Phumelela has made significant progress in designing and implementing stronger prevention and mental health programs, has a strong client base, has increased partnerships with other organizations, has increased capacity to provide training and technical assistance to other institutions, and has successfully produced and disseminated a Mental Health booklet, entitled “Lighten Your Burden”. The organization has enhanced its monitoring and evaluation systems, with a dedicated M&E Officer responsible for data handling. Phumelela has also made significant progress in organizational strengthening activities, including the development of additional policies and governance mechanisms. The organization has given internships to graduates (including graduates) under UNDP's Eswatini Youth Empowerment (EYEP) programme, which has boosted human resources at little cost. There is an upsurge in resource mobilization activities, and donors have supported the organization in consecutive year or funding cycles, which demonstrates Phumelela’s perceived impact, as well as good compliance and financing management. Phumelela's prominence and recognition has grown over time through social media and the website, and the organization has become known as a national reference point for addressing mental health issues. The organization's commitment to transparency and accountability has also contributed to its growing reputation as a trusted player in the mental health sector.

The team conducted a thorough strategic planning process and determined that mental health should be the programmatic focus, and the spine of the organization’s strategic direction and the organization’s specialization for the foreseeable future.

This review of the services Phumelela offers was complemented by reflection and strategic planning around administrative and support services. Successful implementation of the strategy will be based on a robust resource mobilization and improvements to monitoring and evaluation processes and documentation to better communicate its growth, successes and strengthen its service provision to clients. It is also imperative for the organization to continue establishing strong partnerships with potential donors and stakeholders to secure long-term financial support. Regular financial audits should be conducted to ensure transparency and accountability in the use of funds. This will be achieved through a strong governance structure and policy landscape.

1.3. Methodology

The entire team was involved through strategic planning consultative workshops, and the process was expanded to include the Board of Directors and the organization's key founders in developing the organization's strategy and future direction. This strategic planning process was led by Thomas Churchyard of TDR Consulting to guide Phumelela in reflecting on the past years of implementation, redefine the organizations vision and mission and further engage on the new strategic direction.

The consultation process was undertaken over a series of three by weekly workshops with a focus on evaluating the organization's previous strategy, re-evaluating the organization's strategic direction, reviewing Phumelela's vision and mission, defining the organization's objectives and key performance indicators, understanding Phumelela's policy matrix, assessing risks, understanding the organization's sources of funding and their longevity and better planning resource mobilization. The strategic planning process also involved reviewing the 2018–2019 SWOT analysis to identify new or existing internal strengths and weaknesses, as well as reviewing external opportunities and threats. This process helped outline strategic imperatives for the organization, with the aim of capitalizing on strengths, mitigating weaknesses, maximizing opportunities and minimizing threats within the next three years of the strategy.

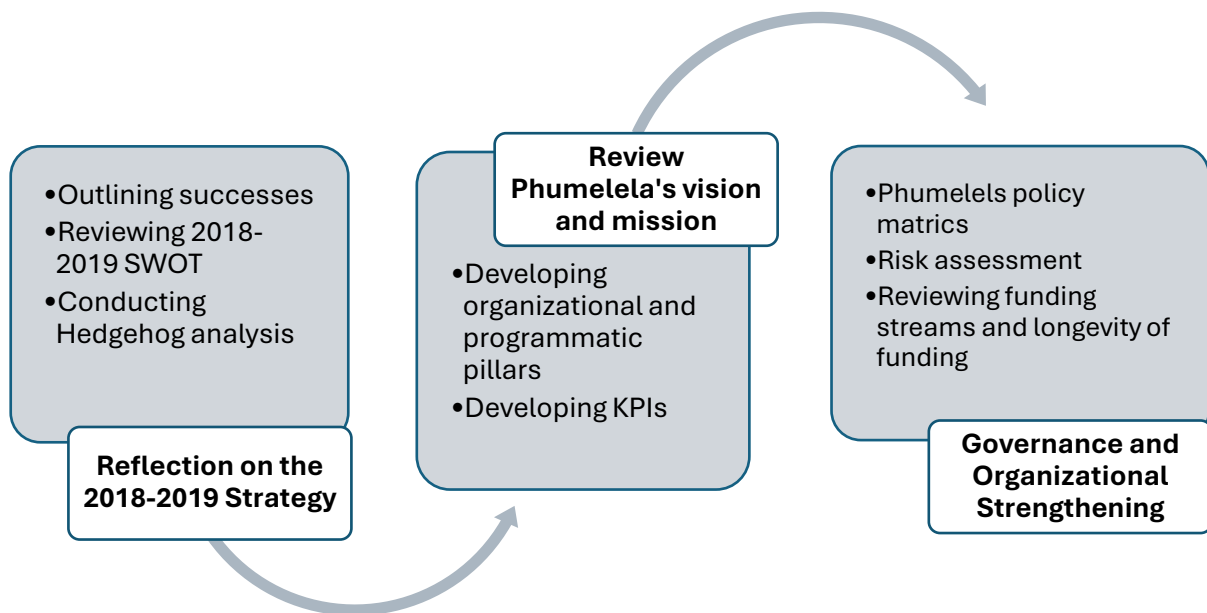


Figure 1: Strategic Planning process and methodology

A consultation session with the board was also a part of the process to validate the organization's strategic direction. Through this process, the consultant recommend that the size of the organization requires the introducing of new systems such as financial management including clearly defined procedures for procurement and assets management. The board composition and roles of members in resource mobilization and other roles and responsibilities will be priority in ensuring strong governance. The board will operate under a constitution and shall see to it the Director receives full support in delivering day to day executive duties.

This strategy is looking into the future, identifying trends and key strategic imperatives which will help align the organization to its vision and mission. The strategy identifies

Phumelela's clients and their needs, determining the most effective, efficient ways to achieve the organizational mandate and ensuring good governance, accountability and results. Financial imperatives and targets will be outlined as they are key in driving the strategy.

2. Organizational Review

2.1. Critical Reflection

The team reflected on Phumelela through a drawing activity in which they were challenged to portray Phumelela as a metaphor for thinking on the history, where the organization is now, and envisioning the future. This exercise allowed team members to explore their own perspectives and interpretations of Phumelela's journey, sparking meaningful discussions on the organization's evolution and potential opportunities for growth. It also provided a creative outlet for team members to express their thoughts and emotions in a visual way, fostering a deeper understanding and connection to the organization. The following were some of the metaphors that came from the exercise:

The River of Life

Phumelela is like a river, it started small, focusing on people in prison and struggling with substance abuse but Phumelela has become a beacon of hope. The clients (animals, plants and trees) get empowered and are able to grow. They get information and grow and become resilient. Fed by the river, they start bearing fruits. After getting the empowerment from Phumelela some clients can "swim in the ocean" where the river meets the sea. There are whole ecosystems (communities) that depend on the river and the clients who directly benefit (e.g. the booklet that benefits people in faraway places).

The Path and Shelter

A person is in a dark space and Phumelela provides mental health support, offers empowerment and nurture and shelter (a physical structure of healing and empowerment). Those who have passed through this place can connect with joy again and the sun shines brighter as they are able to interact with each other and see a positive future. But they can always re-connect with Phumelela. These past clients also become change agents and interact with the people who are currently not getting help.

2.3. Organizational Capacity and Governance

Phumelela has a Board of Directors whose duty is to hold the Project Manager accountable and act as the ultimate decision-making structure for the organization. It was identified that the board needs additional personnel (with specific skillsets), structure and formalization to be effective in its mandate. The strategic plan recommends increasing the number of board members and the development of a constitution that will guide the board's actions and powers.

