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Appendix A Financial data 2002 and 2003

2002 29 kitchens

Full Reliance Inc < exp	Pre-partial reliance Inc ≥ exp	Partial Reliance Inc > exp	Self-Reliance Inc sign. > exp
Westlake OV3	Site C K1	Uitsig G4	Masiphumelele OV2
Kleinberg OV1	Silver City K7	Bloekombos G3	Site B Clinic K2
Crossroads G11	New Rest G16	KTC OC G12	Wesbank G19
Egoli G17	Parkwood P1	Samora Machel G13	
Harare K6	St Gabriel's G6	Mbekweni P4	
Elsies River G3	KTC Clinic G7		
Heinz Park G14	Macassar K5		
Site B K0	Manenberg G1		
Witsands P5	Guguletu G5		
	RSC day Hospital G8		
	Malawi Camp G10		
	Barcelona G15		

It should be noted that the average expenditure / kitchen / month varies quite considerably between kitchens. In 2002 almost R3400 is spent on one kitchen, 50% of kitchens (inter-quartile range) received stock valued between R1555 and R2129 per month. A quarter of kitchens received 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.

2003 35 kitchens

Full Reliance Inc < exp	Pre-partial reliance Inc ≥ exp	Partial Reliance Inc > exp	Self-Reliance Inc sign. > exp
Uitsig G4	Manenberg G1	Elsies River G3	Malawi Camp G10
Guguletu G5	Heinz Park G14	KTC Clinic G7	KTC Orthodox G12
St Gabriel G6	New Rest G16	Town 2 K4	Samora Machel G13
RSC Day Hosp G8	E505 K3	Macassar K5	Lusaka G18
Phola Park G9		Mbekweni P3	Wesbank G19
Crossroads G11			Site B Clinic K2
St Clements P5			Lotus River P6
Barcelona G15			Masiphumelele OV2
Egoli G17			
Site B K0			
Site C K1			
Harare K6			
Silver City K7			
Tafelsig K8			
Bloekombos P2			
Witsands P4			
Kleinberg OV1			
Westlake OV3			
Parkwood P1	unknown income		

Appendix B Notes from Discursive Workshop with WARMTH KOs 2002

Framework of workshop:

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 bhakiselete 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.

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

Group Red

NS, MP, MD, JS, NV, NL and NK.

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 NS, MP and MD.

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 NS, 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

SL, ML, VG, NW, NM and NT

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.

Sometimes feel ill equipped to deal with client's problems.

Group Green

MHS, LA, TD, PT, LN and ZL(Retiring).

This group consisted of both new and old KO, the divisions between them were 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 KOs were making as little as R17 a day. This has informed their inability to see the business potential.

The group shared their views that their role was to provide cheap food for poor and unemployed and building a sense of community. The three strong voices that emerged were those of MHS, LN and LN, the rest of the group was very quiet.

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

MHS 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

AS/MR, FL, JK, EK, LR and SA.

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 FL's, EK's and LR's.

Group Black

RG, VN, NH, LC, DP, AL, LH and VT.

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.

LC, RG and AL source and pay for their own electricity and water. This illustrates 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.

Appendix C Interview Schedule: In-depth interviews with WARMTH KOs 2002

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 that prevent you from operating successfully?
20. How would you describe your 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 your 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 your 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 D In-depth interview summaries and assessment of sampled WARMTH KOs 2002

The interviews with WARMTH KOs in 2002 below are summarised and categorised according to the reliance continuum.

Group: Full reliance

1. Kitchen: Crossroads (MHS) 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). MHS 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. MHS has someone to help in the kitchen but compensation is in the form of food and not money.

Occasionally MHS 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. MHS 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. MHS said she likes to cook and is not lazy but people do not have the money for food that costs more.

MHS 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 MHS indicating that any expansion brought with it the danger of attracting unsavory characters, e.g. 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 a community kitchen and to establishing a spaza or more commercial operation.

MHS 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 although MHS 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's customers live close to the kitchen and many are children from a nearby school. MHS questioned the value 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.

MHS 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 then paying WARMTH for the supplies they want.

2. Kitchen: Elsie's River (SA) G3

This kitchen's estimated income is marginally less than average expenditure per month. SA 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. SA has someone to help her in the kitchen twice a week whom she pays according to how much is sold.

SA 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 good 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.

SA 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.

Group: Pre-partial Reliance

1. Kitchen: Manenberg (EK) G1

EK'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.

EK 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. EK 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.

EK's experience of running the kitchen is very positive as she expresses 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.

EK 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.

EK 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.

