

## **Development in Practice Internship**

WARMTH 2002

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### **Towards a Developmental Approach**

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## **1. Background to WARMTH and an introduction to the research aim**

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WARMTH's stated objectives are to:

- a. Relieve hunger and malnutrition
- b. Preserve self-respect and dignity
- c. Stimulate community development
- d. Promote nutrition and health education
- e. Address an urgent need for the extension of WARMTH's activities.

This research is intended to explore ways in which WARMTH may pursue objectives (c) and (e) in a more concerted manner.

WARMTH currently operates 36 community kitchens in some of the poorest communities around the Cape Peninsula. Women selected by their communities and subsequently trained by WARMTH in the preparation of low-cost nutritious meals run the kitchens. These meals include soup (for 20-30c), and rice and soya-based stews (for 60c).

The kitchens are housed in various community centers, in the operator's home, or in converted shipping containers that are situated near clinics or schools where possible.

WARMTH believes that their response to hunger and poverty should be more than merely handing out food, and so they prefer to facilitate people being able to buy nutritious 'take-away' meals at a minimal cost. It is their belief that this lends the interaction a certain fundamental dignity. It is a kind of 'social business', and helps ensure that those in need are not reduced to being passive recipients of external aid. WARMTH purchases and delivers stock (soya, rice and vegetables) and gas to kitchen operators on a fortnightly basis

There is a complementary system of providing food vouchers, especially for HIV/Aids and TB patients, who are particularly in need of nutrition and food to accompany their medication.

WARMTH would like to shift its focus from a predominantly welfare focus to a more developmental approach, where kitchens are encouraged to become less dependent on WARMTH. This is due to the recognition that in order to have a sustainable impact WARMTH must take on less of a 'giving' role and become more of a facilitator. In addition WARMTH would like to unlock some of the resources that they use to sustain existing kitchen operators, with a view to extending the total number of food kitchens. In the absence of additional funding this implies that the existing kitchens must cost less for WARMTH to maintain.

We have chosen to use notions of 'reliance, self-reliance and inter-reliance' situated on a continuum, to help explore the different realities experienced by the various kitchen operators and as a basis for suggesting different strategies for developing them.

## 2. Methodology

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### 2a. Theoretical Framework & Terminology

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**In this section, it is useful to refer to Kaplan's model of development, which uses the terms dependence, independence and interdependence to describe the phases of development, as a continuum. This model for understanding development has been integral to this study and has been adapted to suit the organisational context. Hence, in the following paragraphs Kaplan's terms will be operationalised and the adaptation of these terms explained.**

#### Dependence

This term is defined as, "needing the help of, unable to do without" or "controlled by an other" (Oxford, 1987; 169). According to Kaplan, "dependence implies a homogeneity and oneness" (Kaplan, 1996; 21).

#### Independence

This concept has multiple meanings, including, "not dependent on or controlled by another person or thing", or "self-governing", or "unwilling to be under obligation to others" (Oxford, 1987; 331). Kaplan's understanding of the term is that it denotes a certain separation and differentiation and the development of a critical consciousness (Kaplan, 1996; 21 & 25).

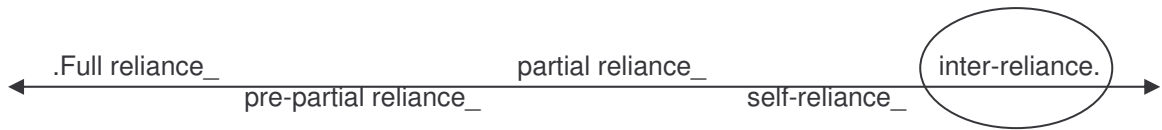
#### Interdependence

According to Kaplan, 'interdependence' is "a conscious integration" and the development of an organizational consciousness (Kaplan, 1996; 21 & 25).

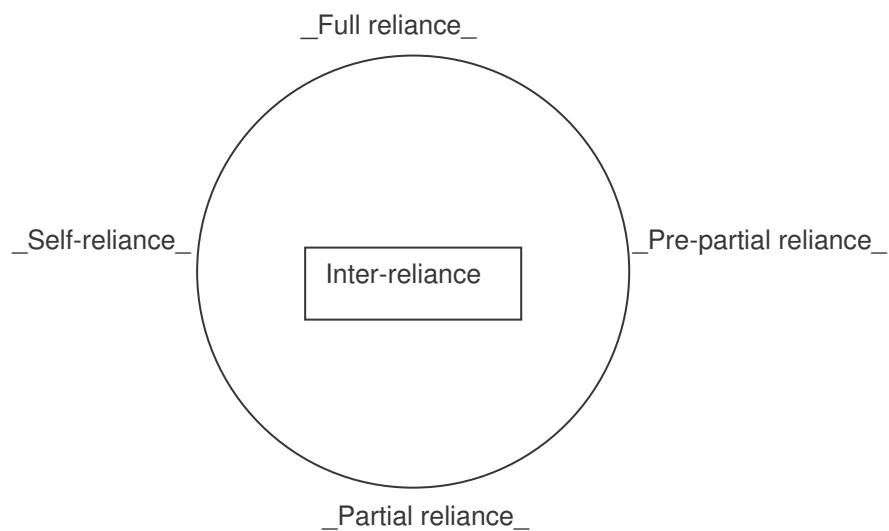
The terms dependence and independence, regardless of the complexity of their definitions, do carry with them certain emotive qualities. Today, these terms are widely used in both political and business worlds. The former is imbued with a sense of inadequacy and the latter seen as desirable. Hence to avoid any possible negative implications associated with the dichotomy between and the meanings attached to the terms, a deferment set of terms has been utilised. Like Kaplan's model the terms are situated within a continuum, which is not compartmental but merely represents points or markers along a fluid continuum.

Our analysis of the level of development is based on the terms reliance. The points on the continuum are represented by degrees or intensity of reliance. Including; full reliance, pre-partial reliance, partial reliance, self-reliance and inter-reliance. This model can be seen as representing the progression of organisational development process, as shown in the diagram below.

## Theoretical Model



As in Kaplan's model, it does not disallow backtracking or regression. These terms also provide a more complex and fluid understanding of the process of development. The diagram below is meant to convey the idea that this model should not be considered one of linear development from a start point to a finish point.



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## Levels of the model

The theoretical model should be understood to consist of multiple levels that taken together better represent the reality of a particular kitchen.

For example, a kitchen operator may be at a stage of full reliance financially, but in terms of their attitude and level of conscientisation they may exhibit an attitude that suggests self-reliance.

Each of the following aspects needs to be taken into account before a kitchen can be categorised.

- a. Financial
- b. Skills (hard and soft competencies)
- c. Attitude/conscientisation
- d. Value: Value is equal at any point along the continuum. A self-reliant kitchen is not more valuable than a fully reliant one.

According to the dictionary definition, to rely on something or someone, is to “trust confidently” or “to depend on for help” (Oxford, 1987; 556). This highlights two very important aspects of this term that need to be noted as important to the understanding of the term in the context of this study. First, it can denote a material dependence and second, it incorporates a more mental and emotional aspect of consciousness. This is important in understanding the complexities of the relationship between WARMTH and the Kitchen Operators.

### ***Degrees of reliance***

#### **Full reliance:**

Related to Kaplan’s *dependence*, implying both an unconscious acceptance of WARMTH’s authority and dependence on WARMTH for both full material and logistical support.

#### **Pre-partial Reliance:**

This term denotes a developing degree of consciousness about the kitchen’s standing with WARMTH and/or a greater degree of financial sustainability and higher earnings. This term can also be associated with the beginning stages of Kaplan’s independence.

#### **Partial Reliance:**

This marker is similar to pre-partial reliance but implies a higher degree of conscientisation and/or financial sustainability. Any kitchen at this stage could exhibit either the characteristics of one that is financially self-sustaining but have insufficiently developed consciousness or visa versa. Alternatively it could exhibit incomplete degrees of both aspects that represent a higher degree of each than is characteristic of the pre-partial stage. This can be associated with Kaplan’s stage of independence.

#### **Self-reliance:**

This term denotes both characteristics of full financial self-sustainability and a high degree of consciousness, in terms of identity and business-mindedness. A kitchen at this stage could very likely operate effectively without assistance from outside.

#### **Inter-reliance:**

Like Kaplan’s inter-dependence, the term denotes a level of consciousness that allows interaction between KOs. This process can be seen as slightly separate from the rest of the continuum, in that it could be encouraged at any point during the process of development.

Important relationships that enable inter-reliance can be formed at any stage. Like Kaplan’s inter-dependence the process is cyclical rather than linear, it is unlikely that interdependence could be maintained indefinitely. As Kaplan says, “...we move back to dependence, reassert our independence, achieve interdependence once more” (Kaplan, 1996, p28).

What this means is that although we may establish structures of inter-reliance, we must be prepared to see certain individuals and groups withdrawing at some point for

any number of reasons. We must also be prepared to accommodate new and willing participants in these structures.

## **2b. THE SURVEY**

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The time frame for research was August through September 2002. Essentially the research process has been threefold. The first phase involved a crude quantitative analysis of the majority of the kitchens for which WARMTH is responsible. The second took the form of a more qualitative/ dialogical process in which a discussion group/ workshop was held; with most of the kitchen operators and a number of the WARMTH staff members being involved. The third phase was one in which a combination of both quantitative and qualitative, in-depth methods were used. A small number of selected kitchen operators were interviewed. Each of the three stages will be described in more detail in the paragraphs that follow.

### **Data Collection**

A quantitative study of 33 of the 36 kitchens was carried out, using a survey questionnaire. At least one representative from either the WARMTH staff or research team spent the most part of 1 day in each of the 33 kitchens included in this phase. Information was recorded with the use of a form that provided at least some insight into the kitchens clientele, income, and products for that day and possible reasons for the advanced stage of some kitchens on the reliance continuum.

### **Data analysis**

The data collected with the use of the questionnaire was captured in Excel (a computer programme), typified (taken to be a typical day) and crudely analysed. This, together with information on WARMTH's expenditure for each kitchen obtained from the WARMTH office to supplement and cross reference the survey data was then analysed with both Excel and Statistica (a statistical analysis computer programme). This enabled the researcher with a means of separating out and identifying crude groups into which the kitchens could be categorized, according to the theoretical model presented in the first part of this paper, for further study. Characteristics of kitchen clientele and product information also helped to shed light on the reasons of the successful nature of some kitchens compared to others, and suggest possible strategies for others to follow. This part of the study only provided us with one dimension of the KO's operations- a crude estimation of the financial sustainability of the kitchens themselves. As mentioned before this is only a one aspect of a complex system of factors that are important for the overall sustainability of the kitchens and their ability to move forward on the proposed continuum. Hence, further, more in-depth study was necessary.

## **2c. A discursive meeting or Workshop with kitchen operators**

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### **Purpose and Aims**

Although this meeting was intended as a means of informing about and including the kitchen operators in the proposed project and the purpose of our research, it also presented an opportunity for the research team to carry out further investigation into live, experiences and ambitions of the KO's, which is central to the success of the proposed project. This phase served, firstly, as a link between the survey data in phase 1 and the qualitative data collection in Phase 3. Helping to access the accuracy of the survey and inform the research team about potential problems questions and issues that would need to be addressed in the final phase. Secondly, to help to inform WARMTH about the feelings and ambitions of the KOs and how they are may be able to go about addressing the needs of the KOs in the most effective and sensitive manner in order to ensure the success of the kitchens and WARMTH's projects. And thirdly to begin to build relationships between KOs that will hopefully facilitate and encourage interdependence amongst the KOs and between the KOs and WARMTH.