The Director will continue to have day-to-day executive power and delegate duties to the Project Manager, the Finance and Administration Officer and the Communications Officer. All counsellors/ project officers and the monitoring and evaluation officer will work under the supervision of the Project Manager. The Finance and Administration officer will work as the direct assistant to the Director in working on the organization's financial processes, administrative assistance and ensure human resource matters are handled or further referred to the director if above their scope. The following diagram shows Phumelela's aspirational organogram which will be dependent of availability of funding:

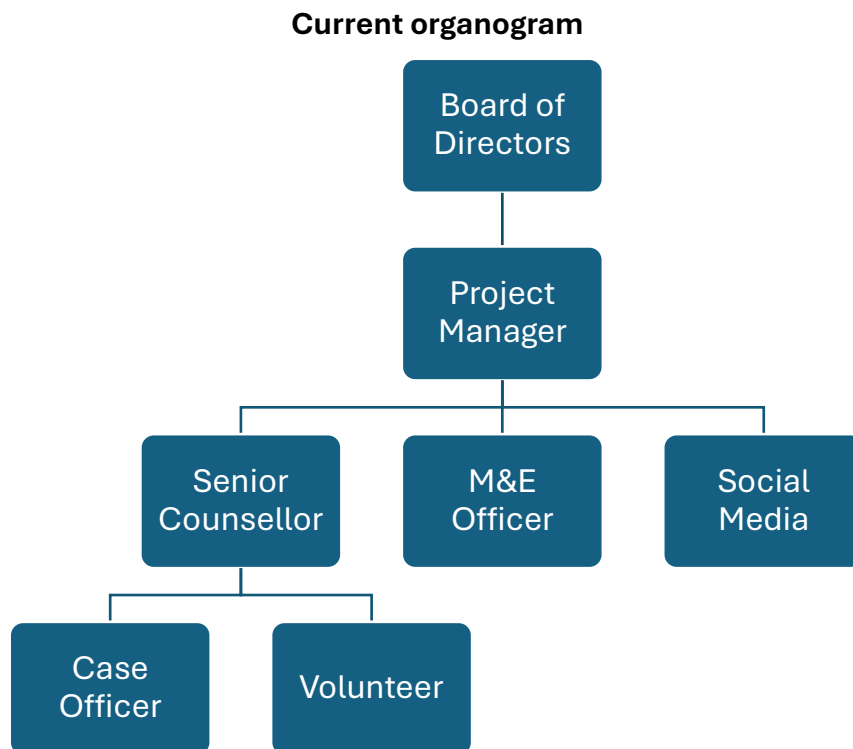


Figure 2: Phumelela current organizational structure (organogram) 2024

Phumelela organogram as foreseen in 2027

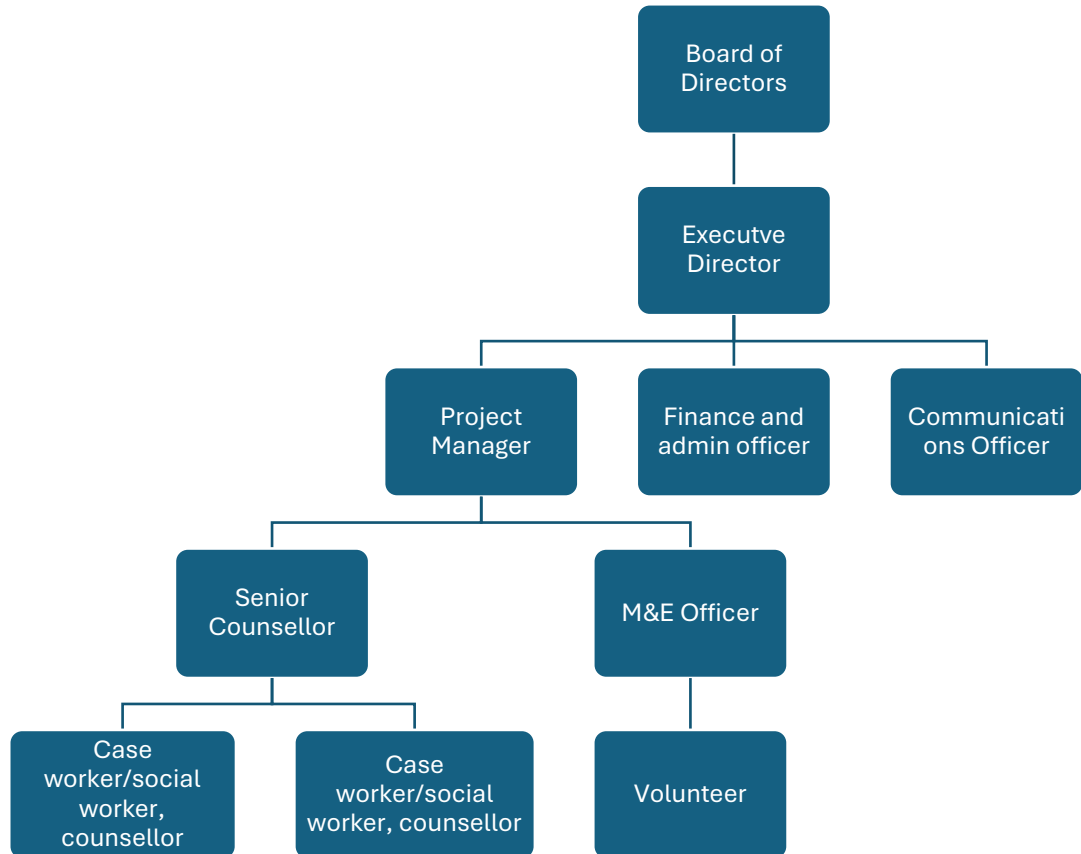


Figure 3: Phumelela’s organizational structure (organogram) as foreseen in 2027.

Phumelela currently has policies that work as guiding documents for decisions and safeguarding the organization's operations. These policies include the following:

1. Code of Conduct
2. Internet usage policy
3. Safeguarding policy
4. Human Resource Policy
5. Psychology Policy
6. Volunteer policy

Acknowledging that there is already in-kind technical support offered to Phumelela by Volunteers Services Overseas, the strategic plan process reviewed the organization's policy matrix. It was recommended that some policies have been reviewed and ratified by the board, some are drafted but have not been ratified and some policy statements are currently merged and will be separated as the organization grows and requires more detailed policies to govern its actions. The following table provides some details on the recommendations, which will be further elaborated on during the policy strengthening exercise conducted by VSO.

Policy	Action to be taken /Recommendation
Safeguarding Policy	This policy should be reviewed to include sections on DO NO HARM, address issues of gender, GBV and HIV and all forms of discrimination.
HR Policy	To be reviewed to provide information in disciplinary procedure and incorporate mental health provisions for staff. Include assets management
Psychology and Social work policies	These two policies should be merged and develop a Case Management Policy. The policy will detail the processes and responsibilities of service providers and define the duty of care and boundaries of responsibility in case management.

Given Phumelela's current stage of growth, it is recommended that the organization considers developing and adopting the following policies within the first year of the strategy in order to provide a strong regulatory framework that will guarantee a high degree of staff and client protection, accountability and transparency as well as providing clear channels of reporting and address in the case of misconduct. These policies are:

1. The Finance Policy
2. Child Protection Policy
3. Vehicle Use Policy
4. Monitoring and Evaluation Standard Operating Procedures (to later become a policy)
5. Prevention of Sexual Exploitation Abuse and Harassment Policy
6. Any other SOPs including community entry and engagement

Implementing these policies early on will help establish a culture of integrity and compliance within the organization, setting a solid foundation for sustainable growth and success. Having these policies in place will also help attract and retain donors by demonstrating a commitment to ethical practices and transparency. This will ultimately contribute to building a positive reputation in the sector and among stakeholders and stimulate further growth. In order to lead the way among its peer-organizations, it is recommended that Phumelela make all new and revised policies public documents and document training on the policies, which will be conducted among staff and board members. Phumelela will engage other organizations to benchmark and learn best practices in developing these policies and SOPs.

2.4. Services to beneficiaries

Phumelela is committed to provide services to all citizens of Eswatini without discrimination based on their experience, gender, religion, race, sexual orientation, or identity. The organization prides itself in providing client-centered services based on the needs and context of each client. This is achieved through an individualized case management system that records client sessions; documents progress and further ensures that clients are referred to other relevant services if needed. The organization

ensures a high level of confidentiality and has a track record of adhering to all ethical standards in providing counselling. Phumelela also offers a range of support groups and training to cater to the diverse needs of their clients. The organization regularly evaluates and updates their services to ensure they meet the changing needs of the community.