EK 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. EK 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.

EK 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 (NM) K7

NM's kitchen earns almost exactly what is spent on it by WARMTH, thus it was placed in the pre-partial reliance group. NM 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. NM would like to sell vetkoek, chicken feet and fish in the future. NM 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.

NM 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.

NM 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.

NM'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.

NM 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: Macassar (RG) K5

RG's kitchen is often referred to as a very successful kitchen as a result of 'tourist business'. However, according to financial survey data collected through the Annual Survey in 2002 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). RG 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 kitchen is in an informal but established area with most residents being unemployed. According to RG, 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 RG receives tips in addition the standard charge.

RG shares her income with her one assistant and puts 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.

RG'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. RG 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.

RG 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.

RG 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 than before which is a problem. She would like to meet more regularly with the other operators to share ideas and problems solve. She has been thinking about forming a co-operative with other operators with teams of 5/6 to share business knowledge. RG thinks that her kitchen can become self-sustaining as she has done it before.

RG does not seem overly ambitious in what she sees her kitchen selling in the future. However, this could be attributed 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 RG 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 (NV) 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 NV 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.

NV 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. NV 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.

NV 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 NV that she was 'wasting' food and to decrease the amount of rice from 15kgs to 10kgs so that the food will last. NV 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 kitchen's budget used to be under her, but it is not any longer.

NV 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 and to have 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. NV would like WARMTH to give her an end of year bonus (financial). She would also like samp and beans to be supplied in summer to make a sour drink.

NV 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. NV 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.

NV 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 to 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 NV 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, NV 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. NV's ideas to sell a sour drink made of sap and beans seems realistic and appropriate. NV'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 (JS) 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 occasionally cooks 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).

JS 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. The kitchen does not have electricity, but the water pipes are currently being installed. They have never been broken into. JS 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.

JS 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.

JS 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. JS 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 JS incorporating baking and business skills. Training for JS can be in Xhosa or Afrikaans only

2. Kitchen: Masiphumelele (NS) OV2

NS'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 NS, 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).

NS 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.

NS 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. NS needs to speak to the clinic about the possibility of a voucher system.

NS 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 NS's from which she pays 3 sets of school fees monthly and supports her 6 family members helped by her daughters and husbands earnings.

NS 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). NS 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 NS 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.

NS 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.

NS 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 NS 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. NS 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 NS confirmed that her kitchen is on the more self-reliant side of the continuum and will continue to expand. NS 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. NS 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. NS appears to earn an enormous amount in comparison to other operators and would be in a position to pay back loans.

Inhibitors to development:

- Uncertainty over her numeracy skills makes NS seem a little suspicious of income 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.

NS 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.

Appendix E Interview Schedule: In-depth interviews 2003

WARMTH AUDIT 2003:

Interview Schedule (KOs)

- To be administered and interpreted by interviewer

- Introduce and contextualise interview to address expectations and fears of the interviewee.
- Try not to use the word 'independent' at any point during the interview, the aim is a process towards self-reliance not independence.
- Assure KO that WARMTH is in a process of rethinking the way it operates. As the integral part of WARMTH we are surveying KOs so that all the information necessary is obtained to make informed decisions.

A. PHYSICAL RESOURCES:

*Only ask costs of *'d items*

	ITEM	IN KITCHEN (Y/N)	NUMBER IN KITCHEN	PURCHASER	CONDITION OF ITEM	ESTIMATED COST
1	POTS					*
2	STOVES					*
3	BUCKETS					
4	STORAGE BINS					
5	GAS TANKS					*
6	WOODEN SPOONS					
7	SERVING SPOONS					
8	BROOM					
9	MOP					
10	DUSTPAN AND BRUSH					
11	STEEL TABLE					*
12	CHOPPING BOARD					
13	PEELER					
14	KNIFE					
15	GRATER					
16	SOUP LADEL					
17	ENAMEL AND STAINLESS STEEL BOWLS					
18	POLYSTRENE PLATES					
19	SPOONS (PLASTIC)					
20	YOGHURT CUPS					
21	KITCHEN CONTAINER					*
22	WONDER BAGS					
23	STOOL					
24	CUPBOARDS					
25	SHELTER					*

26	SECURITY (ABILITY TO STORE SAFELY)					
27	KITCHEN SIGN					
28	SPONSER SIGN AND SPONSOR					
29	KETTLE					
30	FIRE EXTINGUISHER					
31	FIRE BLANKET					
32	FRYING PAN					
33	ANYTHING ELSE SUPPLIED BY WARMTH?					
33	ADDITIONAL (NOT PROVIDED BY WARMTH)					
33.1	TRANSPORT (your own or access to)					
33.2	FRIDGE					*
33.3	FREEZER					*
33.4	OVEN					

Estimate cost of entire contents and container _____

34.