### **Structure And Data Collection**

The regular tri-monthly meeting presented a perfect opportunity for this phase of the study. Approximately 40 KOs and WARMTH staff members attended the meeting. After a short introduction carried out by the leader of WARMTH, the KOs were divided into 5 groups; each group was loosely facilitated by an appointed team member and observed by either one of the research team or a WARMTH staff member. The groups consisted of between 7 and 8 KO' and 1 observer. KOs were encouraged to speak about their experiences, needs and ambitions as KOs. The discussion was guided by five main questions presented at the beginning of the session.

The **questions** posed were the following:

1. What does your kitchen provide for the community?
2. What are the goals of your kitchen operation?
3. How do you acquire the resources needed to run the kitchen (food, electricity, water, gas etc)?
4. Where do you see yourself as a KO in the next 3 years?
5. How do you think WARMTH can help you be a better KO?
6. What problems do you experience while running your kitchen?

The observer's role was to record, manually, pertinent issues and points made by the KOs in the course of their discussion and to a lesser degree guide and encourage the discussion.

### **Capture And Analysis**

All of the relevant data was captured in electronic form, translated (where necessary), analysed, cross referenced with data from phase 1, and used to help inform the research team about decisions and questions relevant for the final phase. Unfortunately the translations were not received in time to analyse before phase 3 and so the information we had was limited at this time. Data was also used to supplement and give texture to the report.

## 2d. In-depth Interviews

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### **Selection Criteria**

Based on the theoretical model put forward at the beginning of this paper, two KOs, each representing a typical example of each of the four of the, five markers on the proposed continuum of reliance. The representativeness of the KOs for each marker was assessed with the use of the data collected in Phases 1 and 2, with reference to level financial reliance (from phase 1) and attitudinal and assets assessment (from phase 2). In addition an attempt was made to select an equal number of Afrikaans and Xhosa speaking areas. The fifth marker (interdependence) is one that none of the KO's has yet achieved and hence, cannot be represented in this phase of study. An additional kitchen was chosen from pre-partial reliance due to information gained from WARMTH staff members about the kitchen that did not correlate with the information gained from the survey data (Rosie's kitchen). Due to time constraints on the days of interviews, one kitchen from the partial reliance group (Uitsig) could not be fitted in and it was decided to not attempt to visit this kitchen again bringing the total number of kitchens interviewed to 8.

### **Interview Process and Themes**

Each of the eight selected KOs was visited by two of the members of the research team where possible, one acting as the interviewer and the other as a scribe. Electronic recording of the interviews was considered but it was felt that the presence of an electronic device might be too invasive and hinder the KOs willingness to speak freely. Thus under the circumstances, manual recording was found to be the best option.

Each KO was interviewed for between 20 and 40 minutes, with the use of the use of a crude interview schedule that served to identify themes and pertinent questions to be posed to the KO. This task was carried out informally in the Kitchen itself, during business hours. This was to ensure that the KO felt quite at home and in control of the situation. On some occasions a WARMTH staff member or a kitchen staff member was also present but this did not appear to affect the KOs willingness to respond to the questions.

### **Qualitative Data Analysis**

Data was captured and summarised, drawing on important points. Discussion focuses on the appropriateness of the original categorisation and what this means for the KOs and for WARMTH including highlighting possible inhibitors, enablers as well as recommendations of possible ways forward.

### 3. ANALYSIS

#### 3a. The Survey Data

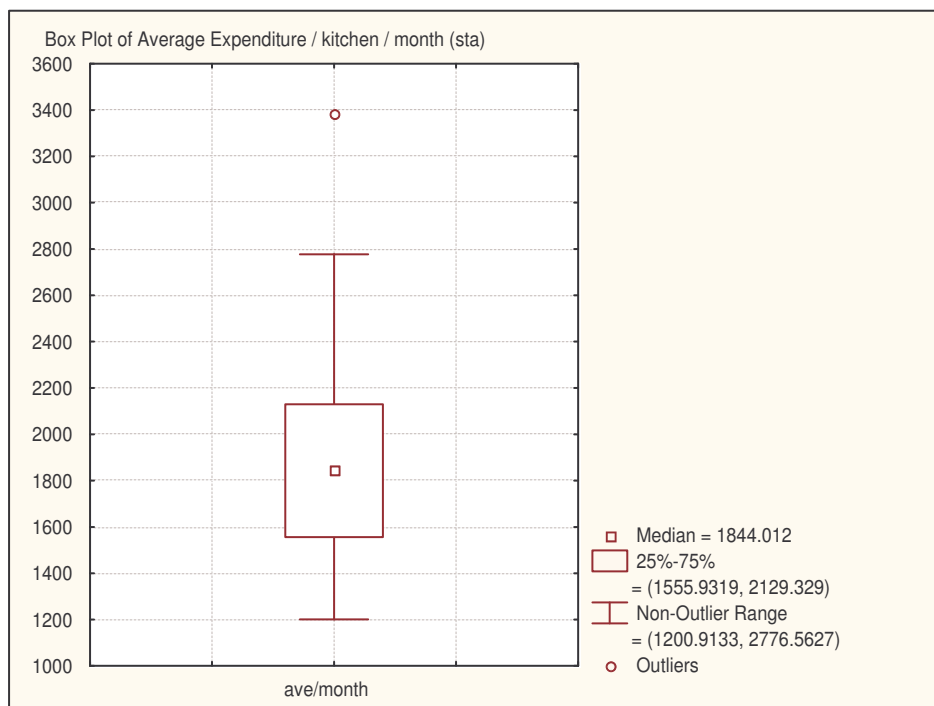
Figure 2.1 below shows that average expenditure / kitchen / month can vary quite considerably between kitchens. While almost R3400 is spent on one kitchen, 50% of kitchens (inter-quartile range) receive stock valued between R1555 and R2129 per month. A quarter of kitchens receive between R1200 and R1555, and a last quarter between R2130 and R2777.

The minimum and maximum expenditure on a kitchen, excluding the single instance of R3400 (non-outlier range), are R1200 and R2777 respectively.

Summary of expenditure on kitchens		Range
25%	R1200 and R1555	R355
50%	R1555 - R2129	R574
25%	R2130 and R2777	R647

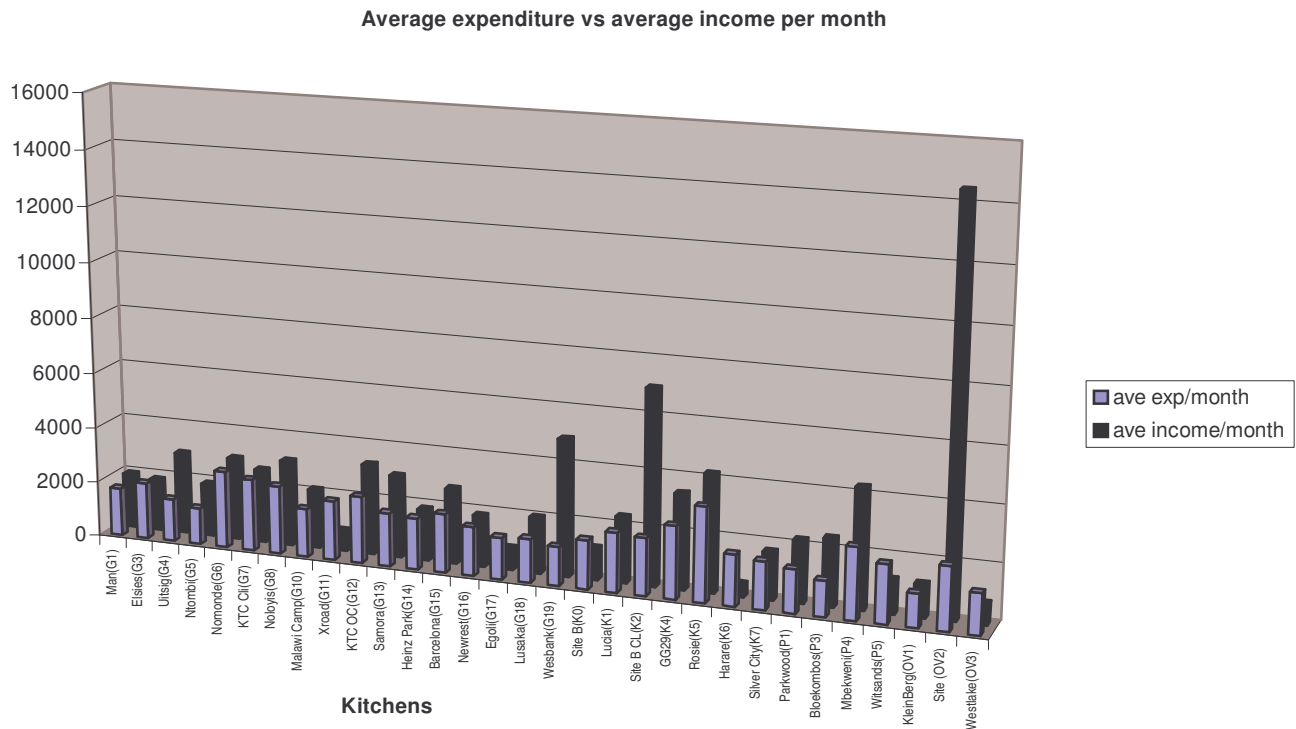
Figure 2.1

#### **Box plot of average expenditure / kitchen / month**



- **Preliminary grouping of kitchen operators**

Graph 1 below describes the average expenditure per month by WARMTH on each of its kitchens against the estimated average monthly income at each of the kitchens. The estimate is extrapolated from records of the number of meals sold on the day of the survey.



- **Description of categories**

**Full reliance:**

Estimated income is lower than average expenditure

**Pre-partial reliance:**

Estimated income is equal to or marginally greater than average expenditure

**Partial reliance:**

Estimated income is greater than average expenditure

**Self-reliance:**

Estimated income is substantially greater than average expenditure

● **Factors that may influence the profitability (estimated income) of kitchens:**

The number of free meals being given out by individual operators. The fact that many of the kitchens are seen as a community service (by operators and community members) means that operators feel obliged to aid those that they know to be in need and who have no money. Given that the voucher system does not appear to be applied rigorously across all kitchens, it is reasonable to assume that some kitchens may be giving out more uncompensated meals to TB and HIV/Aids patients than others. Also, the extent to which the operator is supporting family and friends with free food would have a considerable effect.

● **Preliminary categorisation of kitchens according to a comparison of WARMTH's average monthly expenditure and average operator income per month.**

<b>Full Reliance</b>	<b>Pre-partial Reliance</b>	<b>Partial Reliance</b>	<b>Self-Reliance</b>
<b>Inc &lt; exp</b>	<b>Inc ≥ exp</b>	<b>Inc &gt; exp</b>	<b>Inc sign. &gt; exp</b>
Westlake OV3	Lucia K1	Uitsig G4	Site OV2
Kleinberg OV1	Silver City K7	Bloekmbos G3	Site B Cli K2
Xroads G11	NewRest G16	KTC OC G12	Wesbank G19
Egoli G17	Parkwood P1	Samora G13	
Harare K6	Nomonde G6	Mbekweni P4	
Elsies G3	KTC Cli G7		
HeinzP G14	Rosie K5		
Site B K0	Man G1		
Witsand P5	Ntombi G5		
	Noloyis G8		
	Malawi G10		
	Barcelona G15		

● **Critique of the survey instrument**

As it stands, the survey instrument is of limited use.