Phumelela provides clients with services as follows:

Counselling: The organization provides in-person and virtual counselling to clients to help them navigate their mental health needs. These needs may vary, and clients may suffer from different mental health issues including depression, addiction, PTSD and many others. The team provides basic counselling and further refers clients with severe cases that may need a psychologist or psychiatrist.

Walk 'n' Talk: Phumelela implements a unique activity whereby the counselling session is facilitated whilst walking in nature, rather than being enclosed in a counselling room with designated chairs. For some clients, it can feel quite intense to have the counsellor sitting across from them while trying to process emotions. This nature-based activity gives beneficiaries the opportunity to partake in an outdoor wellbeing activity, leading to positive improvements in many mental health conditions, including anxiety, depression, and stress. The process of talking about what's on someone's mind in an alternative setting will allow for more openness in conversations surrounding mental health and encourage help-seeking behaviours

Providing Mental Wellness Education: Phumelela provides clients with education on mental health and self-care as a preventative initiative. This is achieved through public awareness raising campaigns and social media engagements. The organization has developed a Mental Health booklet that provides education and works as a manual for mental health in both English and the local language Siswati.

Re-integration: the organization facilitates integration between clients in conflict with the Law and their families by conducting home visits and ensuring the family provides support. It is hoped that this is scaled to include clients who have been institutionalized in other facilities too (i.e. in rehab facilities, care homes or psychiatric facilities). Phumelela will strategically collaborate with His Majesty's Correctional Services (HMCS) to upscale the integration programmes and explore other available resources to ensure the process is impactful and benefits more people who are serving custodial sentences.

Referral to specialist services: Phumelela will facilitate referral to identified specialists, particularly rehab centers for clients who are suffering from drug and substance addiction. This will be undertaken after counselling sessions and identifying the needs for such services. The rehab centers will provide specialized treatment and support to help clients overcome their addiction and regain control of their lives. Phumelela will continue to offer ongoing support and follow-up care to ensure the success of the rehabilitation and reintegration processes.

2.5. Funding Structure and Income Channels

In the previous financial year, FY 23/24, the organization raised SZL1,169,153.88 with an expenditure of SZL949,331.94, demonstrating a responsive and healthy budget utilization rate and year-on-year growth. Significantly, in FY23/24, Phumelela mobilized in excess of the SZL1,000,000 milestones and further diversified its revenue base. The graph below shows the diversity of the organization's sources of funding with a

commendable trend from of repeat support from some donors between 2021 and 2023. In FY2023/24, approximately 80% of the funding comes from resource mobilization conducted by Phumelela in Eswatini and 20% being fundraised by Phumelela UK.

The financial analysis indicates that the organization's administrative or operational expenses range between SZL 50 000 to SZL 60 000 per month. The overall observation is that 60% of the funds is currently spent on overheads and the organization will implement strategies to decrease administrative and increase programmatic expenditure towards at least a 40:60 ratio commonly accepted in the sector. As detailed in the key performance indicators, the organization has set a target to increase its income by 40% annually (in line with growth rates observed between 2021-2023).

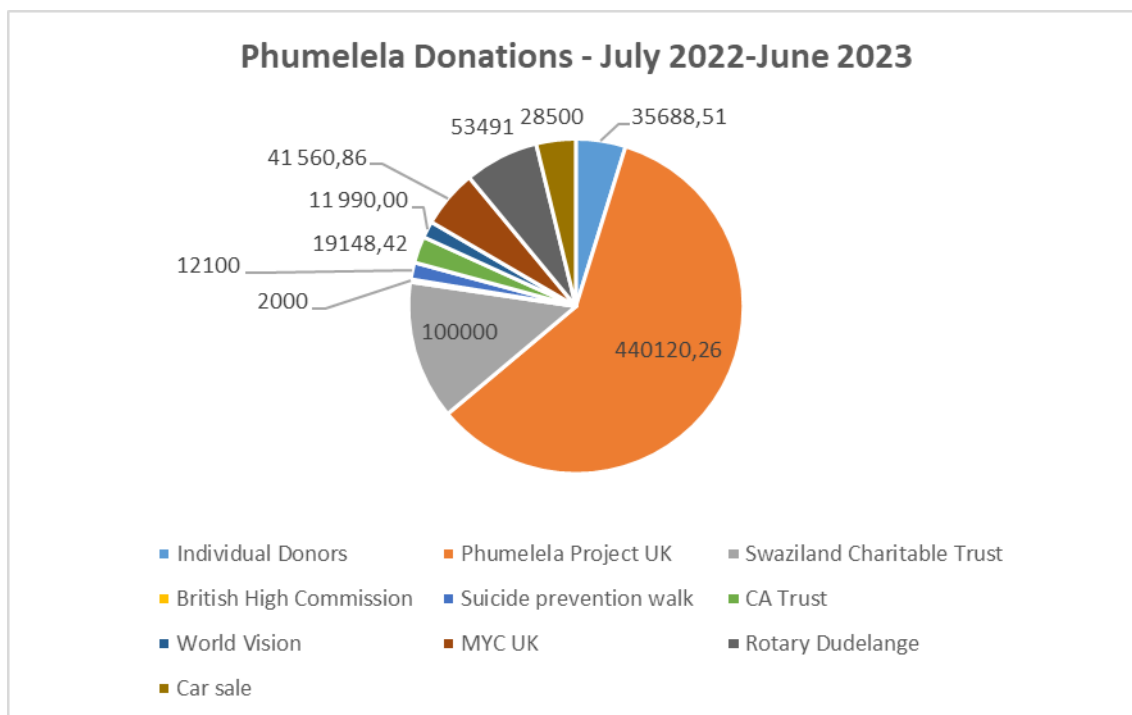


Figure 4: Phumelela donations -July 2022- June 2023

2.6. SWOT Analysis

Strategic Planning workshop participants were encouraged to reflect on the 2018-2019 SWOT analysis and identify changes that have taken place since it was written. This session further enables the team to omit information that was no longer relevant as a result of growth and added new Strengths, Weaknesses, Opportunities and Threats that have been recently identified. The revised SWOT analysis (below) is the result of this workshop session and is indicative of the organization's outlook in that there are more strengths and opportunities, than weaknesses and threats.

<p>Strengths</p> <ul style="list-style-type: none"> • Capacitated, dedicated staff create a positive workplace culture • Strong client counsellor relationship based on trust • Clear values and counselling ethics • Increased visibility and communications • Innovative, authentic and original project designs • The efficiency of the organization • A high-level of confidentiality is maintained • Have proven success stories – we know what works • UK Charity helps to fundraise in UK • Capacity to design, deliver and document trainings • The publication of the Lighten your burden booklet • Stronger recognition among Swazi NGOs • Donor retention has increased • Experience in managing medium-size grants 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited HR capacity including additional programmes staff (Counsellors) • Few opportunities for staff capacity building • Over reliance on long serving team members and not documenting processes and information. • Need to strengthen internal communication • Lack of fundraising strategy • Media relations (increase staffing / having a PR person) • Monitoring, Evaluation and Learning processes • Unclear roles (titles and Job Descriptions) • Strengthening the policy landscape • Retention and staff growth • Implementation of PMD (Performance Management)
<p>Opportunities</p> <ul style="list-style-type: none"> • Identify 2 or 3 projects or services that are not project-based (core services) • Attracting volunteers, especially to assist with grant writing • Extend partnership with universities for interns and expand it to jointly conducting research/ studies • Create partnership with Eswatini Psychology Association (EPA)_ • Create new partnerships with other NGOs (people in conflict with the law, GBV focused, disability organizations, arts sector) • Increased donor interest in mental health and increased evidence for mental health interventions • Further integrate gender equality issues into progs (gender transformative approaches) • Possibly working with the Eswatini Psychiatric Centre for referrals (before, during and after) • Service decentralization (considering regional / satellite offices) • Establishing and staffing a suicide prevention hotline • Few actors in the Mental Health space (Phumelela is the most established) • Advocacy for the National Mental Health Policy 	<p>Threats</p> <ul style="list-style-type: none"> • Some role players are not always open to collaborate • Gangs & peer pressure creates challenges and risk the efficacy of our programs. • Religion and culture sometime provide counter-narratives (i.e. gender discrimination) • Staff safety while working with at-risk clients • Government sometimes holds a negative opinion of NGOs • Fragile political and economic climate • Reduction in global development funds, especially for behaviour change programming