34.1 What material resources (that you do have) would you like more of? Please list

34.1.1 How much do you think this items cost?

34.1.2 How would you be able to pay for them?

34.1.3 Do you think getting a loan to pay for items is a good idea?

34.1.4 If yes

34.1.4.1 Do you think you could keep up with the loan repayments?

34.1.4.2 What would happen if you did not?

34.1.5 If not

34.1.5.1 Why not?

34.1.5.2 Have you had experience with loans before?

34.2 What material resources (that you don't already have) would you most like to have/
Please list.

34.2.1 How much do you think this items cost?

34.2.2 How would you be able to pay for them?

34.2.3 Do you think getting a loan to pay for items is a good idea?

34.2.4 If yes

34.2.4.1 Do you think you could keep up with the loan repayments?

34.2.4.2 What would happen if you did not?

34.2.5 If not

34.2.5.1 Why not?

34.2.5.2 Have you had experience with loans before?

35. Do you have electricity?

35.1 If yes:

35.1.1 How was it connected?

35.1.2 Who paid for connection?

35.1.3 Who pays the electricity bill?

35.1.4 Approximately how much does it cost per month?

35.2 If No:

- 35.2.1 Would you like to have electricity? And why?
- 35.2.2 What is your main obstacle to getting electricity?
- 35.2.3 Do you have an idea of how much it would cost per month?

36. Do you have running water?

36.1 If yes:

- 36.1.1 How did you get access to running water?
- 36.1.2 Who paid for the connection?
- 36.1.3 Who pays the bill?
- 36.1.4 How much does it cost per month?

36.2 If No:

- 36.2.1 Would you like to have running water? And why?
- 36.2.2 What is your main obstacle to getting water?
- 36.2.3 Do you have an idea of how much it would cost per month?
- 36.2.4 How do you currently access water?
- 36.2.5 What does it cost you? (either payment for water or for someone to fetch it).

B. HUMAN RESOURCES:

B1. Information about KO:

1. What is your 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. What is your highest level of education?
5. Are you comfortable with basic numeracy?/ Would you like more help with adding and subtracting?
6. Training
 - 6.1 WARMTH training:
 - 6.1.1 Did you undergo training when you became a KO?
 - 6.1.2 What did the training involve?
 - 6.1.3 What other training have you done through WARMTH?
 - 6.2 Have you done any other training since leaving school?
7. What skills do you currently have which facilitate you running the kitchen?
8. What training would you most like access to?
 - Basic education (numeracy and literacy)?
 - Bookkeeping
 - Sourcing inputs
 - Other
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. Do you have an assistant/s?

B2. Information about helper(s)

1. What is your 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. What is your highest level of education?
5. Training
 - 5.1 WARMTH training:
 - 5.1.1 Did you undergo training when you became part of WARMTH?
 - 5.1.2 What did the training involve?
 - 5.1.3 What other training have you done through WARMTH?
 - 5.2 Have you done any other training since leaving school?

6. What skills do you currently have which help you in the kitchen?
7. What training would you most like access to?
 - Bookkeeping
 - Sourcing inputs
 - Other
 - Basic education (numeracy and literacy)?

C FINANCES (back to KO)

C1 GENERAL:

1. Do you know how much money your kitchen earns each week/month?
2. How do you keep track of how much your kitchen earns?
3. If you have an assistant, do you pay them?
 - 3.1 If yes, do you pay them in cash? How much?
 - 3.2 Do you pay yourself a salary?
 - 3.2.1 If yes:
 - How much?
 - 3.2.2 If no:
 - How do you remunerate yourself?

C2 BANK ACCOUNTS:

1. Do you have a bank account?
 - 1.1 If Yes
 - 1.1.1 How many?
 - 1.1.2 What types of accounts are they?
 - 1.1.3 What are the uses of each account?
 - 1.1.4 How often do you deposit/draw money from each account?
 - 1.1.5 How did you go about setting up the account? (i.e. did you receive help from a family member/friend/WARMTH staff etc.)
 - 1.1.6 Do you pay your accounts from any account?
 - 1.2 If No:
 - 1.2.1 Does any member of your household have an account?
 - 1.2.2 Do you deposit the money you make from your kitchen in anyone else's account?
 - 1.2.3 Do you think having a bank account would be useful to you?
 - 1.2.4 How would you go about setting up a bank account?
2. If no account or account not used for kitchen monies:
 - 2.1 Where do you keep your earnings safe?