There is a lack of standardisation of the indicators that are used. For example, if we are going to count the number of pots of a food that are prepared on the day we must be certain that the pots are all of the same size. The same can be said of counting the number of spoons of food.

We suggest that future surveys take the form of at least 2 separate survey days. This would help in describing the reliability of the estimates (for daily income etc) obtained.

An effort should be made to brief all enumerators prior to the survey to try and ensure that all survey forms are filled out on the basis of a shared understanding of what to record and how to record it.

Strengths and weaknesses of data collection in Phase 1:

Limited time meant that not all 36 kitchens could be interviewed which although was inconvenient was not particularly detrimental. Secondly, unfortunately the questionnaire was not designed specifically for the purpose of this study and as such the information obtained was not optimal for the study. However it was useful for a crude analysis of the large majority of the kitchens.

The purpose of the involvement of the WARMTH staff in carrying out the questionnaire survey was twofold. Firstly, it provided a practical way to solve the problem of time and budget constraints for the research team. The second, and possibly the more important factor was that of building relationships between WARMTH staff members and kitchen operators. This is believed to be a very important factor in the research process as it involves interaction between all project members and not just external research contributors it can have a positive impact for the running of the project in general.

There were, however, a number of problems with this approach. The research team was not able to adequately brief the staff members involved in the process of filling out the questionnaires, as the process had begun before the involvement of the research team. This resulted, in some cases, in the failure of the field worker to fill in the questionnaire correctly. Making some of the data collected inaccurate and other data unusable.

### **3b. The Workshop**

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This workshop was aimed at informing the interviews and adding texture to the quantitative data collected in the first phase of research. As well as informing us as to the level of conscientisation of the KO are to be interviewed in the latter phase of research. However, time constraints did not allow for the completion of formal analysis before the third phase of research. However, the experience of conducting the workshop did give the research team a good sense direction and a greater understanding of the KOs relationship with WARMTH.

Due to the informal nature of the meeting, the groupings of the KO's were not structured according to the groupings laid out in the methodology. This resulted in heterogeneous groupings consisting, in most cases, of KO's from all levels of the reliance continuum.

It should be noted that some of the groups exhibited stark cultural divisions, for example group blue consisted mostly of the established Afrikaans speaking KO's while most of the other groups were predominantly Xhosa speaking. The only notably mixed group was that of group green which consisted predominantly of new kitchen operator attending there first meeting. This dynamic informed the selection of kitchens for further study.

Due to the heterogeneity for the groups it is difficult to analyse them in terms of the reliance continuum. Most groups were fairly welfare oriented but some individual stood out from the rest as ambitious and business minded, and this does reflect the pattern shown in the placing of kitchens into the continuum in the first stage of research.

The following paragraphs serve as a summary of the each group's discussion.

### **Group Red**

*Nothemba, Mapetho, Mandisa, Joyce, Paarl, Noloyiso and Nonkululeko.*

There is a strong sense of wanting to help their community especially the sick, poor and unemployed. The KOs wanted to help people to help themselves, focusing on self-development and community development. These tendencies were especially strong in Nothemba, Maphetho and Mandisa.

All the KOs showed a heavy reliance on WARMTH for basic supplies, but all of the group members bought at least some extra supplies for their kitchens. Most notably Nothemba, who has a wide range of products.

Most of the groups members expressed a will to either improve their skills and resource base and or to expanding their operations in terms of product base and kitchen assets.

Loans were shown to be the most significant need for all of the group members, as well as tables and chairs, and benefits for the KOs.

Theft seems to be a major problem, and concern was expressed about the inefficiency of the coupon system. Another problem that emerges strongly among all groups is people wanting food for free.

### **Group Purple**

*Shelia, Maleta, Virginia, Nowethu, Nomatile and Ntombi*

This group was shown to be relatively diverse in their outlook. Some of the KOs held strong views on development of their community and their kitchen while others felt insecure about their circumstances and did not feel ready for any type of change in the near future.

All of the KOs in this group rely on WARMTH for supplies but also buy a few extra ingredients themselves. This shows that they show an interest in improving their serve and or expanding their product range. Taking pride in their work can be seen as the beginning stages of developing a more conscious KO. However, the KO's in this group felt that their goals were hindered by their own financial circumstances as well as those of their communities, "We do not see ourselves going anywhere because cost of living is too high and our food prices are standing still at 60c and 20c."

Given this statement all of the KOs felt that the food prices should be raised. However this conflicts with the problem of people in their communities that are too poor to pay even the 60c. Among the other problems that were raised in the discussion were, theft and the minimal supplies that they receive from WARMTH. As well as, sometimes feel ill equipped to deal with client's problems.

### **Group Green**

*Maureen (Old Crossroads G11), Lena (Tafelsig), Thanda (Witsands P5), Patricia (Site B K0), Lena N (Heinz Park) and Zoliswa (Retiring).*

This group consisted of both new and old KO, the divisions between them were very apparent. The more experienced KOs had higher ambitions while the new operators could not foresee any further development of the kitchen in the near future. Some of the new KO were making as little as R17 a day. Which has informed their inability to see the business potential.

As a whole the group shared their views that their role was to provide cheap food for poor and unemployed and building a sense of community. But, three strong voices that emerged were those of Maureen, Lena N and Lena, the rest of the group was very quiet.

A number of the KOs in this group were relatively business-minded, expressing the will expand product range and start businesses like bakeries and fisheries, while other felt it more important to continue with the service unchanged.

Maureen expressed interest in getting involved with community health projects to help TB and AIDS patients, but remains very welfare orientated.

Some group members were interested in training in accounting and catering, while the new KOs were still finding their feet.

The KOs identified problems including:

- Lack of skills
- Gangs
- Unemployment
- Dealing with people who have been abused and not having the skills to help
- Drugs
- Lack of equipment

## **Group Blue**

*Asa/Marielda (Vahalla- Spur), Fazlin (Egoli), Jackie (Spur- Parkwood Estate), Eunice (Manneberg), Lorraine (Uitsig) and Shirley (Elsies).*

This group was relatively welfare orientated, wishing to provide cheap, healthy food for poor, unemployed and sick.

Some of the member only wanted more facilities to continue running their kitchen like they have been run in the past, while others expressed a will to expand and diversify towards a more business-like operation.

Only one of the members bought extra supplies and ingredients, which highlights an apparent lack of initiative in the group.

Most of the KOs wanted to better their premises, and only two expressed an interest in running a “serious business”.

The KOs in this group felt that WARMTH should continue to operate in the same way as it has done in the past.

One of the major problems shared by the group members is that of crime. All the kitchens have been broken into, except for Fazlin’s, Eunice’s and Lorraine’s.

## **Group Black**

*Rose, Vivian, Nosikhumbuzo, Lucia, Daphne, Adeline, Lina and Victoria.*

Despite the group’s feelings that their main role is to provide food to the community, this group was relatively advanced in their business thinking. Each of the KOs expressed interest in running businesses like a spaza, coffee shop or fishery.

Lucia and Rose, Adelina - They source and pay for their own electricity and water.

Showing a relative independence from WARMTH. They also noted that they would like to receive training. Saying, WARMTH can help us by, “Teaching us how to manage our finances, continuing and improving savings scheme and continuing to provide funeral contributions.

The KOs all noted that their major problem was a lack of supplies.

### 3c. Interviews with selected kitchen operators

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There is evidence that our preliminary grouping of the kitchens holds true in light of an analysis of the interviews with selected operators.

While we see some variation between kitchens that occupy the same group, we feel that it is possible to develop strategies according to the different groups. However, since the kitchens are not homogenous entities that cannot always be subjected to the same strategies.

The information below should be read with the following indicators in mind:

- a. Financial
- b. Conscientisation (awareness/desire for change or development)
- c. Inhibitors to development
- d. Synergies and promoters
- e. Recommendations that arise out of the operator's experience

#### Group: Full reliance

##### 1. Kitchen: Crossroads (Maureen) G11

Kitchens were placed at 'full reliance' on the continuum if their estimated monthly income (from the survey data) was substantially lower than the average monthly expenditure on the kitchen by WARMTH. The Crossroads kitchen earns substantially less (approximately R700 per month) than the amount WARMTH spends on it (approximately R1800). Maureen estimates her daily income as R25 and since she opens Monday to Saturday that would make her monthly income between R600 and R750 per month, confirming the survey data's estimate. Maureen has someone to help in the kitchen but compensation is in the form of food and not money.

Occasionally Maureen sells fish for R1 and fishcakes for 50c, but her attempts to sell a chicken meal for R5 and a sausage meal for R4 were unsuccessful as few people could afford it. She stressed that the kitchen is situated in an area that is so poor that even the 60c subsidised meal costs is too much for some people and thus increasing the price is not an option. Maureen raised a point that reoccurs in several interviews, that there is a culture of giving food to people who are hungry but have no money. The operators talk of 'knowing their community' meaning they know who is genuinely hungry and has no money. There are indications that there is a moral obligation to provide for someone they know to be in this situation. Maureen said she likes to cook and is not lazy but people do not have the money for food that costs more.

Maureen spoke of a next year/3 year plan with specific reference to coupons for HIV/AIDS patients and more nutritious foods for these customers (food they cannot afford). This raised the issue of 'skollies' in the area with Maureen indicating that any expansion brought with it the danger of attracting unsavory characters. For instance she says that if she were to stock paraffin or sugar it would be assumed that there was money on the premises. A spin-off of this issue is the idea of moving away from being a community kitchen and been seen as a spaza or more commercial operation.

Maureen says she does not struggle much with running the kitchen. However, she indicated that she might be wasting her time since the earnings are so low. It seems that her operation is more of a service than a source of income however Maureen is using the money she earns to support 6 family members including herself.

The Crossroads area comprises both formal and informal housing with most of the residents being unemployed. The majority of the kitchen customers live close to the kitchen and many are children from a nearby school. Maureen questioned the use of getting business skills training when the community has no money. She would rather have a space with a nice floor (not dusty) for people to sit and eat. She has access to both water and electricity (which she runs to the kitchen from her home). She also has a fridge that allows her to sometimes sell homemade ginger beer in summer.

Maureen expressed an interest in meeting with other operators to share experience, problems, ideas and projects. She suggests that WARMTH could give the kitchen operators wages instead of a food subsidy.

Inhibitors of development

- community poverty
- risk of development bringing attention.

This kitchen fits well in the fully reliant category.

Emerging ideas

Investigate the possibility of giving kitchen operators wages and them paying WARMTH for the supplies they want.

## **2. Kitchen: Elsie's River (Shirley) G3**

This kitchen's estimated income is marginally less than average expenditure per month. Shirley estimates her daily income to be about R70 and R100 on Thursdays when she sells curry-bunnies. In addition she receives about R200 every two weeks from the coupons she cashes. Thus, the kitchen earns between R1520 and R1900. Shirley has someone to help her in the kitchen twice a week that she pays according to how much is sold.

Shirley is already selling curry bunnies in addition to the subsidised meals. However, she sees the shop across the road as being an obstacle to selling additional goods like sweets. She says that no increase in the cost of the food is possible and sells large cups of soup at 50c and the curry bunnies at R1. The kitchen operates a coupon system and local social workers send people to the kitchen.

Shirley feels WARMTH does a lot for her. She would like to meet with the other operators more often to get to know each other. She expressed an interest in the formation of a co-operative of KOs for bulk buying but she doesn't know whether becoming self-sustaining is possible since WARMTH supplies the bulk of the produce.

Inhibitors of development:

- local shop
- community poverty
- lack of desire on part of KO

This kitchen fits well in the fully reliant category. As the KO exhibits all the characteristics of one at this marker in our model. She unconsciously relies on WARMTH for all forms of support, and expresses little initiative or willingness to change the way that her kitchen operates.