2.5. External Factors

Increased demand for mental health services due to emerging socio-economic issues: There is a high possibility that mental health issues and demand for mental health services will rise along with Eswatini's youth unemployment rate since young people are more likely to suffer from mental health disorders as a result of poverty. This is coupled with the likelihood of increased substance and drug abuse which comes an increase in addiction, crime and gang affiliation. Phumelela may continue to find the work challenging and encounter quality-control issues if the demand for mental health services continues to be higher than the national supply offered by Phumelela and others. However, if this can be adequately documented and communicated, this will further justify Phumelela's vital role and encourage donor support. The organization should establish partnerships with independent counsellors or psychologists and refer clients who can afford services, or, in time, consider offering some paid services based on a mean-assessment. This may include referring clients to mental health institutions, depending on the severity and urgency of the case.

The political economic climate: Eswatini has recently experienced a nationwide civil unrest in 2021 which changed the country's political landscape and impacted affected community programmes. Given Eswatini's political landscape, civil society is often erroneously seen as a de facto political opposition, and so government-NGO ties need to be strengthened and maintained wherever possible. Furthermore, as a result of accusations of funding political reforms, as well as cases of NGOs over-promising services and allegations of misconduct, some communities have lost trust in NGOs therefore implementation may be difficult.

Changes in funding mechanisms: As there are continuous changes in funding support for development work due to changing global priorities and calls for greater sustainability models. It is important that Phumelela considers adapting by diversifying their funding sources and developing long-term partnerships with donors and stakeholders. This will help ensure sustainability and continuity in their projects despite fluctuations in funding availability.

2.6. Promotion and Marketing

Phumelela will continue to intensify its web presence through the Phumelela website, social media platforms including Facebook, Twitter, Instagram, LinkedIn and other digital platforms that may emerge within the three years of this strategy. The organization currently has about 846 followers on Facebook, which is a low for an ambitious organization such as Phumelela, and therefore requires a strategy to increase the number of posts and invest in boosting major posts to increase public engagement with its content. Again, investment in increasing Phumelela's "digital footprint" can also be used to mobilize further funds, especially from corporate partners who want to see maximum return on investment (through increase visibility) from their support. As well as regular posts and public interactions, the organization should consider curating short video clips, animations and other easy-to-consume content on mental health to continue disseminating information and attract a follower-base. Phumelela will explore collaborations with influencers, opinion-leaders and mental health advocates to reach a wider audience. This multi-faceted approach will help increase visibility and engagement across various online platforms. The foreseen Communications and Social Media

Volunteer/Specialist should carefully analyse the demographics and interests of their current followers to tailor content that resonates with their target audience. Engagement will be consistently monitored to help adjust the strategy accordingly to ensure social media presence continues to grow effectively.

3. Phumelela's Strategy 2024-2027

3.1. Hedgehog Analysis

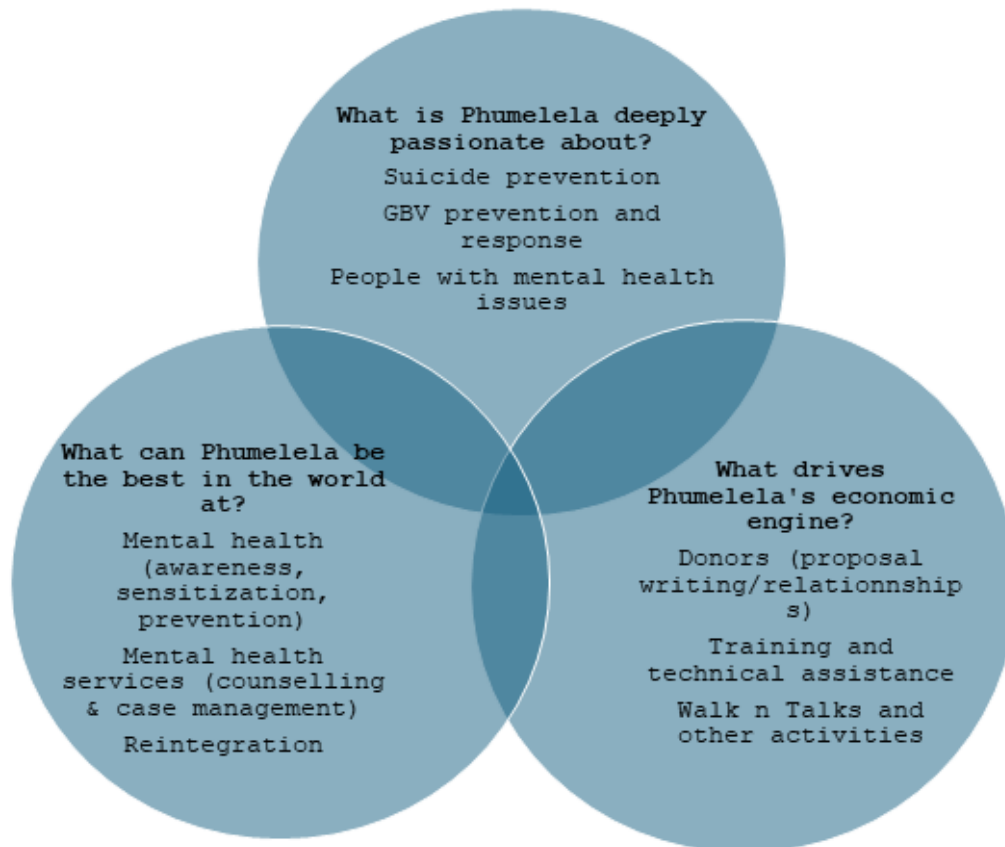


Figure 5: Phumelela Hedgehog analysis

3.2. Stakeholders

- ❖ Clients
- ❖ Staff members
- ❖ Board members
- ❖ Client's families
- ❖ Community members
- ❖ Donors: British High Commission, FNB Foundation, Swaziland Charitable Trust, Swaziland Agricultural Supplies (SAS), Mbabane Motors, MYC UK, CA Trust
- ❖ Other NGOs: CANGO, SWAGAA, Emafini, FLAS, Kwakha Indvodza, SACRO, SAfAIDS, Young Heroes, Moya Centre, Hope House, MEDEA e.V
- ❖ Various ministries and departments of the Government of Eswatini (MoH, DPMO)
- ❖ Rotary Clubs (local and international)
- ❖ Volunteers
- ❖ Corporates
- ❖ Schools
- ❖ Affiliates

- ❖ High Net Worth Individuals / Individual donors

3.3. Vision

An Eswatini where people have knowledge and tools to prioritize their own and others' mental health and live free from violence and addiction

3.4. Mission

Advancing Mental Health, Fighting Gender-based Violence, Understanding addiction.

3.6 Alteration of Organization's Name

Since 2016, it is clear that the organization has grown and aspires towards further growth in coming years. Throughout the strategic planning process, the board and a staff identified the risk posed by an association with being a “project” and therefore being seen by external stakeholders as smaller or more short-term than the organization deserves. Already known affectionately as “Phumelela”, the board and staff suggested to make the strategic decision to alter its name to just "Phumelela", which is also in just one language (siSwati) and speaks closely to the entities roots in local communities. This change need not be made on the organization's formal registration documents, which can remain in the name “Phumelela Project” without detriment to the company.