C3 USE

1. What do you use the money you make from the kitchen for and roughly what proportion is used for each of those things? What do you use the money earned primarily for?
 - 1.1 supporting family/household members
 - 1.2 savings
 - 1.3 buying goods for kitchen
 - 1.4 school fees
 - 1.5 transport
 - 1.6 Other
2. Who is the primary earner in your household?/ How many people do you support with your kitchen earnings?

C4 SAVINGS SCHEME:

1. Are you involved in the savings WARMTH savings scheme?
 - 1.1 If YES:
 - 1.1.1 How much approximately do you save each month?
 - 1.1.2 Would you like to save more money each month? (If yes, why are you not saving more?)
 - 1.1.3 What do you intend to do with your savings?
 - 1.1.4 Do you ever draw money from your savings account? (If yes, for what purpose?)
 - 1.1.5 Do you know (approximately) how much your current balance is?
 - 1.2 If NO:
 - 1.2.1 Why not?

- 1.2.2 If because new KO, Would you like to be part of the scheme?
- 1.2.3 What benefit do you think you could get from the scheme?
- 1.2.4 What do you think the main thing you would spend your savings on would be?

C5 GOVERNMENT GRANTS:

- 1. Do you receive any grants from the government?
 - 1.1 If yes
 - 1.1.1. How much and for what?
 - 1.1.2 Did you find this grants easy to access, how did you go about it?
 - 1.2 If no:
 - 1.2.1 Are you eligible for any grants you are not receiving and why are you not receiving it?

D KITCHEN BUSINESS:

- 1.Meals served
 - 1.1 About how many soya and rice meals do you think you serve each day?
 - 1.2 About how many cups of soup do you serve each day?
- 2. Many days a week do you open the kitchen? Opening hours?
 - 2.1 Do you ever open on a Saturday or Sunday?
 - 2.2 Do you ever open on a public holiday?
- 3. Are there any special times other than these opening hours that you open the kitchen?
- 4. Servings
 - 4.1 How many servings do you get out of a pot
 - 4.1.1 Of stew
 - 4.1.2 Of rice
 - 4.1.3 Of soup
 - 4.2 Serving size (based on large serving spoon)
 - 4.2.1 How many spoons of soya in a serving?
 - 4.2.2 How many spoons of rice in a serving?
 - 4.2.3 How many ladles of soup in a cup? (based on std ladle size)
- 5. Additional goods:
 - 5.1. What additional goods do you sell
 - 5.2. How much do they cost you?
 - 5.3 How much do you sell them for?
 - 5.4 Where do you get them?
 - 5.5 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?
 - 5.6 Where do you think you could get these goods from?
 - 5.7 How much do you think you could charge for these goods?
- 6. Do you know how much WARMTH pays for the food it delivers to you?
 - Soya
 - Rice
 - Vegetables?
- 7. How long has kitchen been open/ how long have you been the KO?
- 8. How would you describe your kitchen?
 - Very busy
 - Busy
 - Not so busy
 - Quiet

E FUTURE OF KITCHEN:

- 1. What would you like your kitchen to look like in 5 years time?
- 2. and in 10 years?
- 3. Can you imagine your kitchen being self-reliant?
- 3. 1 What do you think you need to do to fulfill these dreams? (answer without prompt)
- 3.2 Follow-up prompt:
 - 3.2.1 Training/skills
 - 3.2.2 Equipment

F CO-OPERATIVES:

1. Would you like to meet more with the other kitchen operators?
 - 1.1 If Yes, Why?
 - 1.2 If No, why not?
2. Do you know the KOs working in your area? (confirm/share this info.)
3. Do you think it would be possible to buy goods as a co-operative with other KOs for cheaper prices?
4. Do you think a co-operative made up of all the operators could perform the some of the roles WARMTH currently plays?
 - 4.1 If yes, why?
 - 4.2 If No, why not?.

G COMMUNITY:

1. What are the primary needs of your community- that are/are not being met by you/WARMTH?/ What are the biggest problems your community faces?
2. Are their other needs of your community (beyond food) that you think you could service?
3. What are the special features of your area/community that help you operate successfully?
4. What are the special features of your area/community prevent you from operating successfully?
5. 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
6. Are most of the people who buy from your kitchen? Proportions?
 - Adults
 - Children
 - Senior citizens
 - Unemployed
 - Employed
7. Do most customers live very close to the kitchen
8. 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)?
9. What kind of customers buy the goods that are not subsidised?
10. Do you think there will always be a need for subsidised foods in your community?
11. Do you think your customers could afford to pay more for the subsidised meal?
 - 11.1 If yes, how much?
 - 11.2 If No, why not?
12. Do you always charge for each meal served?