### **1. Kitchen: Manenberg (Mrs. Klaasen) G1**

Mrs. Klaasen's kitchen was placed on the continuum in the group of pre-partial reliance because the expenditure of WARMTH on the kitchen is roughly equal to the estimated (based on the survey data) income of the kitchen. In this case, the income of the kitchen is about R1900 per month and expenditure is about R1700 per month.

Mrs. Klaasen has diversified the products sold to include vetkoek (50c); snoek rolls (when available, at R5) and curry bunnies (R2.50). She would like to include sweets and suckers in the future. Unlike some of the other kitchens, there are no other shops near by.

The kitchen employs one assistant at a basic of R60 per week regardless of how much the kitchen earns. Mrs. Klaasen estimates the kitchen's daily income at R60 which since she opens only 5 days a week would give a monthly income of R1200 which is quite a bit lower than that estimated from the survey.

Mrs. Klaasen's experience of running the kitchen is very positive as she indicates that she has no problems in the running of the kitchen. She indicated that WARMTH fixes everything and she takes part in the savings scheme. This is her experience despite earning considerably lower than some of the other kitchens, this may be because she is not responsible for supporting her family financially. Out of her earnings she buys the snoek and flour necessary to make the other goods she offers.

Mrs. Klaasen's sees that knowing how to cook many different types of foods as a benefit to her running the kitchen but would like some training in management or bookkeeping to supplement this. Currently she has water but no electricity, which she would like in the future.

Mrs. Klaasen sees the people in her community as being very poor and in need of free food. She notes that the coupon system is not operating in her area and that means that the sick and elderly people cannot get food from the kitchen. The school grounds where she is situated brings a lot of her customers and many people travel quite far to get to the kitchen as there are no other shops nearby.

Mrs. Klaasen sees a lack of respect for property and gang violence as being obstacles to running the kitchen. People steal the plates and cutlery and often shooting prevents people from accessing the kitchen.

The area of Manenberg that the kitchen is in is mainly formal housing with backyard shacks. Mrs. Klaasen estimates that 60% of the population is unemployed. Most of her customers are adults buying food for their families. She says that many of these clients are unemployed and living on child maintenance grants.

Mrs. Klaasen is very grateful for what she receives from WARMTH. She would like access to loans to increase the amount of resources she has. She thinks that meeting with kitchen operators more often would be useful as they can share experience and ideas. She sees the distance between kitchens as being a problem and is not interested in forming a co-operative. She sees the kitchen being self-sustainable as possible but not definite.

The Manenberg kitchen earns very little above what is spend on it by WARMTH despite selling a number of goods other than the subsidised meals. At this point plans for expansion are limited. It is possible that there is less initiative for this kitchen to further expand since it is not a main source of income for the operator.

Inhibitors of development:

- The area is very violent.

This kitchen fits well into the pre-partial reliance group given it's earning and the level of diversification of products as well as the attitude to further development of the KO.

Emerging ideas

- investigate possibility of voucher system.
- possible management training.

## **2. Kitchen: Silvercity (Nomhlahla) K7**

Nomhlahla's kitchen earns almost exactly what is spent on it by WARMTH, thus it was placed in the pre-partial reliance group. Nomhlahla estimates her daily income to be between R30-40 which is less than the estimated monthly earnings based on the survey data. She only hires an assistant when she is very busy or sick with whom the money is shared.

Sometimes, the kitchen sells fish but usually nothing more than the subsidised meals. Nomhlahla would like to sell vetkoek, chicken feet and fish in the future. Nomhlahla is using a sizing system for the subsidised meals: a large plate is R1; medium is 50c and a small plate for children is 30c.

Nomhlahla sees her low earnings as an obstacle to diversifying her product range. She is using her earnings to support her family- 5 members in total.

Nomhlahla sees knowing her community as useful to the running of her kitchen but would like access to catering training to further facilitate this. She currently uses the electricity from a nearby crèche and has a fridge and running water.

Nomhlahla's area is very poor with many unemployed people. In some ways this prevents the kitchen operation, as people want free food. She sees her kitchen as a place for the poor. The community oversees the centre where her kitchen is and everybody knows about it. The area is mostly informal and newly formal housing with many young people and a high prevalence of AIDS and TB. Her clientele are mostly families from the area but some come from further away. Some of the customers are brought from the clinic in a taxi and since there is no voucher system she does not charge them so they can take their medicine with food.

Nomhlahla would like to meet with the kitchen operators more often as she can gain experience from them and thinks a co-operative between kitchen operators would help. However, she would like to receive a basic pay from WARMTH.

This kitchen fits quite well in the pre-partial reliance group given the level of productivity of the kitchen but the ideas of the KO indicate that a shift to partial reliance is likely in the near future.

Emerging ideas

Assess usefulness of sizing system for pricing meals and replicate if deemed positive.

Investigate voucher system with nearby clinic.

### **3. Kitchen: Rosie Gwadiso K5**

Rosie's kitchen is often referred to as a very successful kitchen as a result of 'tourist business'. However, according to financial survey data she earns only about R1000 more than WARMTH spends on her – WARMTH spends more on this kitchen than any other (her estimated monthly income was about R4000 with WARMTH spending just under R3000 on the kitchen each month). Rosie estimates her daily income at R150 that would be between R3000 and R3750, which corresponds to the estimate from the survey. Interestingly despite being held up as one of the more successful kitchens the survey data from this and last year also indicated a low turnover on the day of the survey.

The area the kitchen is in is informal but established with most residents being unemployed. According to Rosie, all sorts of people use the kitchen with people coming from near and far some are tourists and local councilors. In this regard the kitchen is well situated as it is close to the town council and a school. The tourists are charged the same price as the local people for the meals, although a previous report indicated that sometimes Rosie receives tips in addition the standard charge.

Rosie is sharing her income with her one assistant as well as putting R50 in her bank account every week and being involved in the WARMTH savings scheme at R50 per month. She is using her earnings to support herself and her two children.

Rosie's kitchen does not cook anything other than the subsidised meals. She tried cooking a meat meal to sell for R5, but she ended up making a loss as people only wanted to pay the subsidised meal cost. She would like to sell meat stew and bread at cost price in the future. Rosie says that she could not increase the price of the subsidised meal as she would be threatened. She has some of the old WARMTH signs inside the kitchen with the set prices on- she sees this as inhibiting as people hold her to what is on the signs.

Rosie says she struggles the most with getting supplies and she often runs out of food. On top of this there is a lot of crime in the area with spazas often getting robbed. She has water and electricity but no transport, tables or chairs. She has already been on a baking training course but would like to do further catering courses and a course in money management.

Rosie would like more communication from WARMTH and between the kitchen operators. She indicated that prior to 1998 the kitchen operators had to pay for their own food. She feels that it was better that way as the operators were forced to be more disciplined and responsible. Although she sees the subsidy as good she says they receive less food that before which is a problem. She would like to meet more regularly with the other operators to share ideas and problem solve. She has been thinking about forming a co-operative with other operators with teams of 5/6 to share business knowledge. Rosie thinks that her kitchen can become self-sustaining as she has done it before.

Rosie does not seem overly ambitious in what she sees her kitchen selling in the future. However, this could be accounted more to difficulties in the community than to

her own thoughts on the direction of the kitchen. Investigation into what the community would want to buy from the kitchen and what they are prepared to pay needs to be undertaken. The idea of 'regional' kitchen operator co-operatives that Rosie has suggested seems more realistic than all the kitchens joining a co-operative. As one of the more established kitchens with a history of paying for the food itself it would seem that becoming more self-supporting should not be ideologically difficult. It is perhaps an experience that should be shared with the newer operators.

Inhibitors to development:

- Community attitudes towards increasing the subsidised food prices and resistance to paying higher prices for non-subsidised goods.

This kitchen would probably fit better in the partial reliance group in terms of the KO's attitude however due to community limitations and low income she remains in the pre-partial position.

Emerging ideas

Investigate the possibility of removing the 'misleading' sign.

Investigate regional co-operatives

## Group: Partial Reliance

### 1. Kitchen: Mbekweni (Nouzolo) P4

Mbekweni was originally put in the partial reliance because the income of the kitchen exceeded the expenditure by WARMTH on the kitchen but not significantly. WARMTH spends approximately R2000 per month on this kitchen and the kitchen earns an average of R4000 per month according to estimates from the survey data.

Currently Nouzolo is selling a chicken, vegetables and rice meal in addition to the subsidised goods. She would like to sell cool drinks and fruit next year. She has previously tried to sell meat and pap but it was not successful as the pap was difficult to keep warm. She thinks that the price of the subsidised meal could increase to no more than R1 and the chicken meal from R5 to R6. But she notes that only those employed, like the teachers and clinic nurses can afford the R5 meal at the moment.

Nouzolo employs one assistant with whom she shares the earnings of the kitchen each week. They serve about 200 meals per day and estimate their earnings as R100 p/day and R150p/day when they serve the chicken meal. Nouzolo uses this money to buy groceries, saving it until the end of the month when she pays schools fees and other accounts. She supports her 6 family members including 4 children's study costs as although her husband works she receives very little of his earnings.

Nouzolo sees her biggest problem as not getting enough groceries with delivery every 25 days she always runs out of food before the new stock arrives. She estimates this gap to be 5 days. As a result she is using her own money to stock up on oil, rice, vegetables although the soya and soup seems to last long enough. WARMTH told Nouzolo that she was 'wasting' food and to decrease the amount of rice from 15kgs to 10kgs so that the food will last. Nouzolo says she doesn't struggle with tracking the money the kitchen earns as she does not keep a record. Security had also been a problem, but there is now a security guard on the premises (CWD compound). Alice from CWD has been helping with the kitchen's upkeep, e.g.

electricity in the kitchen for a light since the kitchens budget used to be under her, but it is not any longer.

Nouzolo would like to gain some bookkeeping skills, but is concerned about her eyesight being poor. She indicated that she would like to learn English as she left school at standard 5 as well as more cooking training and help accessing goods. At the moment she has water supply but only electricity for a light- there is not plug. She would like to have a fridge, a stove to bake as well as a shelter for her customers with tables and chairs. Nouzolo would like WARMTH to give her an end of year bonus (financial). She would also like sap and beans to be supplied in summer to make a sour drink.

Nouzolo finds the Mbekweni people to be very supportive and give her lots of praise. The kitchen only started 07/01/02 and she wants to see what will happen next year as she makes her business and to see if people will continue to support her. Mbekweni is an informal area with some built houses and some shacks. Most of the community is unemployed and there are lots of young people- often involved in drugs and crime. When the kitchen opens at 10 a.m. there is a long queue of adults, then the children come between 10:30 and 11. Mostly the customers' come from near by and the surrounding areas. Nouzolo says there is a need for another kitchen in the area. She also notes that they need to set-up a voucher system, especially for the TB patients as the two clinics nearby refer their patients to the kitchen.

Nouzolo indicated she would like to meet with the kitchen operators more often to advise each other and gain experience and was interested in the idea of forming a co-operative. She is willing to become self-sustaining. She wants to lift the standard of the kitchen next year o make it more sustainable than it is now. She is interested in accessing loans.

The site has a food garden on it with which they plan to feed the sick, specifically AIDS patients. They also receive a sponsored delivery of vegetables from Pick and Pay on Thursdays but they do not deliver the same vegetables every time.