It is also recommended that Phumelela selectively uses the tagline, “The Mental Health Organization”, or “Eswatini's Mental Health Organization” in *English, to further clarify its purpose and mission to outside entities*. Finally, this change reflects the organization's expanded scope of services beyond just counselling and psychological support, now encompassing a wider range of mental health initiatives and Phumelela's commitment to promoting overall mental well-being in the Kingdom of Eswatini.

3.7. Core Capabilities

Counselling expertise: Phumelela has a team of experienced counsellors who have handled diverse cases with a high level of confidentiality and following all ethical standards in their practice. The organization has a track record of successfully providing support to clients without causing harm or any psychological triggers. Clients have consistently reported feeling safe and supported throughout their counselling sessions with Phumelela, leading to positive outcomes and personal growth. Phumelela facilitates counselling through of various and unique forms of counselling models, including the

3.5. Values

P	Purpose
H	Honesty
U	Unique
M	Mindfulness
E	Empathy
L	Life-long learning
E	Excellence
L	Love
A	Ambition

Walk 'n' Talk has been well received, especially in young people and which has made the process more effective.

Providing client-centered counselling and support: All sessions are tailor made for individuals to address specific needs. The team prepares for sessions using a care plan that works as a tool for preparation and recording important client information and recommendations for referral.

Empathy and compassion: The counsellors at Phumelela are dedicated to creating a non-judgmental and empathetic environment for clients to explore their thoughts and emotions freely. They often go above-and-beyond the expectations of their role to ensure that clients get the services they need.

A healthy work environment and teamwork: The team is dedicated to maintaining a good work environment and ensuring that employees are comfortable and well respected.

Collaboration and partnerships: Phumelela has a record of successful collaboration with schools, other NGOs and corporates in pushing the mental health agenda forward. These relationships have created opportunities for resource mobilization through provision of training and technical assistance to various institutions.

Growing social media presence: The organization is currently maintaining an above average social media appearance. There is a need to improve social media statistics through weekly posts and exploring other strategies to ensure an increase in engagement. This will be achieved through boosting posts and using other graphics including videos and animation to disseminate information on mental health.

Capacity to design operational documents: Phumelela has successfully developed a mental health booklet, which provides information to clients in both English and SiSwati.

4. Objectives

Over the next three years (FY2024/25 – FY2026/27), Phumelela intends to achieve its strategic goal of implementing mental health programmes by raising awareness, providing support to all citizens of Eswatini. This goal will be achieved through:

- I. **Scaling up high quality Mental Health Programmes:** This is essential to meet the increasing demand for mental health services in Eswatini. More individuals will receive support to improve their well-being through Phumelela programmes.
- II. **Ensuring organizational strengthening capacity:** As Phumelela is a growing organization, it is imperative that systems and procedures are put in place to safeguard operations and improve efficiency.
- III. **Strengthening monitoring, evaluation, reporting and learning (MERL) and communications:** Strengthening MERL will ensure accountability and transparency within Phumelela. Monitoring and evaluation will help to track progress, identify areas of improvement and effectively communicate results to stakeholders through reports and subsequent proposals.
- IV. **Advancing financial growth and suitability:** It is important that the organization increases resource mobilization efforts so that the organization's budget matches the forecast growth. Successful implementation of the strategy will be based on a

robust resource mobilization action taken by the Phumelela teams and aiming for multi-year and multi-million Emalangeni funding to sustain programs. The organization must take into consideration the need to mobilize funding for its core services, and especially providing consistent and reliable counselling services, as well as to balance programmatic and administrative expenditure.

4.1 Organizational Pillars

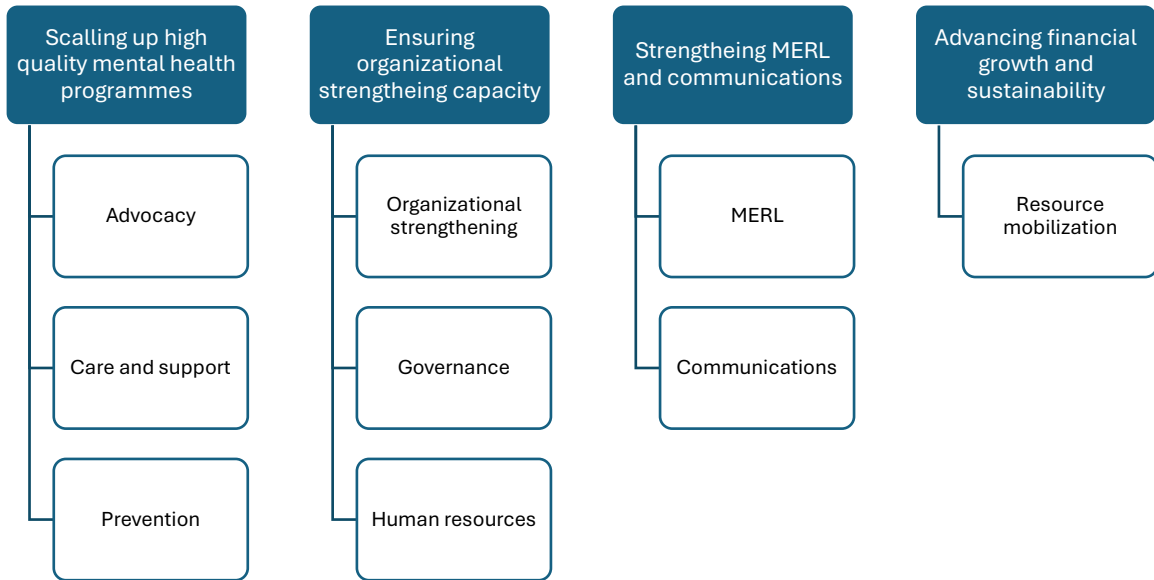
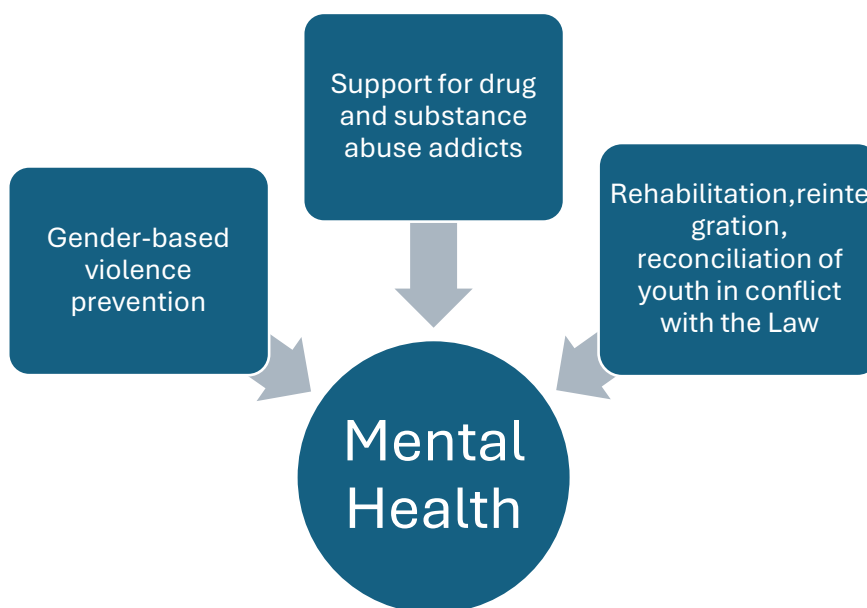


Figure 6: Phumelela Organizational Pillars

4.2. Programmatic Pillars



Phumelela’s mental health programmes will include advocacy for the mental health legal and policy reform, care and support through counselling and rehabilitation programmes and prevention of mental health issues, including suicide, through community and school's sensitization and prevention training for institutions.



Figure 7: Phumelela Programmatic Pillars

4.3. Key Performance Indicators and Targets

Phumelela will measure the effectiveness of the strategy using key performance indicators. This metrics will provide a measure of success, provide insights and help in identifying areas for improvement. The organization will be able to make data-driven decisions to optimize their strategy and achieve their goals.