H RELATIONSHIP WITH WARMTH

1. What could WARMTH do better (that it does already)?
2. How do you think WARMTH could help you run the kitchen beyond subsidising the basic meal, gas and rent?
(Answer without prompting)
- 2.1 Follow up prompts:
 - Training
 - A bigger range of subsidised foods
 - Servicing equipment and premises
 - Access to loans

I ACCESSING GOODS:

1. Where do you buy the food your family consumes?
 - in community/stand/stall/spaza
 - in town
 - at factory shops
 - at market
 - other
2. Where do you buy the goods that you sell in your kitchen other than the subsidised range?
 - in community/stand/stall/spaza
 - in town
 - at factory shops
 - at market
 - other
3. How do you get to the shops?
 - walk
 - taxi
 - bus
 - someone helps you by buying it
 - other
4. Do you have any suggestions of where you or other KOs might be able to get affordable access to additional goods?
5. If not school based kitchen, ask: Any questions/ feedback you would like to give us?

J SCHOOL BASED KITCHENS ONLY:

1. Do you have a community window (as well as a 'school' hatch)?
 - 1.1 If yes
 - 1.1.1 Which is busier?
 - 1.1.2 Which do you make more money from (given different pricing of food)?
 - 1.2 If no:
 - 1.2.1 Why not?
 - 1.2.2 Would you like one?
 - 1.2.3 How much do you think it would cost?
 - 1.2.4 Do you think this cost would be worth the benefit to you?

Finally: Any questions/ feedback you would like to give us?

Appendix F In-depth interview summaries and assessment in terms of the continuum of reliance of sampled WARMTH KOs 2003 (audit process)

Interviews with selected kitchen operators 2003

Group Full Reliance

1. Kitchen: Crossroads (MHS) G11 (12/07/03)

MHS estimates that the kitchen earns between ±R40-50 p/day. She counts the money and writes it down daily. She doesn't pay her daughter, but buys her the things she wants. She pays for the goods for the kitchen then the rest is MHS's- about ±R230p/week. MHS has a pep bank savings account. She uses it to purchase groceries. This was easy to set-up and she only needs R50. She keeps the money from the kitchen safe at home. The primary uses of the money earned in the kitchen are food for family; school fees (still haven't finished paying school fee). The KO is the primary earner in the house- Nonjongo helps, but doesn't live at home- she supports 5 people. MHS is saving with the WARMTH scheme saving R50p/m. She would like to save more but doesn't have the money right now. She will use her savings for clothes for kids and back to school things. She does draw from the account- did so in April for an emergency (funeral). Her current balance is R200. MHS receives one child support grant of R160p/m which was easy to access.

The kitchen sells about ±40-50 soya and rice meals a day and ±35 cups of soup. They are open Monday to Saturday between 8 and 6 and Saturday 8-4. They don't open on a Sunday but do on a public holiday. They open on a Saturday as the community says "stomach has no holiday". They make 2 big pots of stew and 1 big pot of rice; 1 medium pot of soup each day. For 60c customers get 1 spoon of rice and 1 of soya and for 20c one ladle of soup. The kitchen also sells fish (bought for R30 and sold R1 p/piece); chicken feet potjie (cost R30+spices and sold 50c p/foot). These are purchased from WARMTH and the small businesses in the community (butchery). They purchase a bucket of salt every three days for R1,20; spice R1,20 daily; 2 packets cayenne pepper R1p/pkt- R15 p/month. She would like to sell vetkoek; and spaza shop groceries. She thinks she could get these from a wholesaler. MHS buys the food for her family at a wholesaler or J+K, she buys her additional goods in the community; she gets a taxi to the shops. She suggests KOs buy as a co-operative from wholesalers e.g. spices. MHS thinks a bag of soya from WARMTH cost R30; rice R30 and vegetables - potatoes R30 and cabbage and carrot R14p/pocket. The kitchen has been open for 4 years with MHS as the KO. She describes the kitchen as busy.