Despite being a new kitchen, the Mbekweni kitchen does seem to fit the category of partial reliance. This is because in some ways Nouzolo is keen to become self-sustaining but in others she wants a lot of help from WARMTH. One of the prime obstacles seems to be, Nouzolo doesn't know how much the kitchen earns and she needs to get training to combat this. Despite this the kitchen seems to earn quite well even though they do not sell an extensive range of goods. Nouzolo's ideas to sell a sour drink made of sap and beans seems realistic and appropriate. Nouzolo's outlook to becoming self-sustaining seems very positive and this needs to be encouraged by facilitating her expansion (e.g. loan for fridge).

This kitchen is well placed in the partial reliance group, but is likely to move into self-reliance in the next year if the KO's plans are enabled.

#### Emerging Ideas:

- Track growth of food garden and look into replicating
- Book-keeping training
- Investigate possibility of electricity plug points, then negotiate loan agreement for fridge.
- Look at how much the kitchen receives from WARMTH and P+P in comparison to other kitchen selling a similar amount of meals per day and re-assess deliveries.

- Consider increasing price of subsidised meal since operator thinks it is possible.
- Look into co-operative buying of fruit and cool-drinks.

## Group: Self-reliance

### 1. Kitchen: Wesbank (Noluvuyo/Joyce) G19

Wesbank was originally put in the category 'self-reliant' because the kitchen's estimated monthly income exceeded the expenditure on the kitchen by WARMTH by just over R2500. The information gained in the interview confirmed this with the kitchen operator estimating her weekly income as being between R500 and R600. This would, however, indicate less of a profit than estimated from the survey data. The kitchen has no system for wages, but there is a regular assistant (the operator's son) whose pay is dependent on how much the kitchen earns. The kitchen operator is occasionally cooking a meat and pap meal that she sells for R3. However, she indicated that the price of the subsidised meal was 'right' at 60c. She is using the money she earns to buy the additional goods, to save, pay school fees and generally support her family of seven (her husband works at the school where the kitchen is situated). She would like to increase the number of goods she sells to include sweets, biscuits and bread (at a low price).

Noluvuyo indicated that the things she struggles most with as a kitchen operator is getting enough gas to run the kitchen and tracking the money earned. She sees herself as being organised and having a good relationship with the community. She would like to have more cooking skills, specifically baking and to learn some business skills. Currently the kitchen receives customers through word of mouth advertising. The kitchen does not have electricity, but the water pipes are currently being installed. They have never been broken into. Noluvuyo feels she needs to get a shelter for the children on the community side of the kitchen and more plates and spoons. She would also like access to transport.

Noluvuyo sees her kitchen as well-placed making it easy to sell the meals. Wesbank has both formal and informal housing and is occupied mostly by unemployed people with more children than adults. The people using the kitchen are often older people, unemployed and tend to live in Wesbank. She would like to open on Saturdays as well, but does not have the gas supply to do so. Currently she opens on public holidays. She would like more money from WARMTH so that she can help more people by giving away food. She would also like WARMTH to get her access to loans and to training to learn how to bake.

Noluvuyo thinks that meeting with the other kitchen operators more often is good idea in order to share information and ideas. She thinks that forming a co-operative with other operators could mean they can get goods cheaper. She thinks that her kitchen could become self-reliant if it can afford to. As the situation stands. She would like more food and gas from WARMTH.

Given this information, it seems that the Wesbank kitchen is on the path to becoming self-reliant. The kitchen operator has taken the initiative to sell more than the subsidised meal that she pays for out of her profit; she has also indicated a desire to

diversify products further. However, she does not see increasing the price of the subsidised meal as an option. Noluvuyo is willing to take loans for the equipment she will require and already belongs to the savings scheme. She is keen to join a kitchen operator co-operative and is not afraid of becoming more self-reliant. Given the set-up of her kitchen and the poverty of Wesbank as well as the high amount of meals sold per day, her demands for more gas; food; a shelter and more plates and spoons seem reasonable. In conclusion, the need and the incentive for her to expand her business are there. Therefore, a plan for how WARMTH can facilitate this expansion needs to be looked at.

Inhibitors to development:

- Idea of part of aim being to give away food.

This kitchen is well placed in the self-reliance group. It seems likely that the kitchen will grow to be increasingly self-reliant from WARMTH and enter a relationship of interdependence with other KOs and WARMTH.

Emerging ideas:

- Assess amount of food and gas being given to the kitchen in comparison to how much they sell and then look at increasing supply.
- Negotiate loan agreement for shelter
- Once loan for shelter has been paid off investigate running of electricity lines-try and get school to recognise kitchen's worth and negotiate a deal with them.
- Access to cheap plates and spoons that can be easily identified as kitchen-owned.
- Secure appropriate training for Noluvuyo incorporating baking and business skills. Training for Noluvuyo can be in Xhosa or Afrikaans only

## **2. Kitchen: Nothemba OV2**

Nothemba's kitchen was also classed as self-reliant due to enormous difference between WARMTH expenditure on the kitchen and the average monthly income estimated from the survey data (expenditure= +/-R1900, income =R14200). According to Nothemba, the kitchen earns approximately R600 per day that would make her monthly income only slightly below the estimate (about R12000 p/m) since she only opens 5 days a week (although she would like to open on the weekend).

Nothemba has diversified her product range substantially to include soya pies; soya burgers (also from WARMTH soya supply); mutton, chicken and beef stews; samp and beans; pap (but not everyday); vetkoek; crisps; cool-drink; pens; pencils- although her stock of non-cooked goods is relatively low. She indicated during the interview that she would also like to sell fish and chips for which she would need a deep fryer. When asked what other non-food stuffs she would like to sell, she said that the school children had asked for the pens and pencils and would also like Tippex and glue.

Nothemba employs a number of on-off casuals as necessary and one permanent assistant who is paid a rate of R350 per month. She indicated strongly that the community could not afford a price increase on the subsidised meals as they are mostly not working and some can only bring maybe 50c. She highlighted the need for patients especially TB patients who need to eat with their tablets – the clinic next door used to give them money for food, but not any more. Nothemba needs to speak to the clinic about the possibility of a voucher system.

Nothemba sees safety as a problem and so she has to bank everyday. She has a car, but needs to learn to drive. She is involved in the saving scheme, but would like help with her other saving. All the money the kitchen makes goes into one bank account from which goods are bought and salaries paid at the end of the month. What is left over is Nothemba's from which she pays 3 sets of school fees monthly and supports her 6 family members helped by her daughters and husbands earnings.

Nothemba see her ability to cook and have a good relationship with the community and her staff as being her major skills which help her run the kitchen. She would like to have access to driving lessons and accounting skills training (including numeracy). Nothemba has a lot more resources than many of the other kitchens including a car; two fridges; a microwave and electric. She thinks the kitchen needs some of the big pots replaced; tables and chairs for outside and a deep fryer.

The community according to Nothemba needs to have a clinic or hospital open on the weekend. She sees that as being a big crime and drug problem and as a result the community needs a mobile police station. The area is both formal and informal and has existed since 1990. The people in the area are mostly unemployed and young. The kitchen serves all types of community members and mostly the unemployed although they may be involved in on-day casual jobs, they come from close and from Ocean View.

Nothemba thinks she could play some sort of advocacy role in the community like speaking to the clinic to get a hospital set-up and there is a possibility of a kitchen network through the Valley Development Project centre in which she is situated.

Nothemba would like WARMTH to get her access to flour, maize and fish- for which she is willing to pay as well as access to loans for equipment. Although Nothemba says she enjoys the kitchen operator meetings she would not like to attend more often as she is too busy. The meetings are good to generate ideas, advise each other and share mistakes. Nothemba thinks that a co-operative would be a good idea and can see her kitchen being self-reliant in the future. She is satisfied with the current service provided by WARMTH.

The interview with Nothemba confirmed that her kitchen is on the more self-reliant side of the continuum and will continue to expand. Nothemba has taken a lot of initiative to develop as far as she had and her ideas to create an even better kitchen are well formulated. She obviously knows her community and what they will buy but is realistic about what they can afford. She has shown a great deal of concern for the patients taking medication and there was talk of her receiving a monthly fee for feeding them. Nothemba has clear ideas about what she needs to expand and is willing to pay for or take loans to get what she wants, her concern over finances would be settled if she received training in accounting. Nothemba appears to earn an enormous amount in comparison to other operators and would be in a position to pay back loans.

Inhibitors to development:

- Due to being uncertain of her numeracy skills, Nothemba seems a little suspicious of intake when she is off ill/away- she may be too concerned to take leave to get the training she needs.
- Money is not safe of the property and supplying additional equipment may cause more problems (the kitchen was broken into the day before the interview),

This kitchen is well placed on the reliance continuum and is likely to become increasingly independent of WARMTH.

Emerging ideas:

- Investigate possibility of voucher system, especially with regard to clinic.
- Source supply of fish, flour and maize
- Supply accounting training
- Identify suitable driving school and negotiate terms
- Check pots are in condition to cook hygienically
- Investigate secure tables and chairs for loan agreement- check with Valley Development Project about space.

Nothemba is the highest earning kitchen operator and has by far the most diversified product range. This could indicate a positive relationship between diversification and income.

### • **Critique of Interview Process**

Since all the interviews were conducted in English, there is some concern that the nuances of what the KO's were saying may have been lost as none of the KOs were first language English speaking. In addition, when a translator was used there were some indications that they were not only translating the language but also what was actually being said.

The selection process for kitchen's to be interviewed was flawed in the sense that the data available to make the selection was not as accurate as it should have been. Also, the research team was not able to interview two kitchens from partial reliance group due to difficulties at the Uitsig kitchen and time constraints. However, the selection process was meant to be relatively random due to the nature of the research.

Another critique was the use of the interview schedule which was not standardised and adapted to what was deemed appropriate by the interviewer at the time.

#### **4. Ideas about the way forward**

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##### **WARMTH's own strategies**

###### **a. The Savings Scheme**

This is a popular scheme and seems to provide positive incentives. It is hoped that by creating this culture of saving will also lead the creation of a culture of increased self-reliance. It could also serve as collateral for potential loan access to KOs for things like equipment and training. It is suggested that the staff member involved in the scheme regularly ask the KOs whether they would like to increase/decrease the amount they save per month in order that they do not see the R50 as a limit.

###### **b. The proposed Micro-Lending Scheme**

Many of the KOs interviewed indicated a desire to improve the conditions of their kitchen in terms of their resource base. Popular ideas revolve around obtaining a fridge, stove tables and chairs and shelters for their customers. Most of these KOs indicate a willingness to obtain a loan from WARMTH in order to achieve this. It is suggested that WARMTH put together a procedure to standardise access to loans. Especially in the context of what kitchens receive as their basic package that has generally been ad hoc up to this point. Such a scheme would have to be carefully regulated and involve the KOs taking full responsibility for the loan repayments. WARMTH's role should be limited to access, tracking, informing and possibly access to insurance for the higher cost goods.

##### **WARMTH Staff**

WARMTH has recognised that one of their obstacles is that the staff themselves do not always have the appropriate skills, especially technological skills. It is imperative that this continues to be addressed, as it is impossible to expect staff to support KOs in improving their operation otherwise.

##### **Communication within WARMTH**

A system for logging and acting on knowledge gained by staff on visits to operators.

While we encourage WARMTH to work as a team, it is also important that the core functions or roles of individual staff members are clear. This will help WARMTH identify any skills gaps that might currently exist within the organisation, and also help foresee skills that will need to be acquired by individual staff members to support future initiatives.