A. Programmatic Key Performance Indicators

- A.1. Number of people engaged through sensitization
- A.2. Number of people who received counselling
- A.3. Percentage of males receiving counselling
- A.4. Number of counselling sessions conducted
- A.5. Number of people rehabilitated
- A.6. Number of first aid responders trained
- A.7. Number of people re-integrated
- A.8. Number of core programmes documents developed (SOPs, Best Practice documents, curriculum)
- A.9. Number of people attending behaviour change sessions
- A.10. Number of related legal/national policy reforms which Phumelela has contributed towards in 3 years
- A.11. Number of institutions assisted in developing mental health policies

B. Organizational Strengthening Key Performance Indicators

- B.1. Number of policies developed and ratified / reviewed
- B.2. % of staff growth per year
- B.3. Number of New staff in key position
- B.4. Number of staff members that received staff development
- B.5. Number of staff members who have completed courses in their staff development plan per annum
- B.6. Number of strategic partnerships formed

C. MERL and Communications Key Performance Indicators

- C.1. Number of radio slots attended
- C.2. Number of TV appearances
- C.3. Redesign/update of the website
- C.4. Number of data communication exercise s

C.5. Number of MERL reports produced quarterly

C.6. Number of successful projects implemented

D. Finance and Sustainability Key Performance Indicators

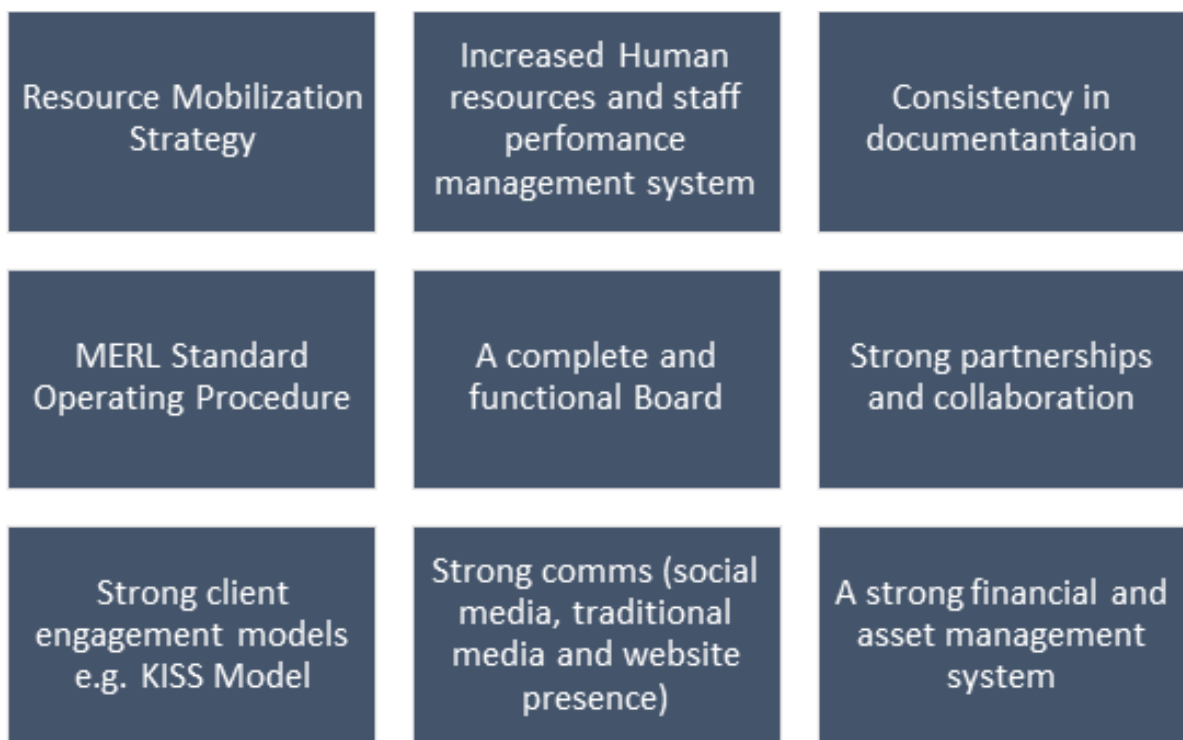
D.1. Number of proposals submitted

D.2. Number of proposals being successful

D.3. % of financial growth per year

4.4. Critical Success Factors

Critical success factors for Phumelela's strategy include effective cost management and as well as continued diversification of revenue streams. The organization must maintain strong relationships with key stakeholders, such as the community, clients, state and non-state coordinating bodies and other NGOs. Strengthening documentation and monitoring and evaluation processes will also be crucial to tracking progress, communicating this to partners and making informed decisions for continuous improvements to service delivery. It is important that Phumelela invest in employee numbers and training and development to ensure a skilled workforce will support the successful implementation of the strategy. More members of the board should be recruited, and a constitution should be developed to ensure good governance practices are in place. The organization has a mandate to increase visibility through social and traditional media channels to raise awareness about their initiatives and attract potential donors and partners. This will further extend to establishing partnerships with other organizations and corporations that can help expand their reach and impact in the community.



4.5. Strategic Gaps

Income is dependent on donors: The primary source of revenue for Phumelela is donations, which poses a risk to its long-term viability. Human resources are further impacted by this, as in the event that money is insufficient later on, some employees would have to work as volunteers.

Limited number of counsellors: The number of counsellors does not match the demand. Due to the workload, counsellors may have burn out. Phumelela ensures to

implement periodic debrief sessions and will further explore other strategies including retreats and mental health days, depending on funding.

Working from a rented office: The organization spends over 60% of funding on overheads, including office rent and utilities. The organization will look for funding that will specifically pay for the office or invest in buying a structure or build a permanent office in future.

Inconsistency in documentation: Through the 2018-19 strategy evaluation, it was learnt that there are some inconsistencies in documentation which further affects monitoring and evaluation.

Inconsistency in data management: The organization has no M&E SOP which impacts all data management processes. One of the strategic imperatives for this strategy is to develop and M&E SOP.

5. Strategic Imperatives

As the organization is at a stage of transition and growth, it is important that preliminary action is taken to ensure that the strategic plan is implemented successfully. Phumelela has outlined strategic imperatives to be implemented within the first year of the strategy. These imperatives include developing a clear communication plan to ensure all stakeholders are informed and engaged, strengthening monitoring and evaluation to track progress and making adjustments as needed. Phumelela will also focus on increasing resource mobilization and aligning resources with strategic priorities to maximize impact and ensure efficient use of resources. The organization aims to maintain accountability and transparency by putting in place a governance structure. These actions will help set a strong foundation for the organization's growth and development in the coming years. The following are the 2024- 2027 strategic imperatives:

5.1. Developing and implementing a resource mobilization Strategy that will ensure strong efforts to mobilize multiyear and multi-million funding with a target of 40% increase annually with a higher percent of unrestricted funds.

5.1.1. Conduct donor mapping and clearly understand their interests and mandate, prioritizing donors with mental health interest.

5.1.2. Develop mental health training packages to advertise the services to corporate and other institutions.

5.1.3. Engage schools and corporates to market the Walks 'n' Talk activities as a resource mobilization activity.

5.1.4. Identify bigger organizations to partner with and apply for funding and a consortium.

5.1.5. Develop a Finance Policy to strengthen the finance management system

5.2. Formalize monitoring and evaluation as part of the organizations day to day operation to strengthen documentation and data management.