In addition to the material resources supplied by WARMTH, MHS has supplied the kitchen with: a Fridge (estimated cost ±R700) with small freezer; access to a stove to bake; 1 gas tank (KO) and plastic pint cups for soup). MHS estimates the total cost of her kitchen ±R30,000. MHS would like another medium pot (estimated cost ±R100); plastic pints and plastic plates (estimated cost ±R30) and a bigger gas fridge and freezer (estimated cost ±R1000). She thinks she could pay for the pot out of her savings at the end of the year (but would prefer WARMTH to help); get the plates and pints on lay-by but says the fridge would require more planning. She does not think getting a loan would be a good idea as she is already overloaded financially and the interest would make it worse- she has never had experience with loans before.

In the future, MHS would like shelves (for a spaza as there is no shop close by and there is a demand for it); she also wants to have the splash-plate moved to make space for shelves. She thinks the shelves will cost ±R200 and she would be able to pay for them bit-by-bit – she could make an arrangement with a person from the community- she doesn't think a loan would be a good idea.

The kitchen does not have electricity; MHS would like electricity because it is dark in the kitchen and it would mean she could get in earlier; usually people ask her to stay open later as they are working and don't get back in time to buy food- it's dark by 6pm. The main problem in getting electricity is that the Tsotsis steal the wire- they have tried several times. The kitchen has running water paid for by WARMTH and connected by the council. MHS

thinks WARMTH pays the monthly bill, but she is not sure and doesn't know how much it costs.

MHS's first language is Xhosa and she can read and write in Xhosa and English. She can write a little Afrikaans. Her highest level of education is std 10. She says she has no problem with basic numeracy. MHS underwent training when she became a KO and learnt how to cook the food. Her advice to a new KO would be to be punctual; dedicated to the work and always to try and improve. She has done no other training with WARMTH but has done first aid; trauma and epilepsy training since leaving school.

MHS says that she has a good approach to the clients- trying her best to cook for their community exactly what they need which helps her run the kitchen. She would most like access to cooking and baking training. She says the hardest things about being a KO is that her kitchen is not at her home and the clients come late and it is too dangerous to close later- it would be better if she had space to move the kitchen to her yard, but there is no space. Her daughter- Nonjongo is her assistant who works in the kitchen everyday.

In the future (5years), MHS would like to develop a spaza shop – a big shop with takeaways. In 10 years time she would like to continue with her work. She does not see her kitchen as being self-reliant- can't run it alone, she will be running with WARMTH, She says this depends on where WARMTH will be- if supporting us. In order to reach her dreams she says she must try harder and try to invest in the kitchen. She will need shelves and a fridge.

Crossroads is mostly an informal established settlement. Most people are unemployed and most residents are adults and senior citizens. MHS says the biggest problem in Crossroads is unemployment. She doesn't think she can play a role in the community above the kitchen- she used to be active- AIDS support group in church – founding member. The kitchen is well supported due to the high levels of poverty but is hindered because of the crime which makes it dangerous. Mostly adults and the unemployed buy from the kitchen. Most live close by but some come from far. The kitchen is far away from other operations like schools and shops. The same kind of customers buy the subsidised and non-subsidised goods. MHS says there will always be a need for subsidised food in the area as people are not working. She says her customers could not afford to pay more for the meals and soup as most people do not work. She always charges for every meal served, but sometimes there are TB people who need food and have no money.

MHS would like to meet more often with the other KOs- to share everything- she says they can't get through without the others and gets a lot from the sharing. She knows Noloyiso, Nosikhumbuzo; Nomonde; Nomatile and Daphne working in the area. She thinks KOs could buy goods as a co-operative for cheaper prices- it's right she says and will be cheaper. She also thinks KOs could play more of the roles WARMTH currently does.

MHS says she will need to think about what WARMTH could do better, She would like to be moved to the taxi rank.

This kitchen was categorised a full-reliance in terms of the financial and the other preliminary indicators. Although the kitchen serves additional meals they are relying on WARMTH to provide them to access to fish and only sell chicken feet in addition. However, they would like to sell more and do put some money (e.g. for salt) back into the kitchen. The KO indicated she would like WARMTH to help her buy additional equipment and does not see herself being able to run the kitchen without WARMTH.

2. Kitchen: Silver City (NM) K7 (12/07/03)

The amount of money the kitchen earns fluctuates, but is about R200 p/week. The KO daily adds up the earnings and again at the end of the week. She buys some ingredients with the money and then keeps the rest (about R120p/w). NM has a Standard bank savings account which she uses to save- for emergencies. She deposits money in it every month and draws it out when there is an emergency. A family member helped her set up the account. She pays her burial association contribution from the account. NM uses the money she earns in the kitchen to support her household; to save and spends just under half on goods for the kitchen. NM is involved in the WARMTH savings scheme, saving R50 /month (sometimes R100). She would like to save more but cannot due to limited funds. She intends to educate her child and her sister's child with the savings. She only draws from the account at the end of the year. The current balance is R350. The KO is not receiving any government grant and does not think she is eligible.