## Different strategies for different kitchens

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### **Full reliance**

While we suggest that operators situated in this category will generally display less ambition or inclination to develop, interviews also suggest that this does not mean that those operators have not thought about developing their kitchen operation. Maureen had obviously thought about ways of expanding her business. She has however been unable to overcome certain environmental factors that inhibit the development of her operation.

The point is that certain operators in this category may be willing and able to participate in strategies for development and should be given the choice at least. WARMTH should motivate why they feel that a certain kitchen is not suitable for a particular strategy.

It is our feeling that conscientisation building exercises that build knowledge, confidence and ambition are especially important at this end of the spectrum (ie. full reliance).

Training and skills development cannot occur without the prior or concurrent development of the operator's broader knowledge base and attitude to change. Ongoing dialogue with and visits to other 'more successful' operators could be instrumental in this regard.

WARMTH could co-ordinate periodic 'kitchen tours' that aim to expose operators of more marginal kitchens to those kitchens that are more 'developed' or bring in more money. This kind of sharing of experiences is non-prescriptive and bound to make an impression on any operator and get them thinking more about their own operation.

### **Pre-partial reliance**

It is important also that WARMTH offer needs-specific training or training that is perceived to be relevant by the operators themselves. When asked whether she would be interested in book-keeping and other business-type training, Maureen questioned the relevance of these skills when the community which she serves has no money.

This points to the need for skills development along with conscientisation building exercises. Training should be contextualised, integrated and relevant to the participant.

This group requires further investigation with a view to understanding why these kitchens are not fully reliant and why they are not partially reliant.

### **Partial reliance**

This group suggests a focus on the support and enabling of their ideas for development. These operators are on their way and their needs are likely to be a little different to kitchens that are characterised as fully reliant or even pre-partially reliant.

### **Self-reliance**

This group suggests a focus on consolidating their position. How much money they are making, what their costs really are. They will require access to loans and other support that ensures their continued development.

### **Inter-reliance as a strategy**

Even operators perceived to be situated in the 'full reliance' category, responded positively to the idea of meeting with other operators periodically and the 'idea' of a co-operative structure. I stress 'idea' because the study cannot assume a standardised meaning of 'co-operative' (in terms of participation, structure and function).

Let's consider evolving more formal monthly meets, for example. More formal in the sense that the meetings are structured and involve certain operators performing a particular role during the meeting.

An agenda could be drawn up by WARMTH for the first few meetings, with a view to facilitating more agenda-setting by the operators themselves (eg. by phone).

It seems prudent to start small. At this point the idea of regional co-operatives may help. The process of starting to evolve more formal meetings between operators might be piloted within a smaller group of co-operatives who are situated in similar geographical areas.

Such meeting might include a revolving chairperson, problem-solving activities and fostering linkages with each other and with schools and clinics etc.

What follows are further ideas about the way forward. The question is to what extent the various ideas are suited to different kitchens, and how these ideas might be applied to the different kitchens

**A blueprint for the start up of new kitchens** that suggests the kind of development that WARMTH would like to see.

WARMTH could standardise what they provide to new kitchens in a way that supports their vision for how they would like to see the operator develop in the future.

For example, **positioning kitchens in community centres** is an obvious synergy that benefits operators and community members. (eg. increased security, support and integration with the needs of clinic patients for food and medication). WARMTH will need to pay attention to any power dynamics that may exist between the operator and the head of the community centre to ensure that the relationship is synergistic rather than conflictual.

Similarly, there is perhaps a need to **separate** the kitchens from the home of the operator. It sets the kitchen up as something separate in the eyes of the operator themselves and also in the eyes of the community. We argue that this separation might allow for the development of the kitchen in a way that is not perceived by the community as merely personal gain for the operator.

Investigate the potential of a **vegetable garden** at kitchen sites (or homes) as an independent and complementary source of stock. Such a space could be one of the criteria used in choosing kitchen sites in the future. Such an initiative would need to be aware of security issues and involve local people in the setting up and maintenance of gardens in order that they be a success.

**A parallel non-subsidised range of goods** (eg. fish, flour and maize) for those who might wish to take advantage of such an opportunity. It is suggested that the KOs receive an order form each month which indicates the amount of subsidised foods they will be receiving, as well as an option to order more goods at their own cost. This would involve further consultation with the KOs around what they think their community members want/will buy. This provides an opportunity for those who wish to diversify their product range to do so. This kind of service could be taken over by a

cooperative body in future. The order form would also give KOs an idea of what WARMTH is spending on them each month and therefore give them a sense of the value of their operation and how possible it would be for them to become self-reliant.

### **Expenditure on individual kitchens**

It is true that WARMTH's expenditure per kitchen varies quite widely. Many KOs expressed a wish for salaries to be provided by WARMTH. However given limited resource this is unlikely to be sustainable. However, we suggest that their needs to be a move by WARMTH towards informing the KOs about what products cost and how WARMTH resources are being used.

One suggestion would be to give each KO a list of current prices of subsidised goods and current expenditure on that specific kitchen.

WARMTH could also explore the possibility of a pilot project in which willing KOs would be given an account at WARMTH into which the normal monthly expenditure for that kitchen would be placed. The KO could then order the subsidised goods needed for her kitchen using the money in that account. Although some concerns were raised about this idea, including logistical implications and concerns about loss of control of WARMTH resources, we feel that this could be an important step in encouraging KOs to take responsibility for themselves and realize the prospects and challenges that face them in a business-oriented environment. This initiative would need to be coupled with financial training for the KOs involved.

A move toward a more developmental approach will involve 'risks'. WARMTH should not look to maintain full control of kitchens if they hope to encourage self reliance. They must rather look to empowering KOs to take responsibility for themselves. It may be that many KOs are not in a position to take on some responsibilities, but if WARMTH were to develop the requisite skills amongst operators, a move like this becomes quite feasible.

These individual accounts need exist only at an accounting level. They do not have to exist initially as actual bank accounts.

Investigate the possibility of '**regional**' **co-operatives** of operators that are situated close to one another and thus in a position to meet without extensive support from WARMTH.

### **A co-operative structure**

This needs to be thoroughly scoped and include the active involvement of operators. It is our feeling that any such structure be implemented in such a way that facilitates expanding control by the operators themselves right from the beginning. A structure of dependency, where WARMTH performs an overly executive role, will simply be more difficult to develop into a more autonomous structure that is run by operators in the future. This means that the KOs must be substantially involved in the running of the co-operative from the beginning, with WARMTH playing a facilitatory and advisory role.

It might be prudent to initiate small pilot cooperative involving only a few willing operators in order to explore how such a structure might function and what problems might arise. This could then be extended or replicated to include more operators.

## **Training**

Training should be available to operators who desire it.

It may be useful to integrate catering and bookkeeping skills as part of a single training initiative. This helps contextualise new skills within the range of skills operators already possess.

It seems sensible that WARMTH staff take on the training function wherever possible. This means that staff may require further training in the provision of training to others. Outside consultants can be used to provide specialised training to WARMTH staff, who then pass this knowledge on to operators.

Wherever possible training should be provided in the first language of the kitchen operators.

## **Communication with operators**

While we understand that WARMTH is reluctant to try and articulate uncertainty with regard to the future, there is a real need for WARMTH to foster and maintain communication about its role, vision for operators and development trajectory. WARMTH need not be afraid of communicating incomplete ideas to operators. Constant communication is not about clear-cut solutions that remain static. It was noted during the research process that not giving all the information that WARMTH has right now may cause more fear than being unclear about the direction WARMTH wants to take. By constantly talking to operators WARMTH will gather valuable feedback and ideas, and ultimately any definite strategy that emerges will not come as a surprise to operators and what is more they will see that it has been informed by their input.

## Appendix A

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### **Possible standard set-up supplies for new kitchens:**

#### Stage 1:

1X container

2X big pots

2X small pots

1X mop

2X buckets

Water pipes (but not payment)

Electricity lines (but not payment)

Check space for food garden potential

Supply fixed amount of subsidized goods to be re-assessed on a 6-monthly basis according to number of meal sold per day.

#### Stage 2:

Savings scheme

Access loans for equipment

Funeral scheme

Co-operative creation

#### Stage 3:

Check on status of loans and repossess/ negotiate new agreements

## Appendix B

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Interview Schedule (KOs)

**- To be administered and interpreted by interviewer**

- Introduce and contextualise interview to address expectations and fears of the interviewee.

- Resist using the word 'independent' at any point during the interview.

1. What is yr first language?
2. What language/s can you read and write?
3. What language/s can you speak and understand, but not read and write?
4. Your ideas on what you think you could sell to customers beyond soya on a day-to-day basis/What would you (the KO) like to sell beyond what you currently sell?
5. Do you have an assistant/s?
6. Do you pay them in cash? How much?
7. What do you think you could charge more for the standard meal? How much?
8. What is the price of yr other meals (meat, chicken etc if applicable)?  
If not applicable, what do you think your customers would pay for a meat and/or chicken meal?
9. What do you struggle with most as a KO?
  - Tracking money
  - Ordering and obtaining supplies
  - Paying staff
  - Safety
  - Understaffing
  - Up keeping premises and equipment
  - Saving
  - Other...specify
10. What do you use the money you make from the kitchen for and roughly what proportion is used for each of those things? (on the understanding that the operator is free to some degree to dispose of that money as they see fit)
11. How many do you support (family, household etc)?
12. What skills do you currently have which facilitate you running the kitchen?
13. What training would you most like access to?
  - Bookkeeping
  - Sourcing inputs
  - Other
  - Basic education (numeracy and literacy)?
14. What material resources do you have at the moment?
  - Transport
  - Tables and chairs
  - Electricity
  - Water
  - Security (ability to store safely)
  - Pots, plates etc
  - Signage
  - other
15. What material resources would you most like to have?
  - Transport
  - Tables and chairs
  - Electricity
  - Water
  - Security (ability to store safely)
  - Pots, plates etc
  - Signage
  - other
16. What are the primary needs of your community- that are/are not being met by you/WARMTH?
17. Are there other needs of your community (beyond food) that you think you could service?

18. What are the special features of your area/community that help you operate successfully?
19. What are the special features of your area/community prevent you from operating successfully?
20. How would you describe yr area? Tick all those applicable
- Informal
  - Built
  - New settlement
  - Established settlement
  - People are mostly employed
  - People are mostly unemployed
  - Mostly children and young people
  - Mostly adults
21. Are most of the people who buy from your kitchen? Proportions?
- Adults
  - Children
  - Senior citizens
  - Unemployed
  - Employed
22. Do most customers live very close to the kitchen
23. Do most of yr customers come to you because you are close to a special place (school, station, industrial area, taxi rank, other shops etc)?
24. Roughly how much is yr turnover per day?
25. Do you open on a Saturday and or Sunday?
26. Do you open on public holidays?
27. How do you think WARMTH could help you run the kitchen beyond subsidising the basic meal, gas and rent?
- Answer without prompting
- Follow up prompts:
- Training
  - A bigger range of subsidised foods
  - Servicing equipment and premises
  - Access to loans
28. Would you like to meet more with the other kitchen operators? Why/why not.
29. Do you think a co-operative made up of all the operators could perform the same role as WARMTH? Why/why not.
30. Can you imagine your kitchen being self-reliant?
31. What could WARMTH do better (that it does already)?

## Appendix C

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### Notes on workshop with kitchen operators at WARMTH held 20/08/02

#### Questions:

1. Ndicela usicacisele ubanika ntomi abantu kwelo khitshi lakho?
1. What do you provide for your community through the kitchen?
2. Ingaba unanjongo zini ufuna ukuzi phumeza kwelo kitshi lahko?
2. Goals of the kitchen operation?
3. Ingaba usebaonzan ngoku bhekiselete ekufunanam ukitya amanzi namanze nombane?
3. How do you acquire your resources?
4. Uzibona uphi njemgono khitshi kwiminyaka emithathu eyozo?
4. The goals for the next 3 years?
5. Ucinga ukuba uWARMTH engakunceda njau ukuze ubengino kitshi ongiomo?
5. How can WARMTH help?
6. Ingxaki zokutua
6. Problems.