5.2.1. Develop a MERL SOP to work as the guiding document for all processes

5.2.2. Develop and organizational theory of change

5.2.3. Provide MERL training for the Phumelela staff, to ensure that all team members are on-board

5.2.4. Develop and organizational data management tool and dashboard to be able to track progress on key performance indicators

5.3. Strengthening human resource capacity and ensure high quality programming is delivered through staff development

5.3.1. Introduce staff performance management system

5.3.2. Review job descriptions and introduce timesheets

5.3.3. Engage UNDP (EYEP) and universities to get volunteers that can help in the implementation of the strategy.

5.3.4. Develop a staff development plan and set targets for each team members

5.4. Strengthening governance and ensuring accountability in all organizational processes.

5.4.1. Develop the board constitution

5.4.2. Recruit additional board members with experience in Phumelela's key areas and provide training for the board

5.4.3. Review all policies and develop new policies as recommended by the strategy.

5.4.4. Provide training for staff on all policies and standard operation procedures.

5.4.5 Ensure strong mental health commitment in all policies especially the HR policy.

6.Organizational Alignment

The strategy will be implemented in conjunction with an implementation plan further detailing the tasks and steps Phumelela must take to fulfil strategic objectives and other imperatives. Team members and departments will contribute to these activities, which should be aligned with their own performance indicators. The overall organizational performance will be measured through key performance indicators (KPIs) outlined in this strategy and into which project indicators should contribute. Regular monitoring and evaluation will be conducted to ensure that the strategy is on track and that adjustments can be made as needed. This will help Phumelela stay agile and responsive to changes in the external environment, ultimately leading to success in achieving its strategic objectives. Communication channels will be strengthened to ensure that all team members are aligned with the strategic objectives and are aware of their role in achieving them. Training and staff development programs will also be implemented to enhance the skills and capabilities of employees, enabling them to effectively contribute to the organization's success. The team will hold regular meetings to discuss challenges and opportunities for improvement in order to maintain a high level of productivity and efficiency.

The team will review new project log frames, identify alignment with the overall organizational log frame and ensure that the resources allocated enhance the organization by meeting some of the KPIs and strategic imperatives. Regular performance evaluations will be conducted to monitor progress and provide feedback for continuous improvement.

7. Implementation

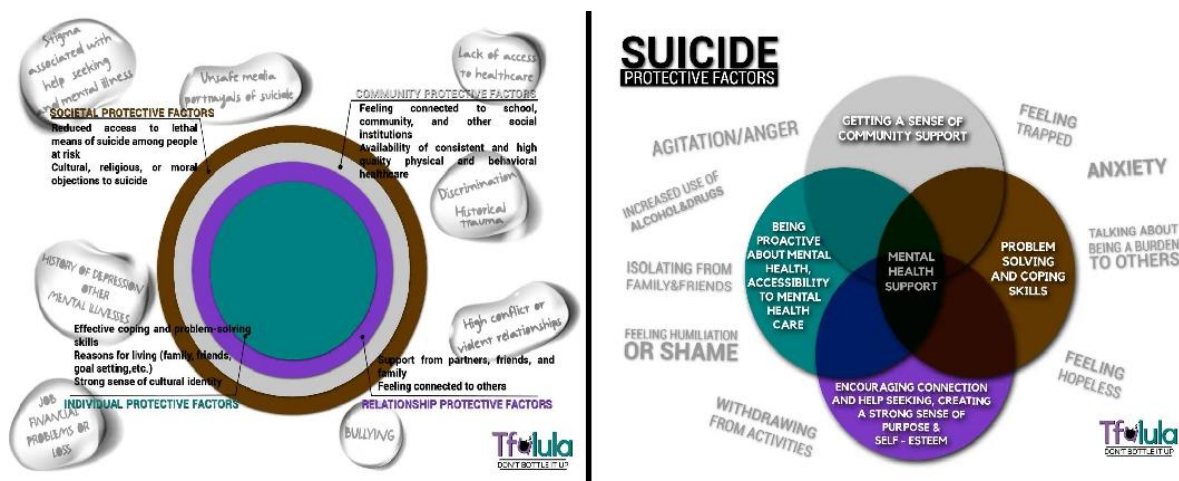
The implementation plan will clearly outline clear timelines, responsibilities, and milestones for each year. Phumelela will develop a Gantt chart or similar tool to be able to visualize the implementation timeline and keep the tool accessible to all team members. This will ensure that progress can be easily tracked, and adjustments can be made as needed. Regular check-ins and updates will also be scheduled to ensure that the project stays on track. Please see Annex 2 for an implementation plan template.

8. Tools for Effective Implementation

Gantt Chart / KPI Tracker: Phumelela will develop a tracker that will help monitor progress on all KPIs and strategic imperatives, the tool will be kept as a live document for all team members to easily access with editing rights kept by the Director and M&E Officer. This tracker will provide real-time updates on key performance indicators and strategic goals, allowing for timely adjustments and informed decision-making. It will streamline communication and ensure accountability across the organization.

Care Plan: counsellors will prepare a care plan for all clients to effectively provide counselling and keep records of all sessions and details on a possible way forward. The care plan will outline specific goals, strategies, and timelines for the counselling process. This personalized approach ensures that clients receive the support and guidance they need to make progress towards their desired outcomes. Counsellors will regularly assess the effectiveness of the care plan and make adjustments as needed to ensure clients are on track to achieve their goals. This collaborative and dynamic process helps to ensure that clients receive the most beneficial and tailored counselling experience possible.

Mental Health Education and Client Engagement Tools: Phumelela will continue to intensify clients and public engagement through various tools including the “*Tfulula*” model, the KISS model and other effective models to provide systematic client engagement. The Organization has developed a Mental Health Booklet which will be distributed and used as a tool for information dissemination.



Monitoring, Evaluation, Reporting and Learning Plan: The organization will develop a detailed MERL plan which will include the theory on change and a log frame for Phumelela. The plan will also provide details on the MERL processes and procedures to data management for effective reporting.

Resource Mobilization Strategy: An RM strategy will be developed which will involve identifying and utilizing resources to achieve organizational goals. This will include securing funding, recruiting volunteers, and building partnerships with other organizations to maximize impact. The resource mobilization strategies will be flexible and adaptable to changing circumstances in order to remain effective over time.

Resource Mobilization Tracker: Phumelela will develop a tracker to monitor all resource mobilization activities and proposals written. This tracker will be coupled with a donor mapping document that will identify high priority donors with interest in funding mental health initiatives.

Staff Performance Management and Development Template: The organization will develop a staff PMD and all team members.

9. Reporting & Metrics

The team will develop an M&E plan for the strategy to further provide details on all M&E processes including defining key performance indicators. To ensure success, robust monitoring and evaluation will be performed using a KPI tracker and other tools. An informal review of the strategic plan will occur quarterly, where there will be an opportunity to gauge percent complete of the objectives, include new objectives and/or strategies and course correct on the current strategies outlined. Formal reviews will take place at least annually with the team management providing updates on the status of deliverables to the Board. This will ensure accountability and ownership of the strategy. Updates will be shared with relevant stakeholders to increase buy-in.

10. Risk Analysis

As part of the strategic planning process, a risk assessment was conducted to determine the potential risks that the organization might be exposed to. Through the assessment, it was learned that the most severe risks were sexual abuse and theft of assets, which are most likely to happen. Lack of funding, broken confidentiality and the risk of losing data were some of the moderate risks. Other minor risks include natural disasters, civil unrest and the unlikely backlash in the community. Overall, the risk assessment highlighted the importance of implementing preventative measures to mitigate the potential impact of these risks on the organization. It also emphasized the need for ongoing monitoring and evaluation to ensure that risk management strategies remain effective in addressing emerging threats. Furthermore, Phumelela is committed to conducting regular training and awareness programs for employees to help reduce human error-related risks.