NM estimates that she serves 400 serving spoons of rice and soya each day and about 200 cups of soup. The kitchen is open Monday-Friday between 8am and 5pm. She never opens on a Saturday and Sunday but does on a public holiday. There are no other times that the kitchen is open. The KO estimates that she can get 200 servings out of a pot of stew and 200 servings out of a really big pot of rice. She gets about 100 servings out of a pot of soup. There is one spoon of soya in a 60c serving and 1 of rice. There is one soup ladle in a cup for 20c. NM also sells vetkoek. She buys flour for R48, salt at R1,50 (small packet), yeast at R1,50 and a 2kg sugar at R11 (bought at Shoprite). She using the oil supplied by WARMTH. She charges 40c for a small sized vetkoek. She would like to also sell chicken feet; ice blocks; cool drink (dolly licks) and biscuits. She is not doing this because she doesn't have the money to buy the goods. She thinks could sell biscuits 10c each (small); chicken feet at 50c and 20c dolly licks. NM buys the goods her family eats in town at P+P. She buys the ingredients for additional goods she sells at Shoprite. She takes a taxi to get there. She suggests that KOs can get affordable goods to sell at Shoprite.

NM estimates a bag of soya WARMTH supplies at R80, rice at R70 and potatoes at R40 p/bag.

In addition to what WARMTH supplies the kitchen with NM has supplied 2 buckets. The KO has been running the kitchen for 6 years- took over from Mandisa. Most of the things in this kitchen are in relatively good condition. Except, the mop, the chopping board and the wonderbags. The kitchen doesn't get polystyrene plates from WARMTH. The Kitchen has a fridge which was supplied by WARMTH. Everything except the two buckets was purchased by WARMTH. NM estimates that the container with everything inside would cost R20,000. She estimates a replacement fridge to be R7000. NM would like another frying pan, she estimates that it would cost R150 and she could pay for it in installments, but she doesn't think getting a loan to buy one would be a good idea. This is because she thinks it is hard to pay back a loan. She has never taken a loan before. The KO would most like a bigger fridge in order to sell meat. She thinks this will cost over R10,000 and thinks that getting a loan for this would be a good idea and she could pay in installments. She thinks she could keep up with the loan repayments and that she would be taken to jail if she did not.

This kitchen has electricity – the connection was paid by the kitchen sponsor (I+J) but the KO pays the monthly bill of approximately R10p.m. This kitchen has running water, the connection was paid by the sponsor but the KO doesn't know who pays the water bill or how much it is- she doesn't pay.

The KO's first language is Xhosa and she can read and write in both Xhosa and English. She can understand and speak but not read or write Sesotho. Her highest level of education is grade 12/std. 10. She is comfortable with basic numeracy. NM did not undergo training when she joined WARMTH and has not done any other training through WARMTH. Since leaving school, she has done some HIV and home based care training. She would like access to training to improve her cooking skills. The KO is sure what skills she has which helps her run the kitchen and couldn't think of anything she struggles with. The kitchen does not have an assistant.

NM would like to make her kitchen very nice, but she is still thinking about it.

According to NM the community of Silver City's primarily wants free food. She doesn't see herself as being able to service any other needs of the community. The community support helps her run the kitchen and nothing prevents her from operating successfully. The area of Silver City is a built, new settlement where most people are unemployed and mostly children and young people. Most of the clients to the kitchen are children and most clients live close to the kitchen. The kitchen is near a taxi rank. Mostly employed people [confusion- also said the same people] buy the non-subsidised goods. The KO hopes that in the long run subsidised meals will not be needed in Silver City. NM doesn't think her customers could afford to pay more for the subsidised meal because of the high rate of unemployment, However, she always charges for every meal served.

NM would like to meet more often with the other KOs because there is more experience to be gained from them. She knows who the other KOs operating in her area are and think they could access cheaper goods collectively. She doesn't think that a co-operative of KOs could play some of the roles that WARMTH does as it is too expensive.

NM would like WARMTH to give KOs money to buy other stuff to sell as well as providing training. She cannot imagine her kitchen being self-reliant.

This kitchen fits well in the fully reliant category as it earns significantly less than the average expenditure on kitchens and sells limited additional goods (one using WARMTH products) with the KO providing a limited contribution to the kitchen in general. There are signs of development but in general it fits the fully reliant criteria.