#### Group Red:

Mandisa, Joyce, Maphetho, Paarl, Nothemba, Nonkululeko and Noloyiso

1. Ndicela usicacisele ubanika ntomi abantu kwelo khitshi lakho?  
- What do you provide for your community through the kitchen  
Ndibanika uthando, uxolo, uncumo, ikhaya, ukutya, isoup, isoya ne rice, nezinye ke.  
- Give them love, peace, smile, home, food, sup, soya and rice etc.
2. Ingaba unanjongo zini ufuna ukuzi phumeza kwelo kitshi lahko?  
- Goals of the kitchen operation
  - 2.1. Ukuncede uluntu. (Noloyiso Joyce Nokuzola Nonkuleko).  
- Helping the community.
  - 2.2. Ukunceda abantu abahluphekileyo/ abagulayo/ abaselayo ukuze bazincede  
- To help the poor people, sick, drunkard people to help themselves. (Nothemba)
  - 2.3. Ukuziphulisa ndawoliye nabahlali.  
- To develop herself and her community (Maphetho, Mandisa).
3. Ingaba usebaonzan ngoku bhekiselete ekufunanam ukitya amanzi namanze nombane?  
- How do acquire your resources?  
Gas masters through WARMTH (everyone)  
3. Water supply:  
Manisa – limpompo zikawonke-wonke  
- Public taps  
Joyce - Wesbank school  
Maphetho - Naluxolo school  
Paarl - WARMTH  
Nothemba - WARMTH  
Nonkululeko - WARMTH  
Noloyiso - WARMTH  
Supplies:  
Noloyiso: Uthenga lityiwa, iflour, nomngqusho  
- buys salt flour and samp  
Joyce: Uthenga iflour ne- spices  
- buys flour and spices  
Nokuzola: Uthenga ityiwa no-mielie-meal  
- buys salt, mielie-meal  
Maphetho: Uthenga iflour ityiwa no-mielie-meal  
- buys flour & mieli-meal  
Mandisa: Uthenga spaghetti + baking powder  
- buys spaghetti & baking Powder

Nonkululeko: Uthenga iflour, yeast, salt + sugar  
- buys flour, yeast, salt & sugar  
Nothemba: Uthenga/buys flour, sugar, salt, yeasts, viennas, chicken feet, mutton, chicken pieces, polony, burgers, eggs, scones, muffins, samp & beans.

Bonke bathenga ezi zinto zingentla ngemali abayenza emakhitshini  
- They all use the money they make in the kitchens to buy these supplies.

#### 4. Uzibona uphi njemgono khitshi kwiminyaka emithathu eyozo?

- The goals for the next 3 years

Mandisa: Uzibona emkhale eMalawi camp ehlala kwindlu yesitena enamanzi nombane

- Sees herself moved from Malawi camp into a brick house with water and electricity

Nothemba: Ufuna ikhitshu lakhe ukulibona liyindawo ebalulekileyo ekutyelwa kuyo

- Wants her kitchen to be a very important place where people can sit and eat

Nonkululeko: Ukuphekau-ntlobo-ntlobo zokutya

- Improving kitchens by cooking a variety of things.

Maphetho: Ufuna ukuba ngusomashishini owaziwayo oqhuba i-BMW

-Wants to be a very important businesswoman, driving a BMW.

Nokuzola: Ufuna istovi esine-oven, khon'uklize abhake nokubhaka.

-Wants to have a stove with an oven, so she can bake as well.

Joyce: Ufuna i-fridge, ne-shelter yabantu.

- Wants to have a fridge and a shelter for the community.

Noloyiso: Ufuna umbane ifoni azifakele umbane wakhe, aphumlise ishishini lakhe engabakibalanga abahluphekileyo.

- Wants to have electricity, a telephone and to buy her own electricity as to develop the business without forgetting the poor people.

#### 5. Ucinga ukuba uWARMTH engakunceda njau ukuze ubengino kitshi ongiomo?

(Anganceda njani u-WARMTH)

- How WARMTH can help.

Nothemba: Ufuna indawe ephangaleleyo enetafile nezitulo zokutyela. Suqhubekeke nge-savings.

-Wants a spacious space with outside tables and benches. Move forward with savings.

Nonkululeko: Ufuna i-fridge nendawo ephucukileyo yokutyela.

- Wants a fridge and a place where my clients can sit and eat at a comfortable table.

Mandisa: Ufuna imali-mboleko yokuphuhlisa ishishini lakhe.

- Wants a loan to develop her business

Maphetho: Ufuna imali-mboleko ku-WARMTH.

- Wants a loan from WARMTH.

Nokuzola: Ufuna imali-mboleko ku-WARMTH.

-Wants a loan from WARMTH.

Joyce: Ufuna imali-mboleko ne-gas eyongezelelweyo.

- Wants a loan from Warmth and more gas

Noloyiso: Ufuna amalungelo/ u-bonus namaxabiso okutya onyuswe.

- Wants benefits/ a bonus to be upped. And food prices to be put up.

#### 6. Ingxaki zokutua

- Problems

Noloyiso: Awasebenzi ama-food coupon

- Food coupons not working

Joyce: Ufuna more gas

- Not enough gas.

Nokuzola: Abathengu bayaziba ikonityi ne-plates.

- Clients stealing cups and plates.

Maphetho: iPlates namaceohe azoneli.

- Not enough plates and spoons.

Mandisa: Abathengi abanxilayo.

- Drunken clients.

Nonkululeko: iPlates, amaceohe, ne-cups azoneli.

- Plates/ spoons and cups.

Nothemba: iZinto zokucoca azoneli, nabantu abafuna ukutya nga-phandle kwemali.  
- Not enough cleaning materials and people who want food without money

**Group Green:**

Maureen (Old Crossroads G11), Lena (Tafelsig), Thanda (Witsands P5), Patricia (Site B K0),  
Lena N (Heinz Park) and Zoliswa (Retiring).

1. Services

Lena:

- Soya/ rice and soup;
- Uhlangabezana nemfuno zabahlali
- Meeting needs of the community
- Ulwa ephelisa ubundlobongela
- Less violence

Lena N:

- Curry, vetkoek, soya/ rice and sou
- Unika abantu into abayfunayo
- Giving people what they need
- Wahka uluntu
- Building community

Maureen:

- Unceda abangaphangeliyo
- Helping unemployed
- Wenza indima yobuzali kuluntu
- Like the role of a parent in some ways
- Uhika uthando nenkathallo
- Giving love and care
- Ingebiso nothumelo kwezinye indawo eziluncedo
- Advise and referrals

a). Uthathe indawo ukuyeka kuka Mrs. Wolf ubona kungcomo No. Ubugeklu bubuninzi.

Ubanika isoup ne rice kuba yiyo ibasic nutrition.

- Took over Mrs. Wolf's feeding with basic nutritional meals.

b) Curry and vetkoek giving abantu lonlo bayifunayo.

- Selling curry and vetkoek

c) Soya ne rice, diva ne-soup

- Soya and rice, diva or funa.

2. Iminqweno/Amaphupha

- Goals

Lena:

- Ukuthengisa izinto ngezinto
- Expanding product range
- Ukufumana I-fridge ye-gas
- Get a gas fridge.

Lena N:

- Ukuthengisa izinto ngezinto
- Expand products
- Ukuvula I-bakery (Lena's cookie shop)
- Start a bakery (Lena's cookie shop)
- Ukugqiba uqeqesho lokubhaka
- Complete training
- Ukufumana istovu esine-oven
- Get a stove and oven

Patricia:

- Ukuzibona ethengisa intlanzi.
- Turn kitchen into a fish shop

Maureen:

- Ufuna ivenkile yakhe ikhule
- Want her shop to grow.
- Ukuthengisa untlobo-ntlobo zokutya

- Expand product range  
Ukufumana imali eninzi
- Get more money.  
Ukufakelwa I-alarm.
- Get an alarm installed.

Lena, ucinga ukuba uyobe exe vemkiile enkulu ne cookie shop.  
- Lena thinks of having a shop and a cookie one.

### 3. Ukufunyanwa kwenzinto eziyimfuneko

- Acquiring goods

Bonke banawo umbane namanzi. Zonke ezinye izinto bazifumana kwa-WARMTH.

- All KO's have electricity and water and get standard products from Warmth

Maureen:

Ufuna ukuzama nangaphezulu

- Would like to organise more for herself.

Umbane usuka endlini yakhe.

- Electricity supply run from own house.

Unomncedisi

- Has a helper.

Uyazifunela ezinye izinto eziyimfuneko kwishishini lakhe.

- Get her own extra products.

Lena ulindele ukufudukela kwindawo eyeyakhe.

- Lena is waiting to move into permanent premises.

(Patricia) Ucinga ngokuba ne fishery. Amanzi akhona nombane I gas unfunyanwa ku WARMTH.

Patricia is thinking of starting a fishery; gas from WARMTH and water and electricity available.

### 4. Goals for the next 3 years.

Maureen – Ndicinya Nyokujonjana nokunceda abantu bakuthi ababugwa yi HIV ne TB, kidwa kubekho unxibelewano ulo ngqingqwa phakathi kwethu ne health committees.

- Maureen is thinking of helping HIV and TB sufferers and working together with health committees.

### 5. Help from Warmth

Lena:

Ezinye izinto ezinamandla ezinokusinceda

- Other energy sources, suggests solar panels.

Ufuna I-wonderbag

- Needs a wonder bag

Uqeqesho ekuqhubeni amashishini/ nokubala/ ne-counseling

- Training and education in accounting, counseling and business skills

Ukufundisana nokwabelana ngabanye ngabanye.

- Facilitate learning amongst kitchen operators teaching each other.

Maureen: Ukusebenzisana nokuncedana neminye imibutho nenkokheli zawe.

- Organise to work with other community organisations and leaders, so they can help each other and learn from each other.

Ukusebenzisana ngamahdla nonopilo.

- More communication with community health workers.

### 6. Ungxaki

- Problems

IUkungabinazo I-skills

- Lack of skills

iGangsters

- Gangs

Ukunqaba kwemisebenzi

- Unemployment

Ukudibana mabantu abahlukunyeziwe ungakwazi omawukwenze

- Having to deal with people who have been abused and not having the skills to help iZiyobsi
  - Drugs
- Ukunqaba kwezixhobo zokusebenza.
- Lack of equipment

### **Group Black:**

Rose, Vivian, Nosikhumbuzo, Lucia, Daphne, Adeline, Lina and Victoria.

#### 1. What do you provide for your community through the kitchen

- Rose- rice and stew, soup and nesonka/bread.  
 Vivian- Rice and stew, pap and inyama/meat, soup amarhewu  
 Nosikhumbuzo- rice and stew, soup, isonka/bread, ne-rolls/rolls.  
 Lucia- rice and stew, soup, umngqusho/samp  
 Daphne- rice and stew, soup, inyama/meat  
 Adeline- rice and stew, soup, fish, vetkoek, amarhewu  
 Lina- rice and stew, soup, vetkoek, pap, tea, amarhewu  
 Victoria- rice and stew, soup, inyama/meat.