Phumelela Strategic Plan 2024-2027

The matrix below shows the severity of the risks and the likelihood each might occur:

	Negligible	Minor	Moderate	Serious
Unlikely	1. Natural Disaster	2. Attack in community		
Possible	3. Client dies	4. Civil unrest 5. Systems crashing before reporting		6. No funding 7. Staff drunk at work
Likely	8. Staff member dies	9. Reputation risk 10. Promising and under delivering	11. Staff Safety 12. Burn out 13. Data not recorded correctly	14. Risk of theft
Almost certain		15. Breaking confidentiality 16. Duty of care risk 17. Relationship with clients	18. Sexual Abuse	

To mitigate these risks, the following mitigation measures will be put in place:

Potential Risk	Mitigation strategy
Risk of theft	a. Ensure that the office remains locked at all times and providing lockable cabinets for securing valuable assets including money and keys controlled by certain individuals.
Sexual Abuse	a. Develop and ratify the Sexual Exploitation Abuse and Harassment policy and train staff on the policy. b. Regulate client engagement hours with strong clause on avoiding meeting in private places and during late hours. c. All staff members inducted must undergo background and criminal record check.
Staff Safety	a. Encourage staff to conduct sessions within Phumelela premises and home visits to be conducted in company of another staff member.
Data not recorded currently	a. Provide M&E training for all team members b. Conduct data quality assessment (DQA) by weekly c. Conduct M&E related feedback sessions

Phumelela Strategic Plan 2024-2027

Breaking confidentiality	a. Review the safeguarding policy and provide refresher training on counselling ethics and standards
Duty of care	a. Outline Phumelela's level of commitment in providing support in the case management policy and clearly define hours of work to avoid staff working after work hours.
Burn out	<ul style="list-style-type: none"> a. Incorporate strong mental health commitment in the HR policy b. Provide staff with debrief sessions c. Provide for staff retreat once a year if funding permits d. Increase the number of counsellors and case officers (dependent of funding)
Promising and underdelivering	<ul style="list-style-type: none"> a. Develop a community engagement SOP to outline a procedure for engagement that will help avoid making promises b. Train staff not to commit to what they are not sure of. It is OK to say "I am not sure. I will ask and revert."
Reputation risk	a. Refer all public statements to the board or a communications specialist who will respond to media professionally and understand public relation dynamics.
Systems crashing before reporting	a. Ensure all organization documents are stored in a cloud platform for backup.
A staff member showing to work intoxicated	a. Providing refresher training on the Code of Conduct and develop a disciplinary procedure under the Human Resource policy.
Relationship between client and staff	a. Incorporate clause on relationships into the Safe-guarding Policy and train staff.

11. Strategy Overview

Phumelela Strategic Plan 2024 -2027

Vision

An Eswatini where people have knowledge and tools to prioritize their own and others' mental health and live free from violence and addiction

Mission

Advancing Mental Health, Fighting Gender-based Violence, Understanding Addiction.

Services to beneficiaries

- Counselling
- Providing Mental Health Wellbeing Education
- Re-integration
- Referral to Specialist Services

Programmatic Pillars

- Advocacy
- Care and Support
- Prevention

Objectives

- Scaling up high quality mental health programmes.
- Ensuring organizational strengthening capacity.
- Strengthening monitoring, evaluation, reporting and learning (MERL) and communications.
- Advancing financial growth and suitability.

Critical Success Factors

- Resource mobilization strategy
- Consistency in documentation
- Increase human resource
- MERL SOP
- A complete Board
- Strong client engagement models
- Strong communications
- Strong financial and asset management system
- Strong partnerships and collaborations

Strategic Imperatives

- Developing and implementing a resource mobilization Strategy that will ensure strong efforts to mobilize multiyear and multi-million funding with a target of 30%-40% increase annually with a higher percent of unrestricted funds.
- Formalize monitoring and evaluation as part of the organizations day to day operation to strengthen documentation and data management.
- Strengthening human resource capacity and ensure high quality programming is delivered through staff development.
- Strengthening Governance and ensuring accountability in all organizational processes.

Values

Purpose

Honesty

Unique

Mindfulness

Empathy

Life-ling learning

Excellence

Love

Ambition

12. Annexure

Annex 1: Organizational Key Performance Indicators

KPI	Baseline	Target YR 1	Target YR 2	Target YR 3	3-Year Strategic Target	Notes/ Comments
A. Programmatic KPI						
A.1. Number of people engaged through sensitization	275	300	400	500	1200	
A.2. Number of people who received counselling	196	250	300	350	900	
A.3. Percentage of males receiving counselling	28%	35%	45%	55%	135	
A.4. Number of counselling sessions conducted	772	900	1000	100	3000	Baseline data was not captured correctly, it should have been higher
A.5. Number of people rehabilitated	0	5	10	15	20	
A.6. Number of people trained	16	50	70	90	210	Funding is needed for this program
A.7. Number of people re-integrated from an institution back to their community/families	0	5	10	15	20	

Phumelela Strategic Plan 2024-2027

A.8. Number of core programmes documents developed (SOPs, Best Practice documents, curriculum)	1	3	2	2	7	Year 1: Curriculum for KISS Model, trainings and CLFI project, Best Practice for Walk 'n Talk.
A.9. Number of people attending behaviour change sessions	70	300	400	600	1300	Year 1: Through the CLFI project
A.10. Number of related legal/national policy reforms which Phumelela has contributed towards in 3 years	0	0	0	1	1	Acknowledging that this can be a very long process
A.11: Number of institutions assisted in developing mental health policies	0	0	1	2	3	
B. Organizational Strengthening KPI						
B.1. Number of policies developed and ratified / reviewed	7	10	0	10	20	Year 1: all policies need to be reviewed and added All policies need to be reviewed in year 3
B.2. % of staff growth per year	10	20	40	60	120	
B.3. Number of New staff in key position	1	1	2	3	6	
B.4. Number of staff members that received staff development	0	1	2	3	6	
B.5. Number of staff members who have completed courses in their staff development plan per annum	0	1	2	3	6	

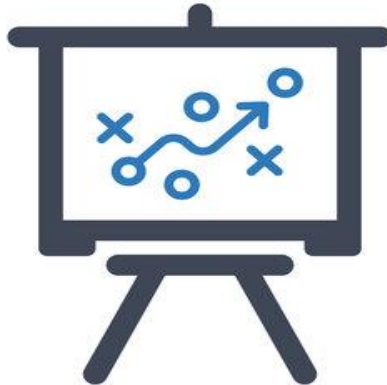
Phumelela Strategic Plan 2024-2027

B.6. Number of strategic partnerships formed	6	3	5	8	16	Baseline: Mlilwane, Enjabulweni, Cospe, SAfAIDS, Survivor Eswatini, Yebo Art Gallery & Antidote
B.7. Number on new board members appointed	1	2	0	1	3	We are currently looking for a lawyer and psychologist to join the board
B.8. Board charter/ constitution developed	1	1		1	2	It needs to be reviewed
B.9. Number of volunteers and interns received per year	3	4	5	6	15	
B.10. Number of volunteer hours per annum	0	3072	3840	4608		
C. MERL & Communication KPI						
C.1. Number of radio slots attended	8	10	15	20	45	CLFI covers radio slots for year 1
C.2. Number of TV appearances	1	2	4	6	12	
C.3. Number of people reached through social media	419,000	400,000	500,000	600,000	1,500,000	Serve and Save project
C.4. Number of data communication exercise s	0	2	4	6	12	
C.5: Number of MERL reports produced quarterly	0	4	4	4	12	Quarterly reports

Phumelela Strategic Plan 2024-2027

KPI6: Number of successful projects implemented per annum	4	5	7	8	8	Baseline from 2024-2025
D. Finances & Sustainability KPI						
D. 1. Number of proposals submitted	15	20	25	30	75	
D.2. Number of proposals being successful	4	6	8	10	24	
D.3. % of financial growth per year	c.30%	40% increase	35% increase	30% increase	At least 30% per annum	

Annex 3: The team's vision of Phumelela in 2027



(A)

Phumelela has just organized the biggest border to border mental health awareness campaign. Working on multiple projects with new partners like Mula Sports, Instances and Standard Bank. Data collection methods/ techniques are clearly defined, reporting implementation go hand in hand. The organization has a new counselling room and has more counsellors.

(B)

I will start the day with a coffee heading to my office. Our head office will be bigger so that each department can have their own office space, including 1 or 2 counselling rooms. Our main office will still be located in Manzini. However, Phumelela will have decentralized its services with 1 or 2 counselling offices in another region/community, being the leading Mental Health Organisation in Eswatini.

Around mid-morning, I will receive an email informing me that a proposal for a three-year grant worth millions has been approved and we are celebrating with lunch.