#### 2. Iminqweno/Amaphupha

- Goals of the kitchen operation

Nosi- Mna ndisebenzola e clinic injonge zam zazlkubo ndibe ne spaza qha ndisebemzela e clinic andinamvume.

- I operate from the clinic. My dream is to have a spaza shop but I won't get permission from the clinic.

Daphne- Ingxaki yakhe ifana nale ingentla qha use Caweni.

- Operates inside a schiurch hall, spaza shop too, no permission.

Lucia- naye usatana naba bongentlo.

- Same dream and problem.

Rose- Yena unfuni I Coffie shop no Vivian, Victoria, Adeline no Lina.

- They want to start coffee shops.

Sisonke siqwenda I Fishery

- They all want to have fisheries.

#### 3. How do acquire your resources

Lucia- no Rose, Adelina bona bathatala ubane na manzi.

- They pay their own electricity and water.

Sonke- I vege, soya, rice, soup, oil, gas, peas zonke ezo sizifumana ku warmth.

- They all get these from WARMTH.

#### 4. The goals for the next 3 years

Sonke- sibono ikomwa lethu linokuqaqamba kwi minyaka emithathu ezayo xa imfuno zethu sinokuzifumana ngoluhlobo.

- We can all have a brighter future if we can get our needs....????

#### 5. How Warmth can help.

1. Makaqale u Warmth asifundise indlela yoku phatha imali.
  - Teach us how to manage our finances.
2. Sicela ne Savings Sicela ingapheli iqhubekeke iyasanceda.
  - savings scheme to continue.
3. Sifuna I funeral policy iqhubekeke.
  - Funeral contributions to continue.

#### 6. Ingxaki zokutua

- Problems

1. Ukutya kuncinci abantu baninzi.
  - Many people to cater for- not enough supplies.
2. I gas isishiya phakathi ngaba ngabahloli kunye nezikolo esijongene nazo.
  - Siyakhalaza yonke imihla. Ngamanye Amaxesha I veg yethu Ayibintle. Sithu sonke, Rose, Nosikhumbuzo, Daphne, Lucia, Vivian, Adeline, Victoria, Lina.
  - The gas is not enough and yet we serve school children and community. Sometimes the vegetables are not nice.

ENKOSI, DANKiE, THANK YOU.

### **Group Blue:**

Asa/Marielda (Vahalla- Spur), Fazlin (Egoli), Jackie (Spur- Parkwood Estate), Eunice (Manneberg), Lorraine (Uitsig) and Shirley (Elsies).

#### 1. What do you provide for your community through the kitchen

- Asa- Ukutya for abantu abangaphangeliyo nabahluphekileyo.
- Food for the unemployed and the poor.
- Marieldia- Abantu bayalithanda I-kitchen
- People love and need the kitchen.
- Fazlin- Abangaphangeliyo bayakuvuyela ukutya kwe-60c.
- The Unemployed appreciate a 60c meal
- Jackie- Unceda abane-TB nabangenamakhaya.
- Service to TB patients, homeless customers, source of warm goods (kitchen has power)
- Eunice- Unceda abantwana nabantu abadala.
- Substantial meal for hungry children and seniors.
- Lorraine- Unceda abahlali
- Serve the community
- Shirley- Unceda abahlali ngokutya okutshiphu okuya egazini.
- Healthy affordable food.

#### 2. Goals of the kitchen operation

- Asa- Ukupheka ngcono nendawo engcono yokuphekela.
- To afford better food; better premises (ability to store, currently cooking at home)
- Marieldia- Amanzi nombane.
- Water and gas
- Fazlin- Ukupheka ngconwana- nemivuzo.
- Better food (meat etc.)- greater disposable income
- Jackie- Ukunika abantu ukutya abakufunayo.
- To give people the food they want and myself.
- Eunice-Ufuna I-resturant enokutya okumnandi
- Wants a sit-in restaurant with a menu.
- Lorraine- Ufuna I-take-away etshiphu.
- Cheap takeaways, ref. Shirley
- Shirley- Ufuna ukuthengisa izinto ezahlukileyo kubantu abakufutshane kuye ukunqanda ukungevani.
- To sell different goods- 'cannot' duplicate goods at kiosk nearby- may lead to tension

#### 3. How do acquire your resources

- Bonke kwa-WARMTH
- All- WARMTH
- Fazlin- Akukho manzi ekhitshini.
- No running water
- Eunice- ityiwa, iziqholo, imbotyi uzithenga ngokwakhe.
- Salt spices and beans bought by herself

#### 4. The goals for the next 3 years

- Marieldia- Ufuna ukuya e-Mecca.  
 - Wants to go to Mecca  
 Fazlin- Ufuna ukuthengisa ngakumbi.  
 - Wants to be more than a kitchen, wants to offer more  
 Jackie- Ufuna I-kitchsi ehle elinesidima.  
 - (Jerusalem) – a dignified, better. Posh kitchen.  
 Eunice- Ukunwenwela nakwezinye izikolo.  
 - Wants to serve more than one school  
 Lorraine- Ufuna ukuba no-MacDonals wobahlau.  
 - Wants to run a serious business- “MacDonalds” for the community.  
 Shirley- Ufuna I-Roadhousa ephangaleleyo.  
 - Wants expanded “Roadhouse”

#### 5. How Warmth can help.

- Asa- Ukuqhubeka ekuncedeni ngezi sebesinceda ngazo.  
 - By continuing to help supply basic goods.  
 Jackie- Xa siphelwa lithemba.  
 - To push/support when we lose confidence/faith  
 Eunice- Ukuqhubeka ngokusinceda.  
 - Continue to supply all necessary goods/by continuing to help  
 Lorraine- Ukusinceda xa izinto ziphelile.  
 - To help us when we are in need i.e. when supplies run out  
 Shirley- Ukuqhubeka ukusinceda.  
 - By continuing to help

#### 6. Problems

- Asa- Ukuqhekezwa rhoqo kwe-container nobubi bayo.  
 - Constant break-ins/poor container  
 Fazlin- Akukho manzi ekhitshini, ukha nge-bucket.  
 - No running water, bucket only  
 Jackie- Abancedisi bafuna imivuzo esingenakho ukuyihlawulo.  
 - Helpers want a wage eventually and can't be afforded- they volunteer, but once they are working they want a wage  
 Eunice- Ufuna umbana ekhitshini.  
 - Electricity  
 Lorraine- Ufuna ukhuseleko ne-fridge.  
 - Security of goods, no fridge (there is electricity)  
 Shirley- Ayikho Ingxaki, unfuman aman angawo.  
 - Positive experience as within a centre and has electricity.

#### NOTES:

- U-WARMTH usiphethe ngokufanayo.  
 - WARMTH treats everyone equally.  
 Onke akhe aqhekezwa ngaphandle ko-Fazlin, Eunice and Lorraine.  
 - All broken into except- Fazlin, Eunice and Lorraine.

#### **Group Purple:**

- Shelia, Maleta, Virginia, Nowethu, Nomatile and Ntombi  
 1. Ndicela usicacisele ubanika ntomi abantu kwelo khitshi lakho?  
 - What do you provide for your community through the kitchen

- uShiela- uthi ndibanika iRice, soya ne Soup ukwondisa kukho ne Chicken pieces.  
 - Shelia serves rice, soya, soup and chicken pieces.  
 uthi uMaleta kwelakhe ikhitshi upheka umgqusho ne Nyama, namarhewu, ne papa.  
 - Maleta cooks samp and beans, meat, pap, amarhewu.  
 uNomonde- Nontombi soup ne soya ne rice ne rolls and bread kunye nama gwinqa namayila.  
 - Nomonde serves soys, rice, rolls, bread, vetkoek.

Nomatile yi soya ne soup ne rice namagwinya namarhewu nenkhukhu yePlus ne fish.  
- Nomatile serves soup, rice, vetkoek, amarhewu, chicken and fish.  
Nowethu-Virginia- bapheka, soup ne soya ne rice ne papa ne nyama, namarhewu, nongqusho.  
Nowethu and Virginia cook soup, soya, rice, pap, meat amarhewu, samp and beans.

2. Ingaba unanjongo zini ufuna ukuzi phumeza kwelo kitshi lahko?  
- Goals of the kitchen operation

Injonge zam/zethu kukuziphucula ndiphumelele kumaphupha am nokuphucula kulunthu oluhluphekileto ngokhutu bufumane ukutya oku fikelelelako.  
- Develop themselves and their communities, to fulfill their dreams by producing cheap meals.  
Shiela- uthi injongo zakha kukunceda abahlelekileyo.

- To help needy people.  
Ntombi- Injonga zam kukuqhubeka phambili ngithengise nezinye izinto endiphumelele kuzo.  
- Going forward selling different meals.

Maleta- Injonga zam kukunyamezala kwalikhithi kodwa ndonanto endi ngaphumeleli kuzo.  
- To be patient and tolerant until I get there.

Virginia- Injonga zam kukuphumelea ekitshini lam nabantwana abahlelekileyo.  
- Develop and succeed.

Nowethu- Injonga zam kuphucula uluntu ingakumbi abantu abahluphekileyo  
- Develop my people, especially the poor.

3. Ingaba usebaonzan ngoku bhkiselete ekufunanam ukitya amanzi namanze nombane?  
- How do acquire your resources

Ans- Isoya ne soup ne rice ne veg, gas zonke si Xhasa zifumana lewa ngu WARMTH Project.

- All the above from WARMTH.

Yonke enye into siyathengela ngalemali siyifumana ekuthengiseni ezizinto zingentla.  
Nombane siyawuthenga namanzi snabhafala.

- We buy some other things on our own.

4. Uzibona uphi njemgono khithi kwiminyaka emithathu eyozo?  
- The goals for the next 3 years

Asiziboni siphumelela sisiyansawo kuleminyaka mithathu izayo ngoba amaxabiso okuya aye eonyuka ngokwenyuka imali yona imile kula 60c- ne20c ayenyuki.

- We do not see ourselves going anywhere because cost of living is too high and our food prices are standing still at 60c and 20c.

5. Ucinga ukuba uWARMTH engakunceda njau ukuze ubengino kitshi ongiomo?  
- How Warmth can help.

Ngokuthi asixhase kwezizinto sizithengela zona sizifumane ngamaxabiso aphantsi njengakaqala okanye anyuse amaxabiso okutya.

- Kitchen food prices to be put up.

6. Ingxaki zokutua  
- Problems

1. Nowethu- uthi kuphelewa ngamanzi unfalwa nabantu abongane mali.  
- Running out of water sometimes.

2. Maleta- Ngabanti abangana mali yokuthenza ayaphela.  
- People want food without paying.

3. Ntombi- Ngabantu abangenazimito bezokuthanga nabangana mali.  
- People with no money.

4. Nomatile- kukuza abantu abangen mali belambile belila bafuna ndibaphe ukutya ndibanike.  
- People crying without money.
5. Virginia – kukutya okuphela esitubani n'a bantu abangena mli.  
Food supplies run out.
6. Shelia- Ufika engena mali.  
- People wanting food without money.
7. Nomonde- Akukho similo abakwazi kuthetha abanye batika bengena mali.  
- People with no respect and no money.
8. Nabeantu abazothenga babe izitya namaphe. Sisokole xa kufuneka sizisebe nzise.  
(Ntombi).  
- People stealing plates and spoons.
9. Nabe ntu abanxilileyo kabazotye.  
- Drunk people.
10. Noktuya okanje izinto esizisebenziseyo zithi ziophele esithebeni.  
- Supplies finished before time.
11. Ne Stress sobe ngabazali siprunde sincedisea ne nengxati zebethangi.  
- Stressed by client's problems.