Group Pre-partial Reliance No kitchens

Group Partial Reliance

1. Kitchen: Elsie's River (SA) (04/07/03)

SA estimates the kitchen earns from 70-100-120 p/day. She keeps track of the money by putting it in different bowls- she counts it at midday, at 2 and at 4 and then writes it down. She pays her assistant depending on how much is earned in the kitchen. After that she puts aside money for the kitchen and the rest is for her. SA has an ABSA savings account, but this is not related to the kitchen. The kitchen money is kept safe at home. The money from the kitchen is for the personal use of the KO. SA is not the primary earner in her house there are 4 people working with 5 people in total. SA is part of the WARMTH savings scheme, saving R100p/m. She would like to save more and is going to. She uses her savings for special occasions and to educate her child. She also belongs to a savings club at the centre. SA is not receiving any grants from the government and she is not eligible.

SA estimates that she sells 140/150 plates of soya and rice each day (including people buying with coupons) and 60-80 cups of soup. The kitchen is open Monday to Friday between 7:30 and 4pm (or later if there is food left). It never opens on the weekend or public holidays, but sometimes she will cook for events at the hall or the school. SA makes 2 big pots of stew, 1 big rice and 1.5 big pots of soup each day. For 60c, clients get 2 spoons stew, 2.5 spoons rice and for 20c a small cup of soup. *She gives more to those people in need (e.g. AIDS sufferers). The kitchen also sells vetkoek (sold for R1); chicken curry (R2.50); donuts (M+T, 50c); curry bunnies with beef mince (R1,50 and R1 with soya). She sells these at the school and to the nurses. She makes about twice the price in profit. The ingredients are bought from Foodworld. In the future, SA would like to make fish and chips etc- but the community can't afford it. SA buys the food her family consumes at Shoprite and P+P. The goods for her kitchen are bought at Foodworld. SA walks to the shops. SA estimates that WARMTH pays about R200 for soya; R30 for rice, R90 a wk on potatoes; R15 onions; R15 carrots; R40 cabbage- a total of R160p/w on vegetables. The kitchen has been open 8/9 years with SA as the operator for 4 years (she was at the Uitsig kitchen for a year). She describes the kitchen as busy, but not so busy on a Friday.

In addition to the material resources supplied by WARMTH, SA has access to the fridge and freezer in the centre (estimated cost R800 second hand). SA would like better quality pots; spoons and Wonderbags. She thinks a large pot with cost R400 which she could pay through lay-by. She does not think getting a loan would be a good idea as she doesn't believe in borrowing money. She has not had experience with loans before.

Kitchen has electricity – in centre- paid for by WARMTH in rent.
The kitchen has running water- in centre- paid by WARMTH in rent.

SA's first language is Afrikaans and she can read and write in English and Afrikaans. Her highest level of education is std 8 and she is fine with basic numeracy. She did not undergo training when she became a KO as she took over from Valerie and had worked with LR in Uitsig. She has done no training through WARMTH or since leaving school. SA says that she likes cooking, baking and has experience with working in the community- all of which help her run the kitchen successfully. SA would most like access to catering/cooking training and does not struggle with anything as an operator. SA has an assistant 3 times a week- Mr Le Grange.

SA likes being the centre, but in the future would like to be an independent kitchen, she asks "will the centre be here?". She can imagine herself being self-reliant. To fulfill her dreams she says she must work harder, make more money and different foods. To do this she says she will need more catering training. She would like to open a spaza shop, but can't as there is a shop opposite. She would like to bake small cakes anyway.

SA says the biggest problem in her community is unemployment. She is a member of PATSY which provides care in the community. The regular supporters, the school and the coupon system at the clinic helps her kitchen be successful. A nearby shop with which she is competition and the church distributing free soup and food on a Friday makes the success of

the kitchen more difficult. Elsie's River is a built, established settlement where people are mostly unemployed and of all age groups. Most of the customers live close to the kitchen since it's situated in the middle of the community. She is close to a clinic and school. The nurses and school teachers tend to buy the non-subsidised foods. SA thinks there will always be a need for subsidised foods in her community. She thinks that customers could afford to pay more- but it must be less than R1 as some can't even afford the 60c. SA charges for every meal served but sometimes not 60c.

SA would like to meet with the other operators more often as even now she does not know everyone and they need to mix together. She knows LR and MD working nearby. She has talked to other operators about the possibility of buying as a co-operative but they all do different things. SA thinks operators could perform some of the roles WARMTH does if they work together as they can then make a difference.

SA has no complaints about the service WARMTH offers her. She suggests giving operators access to additional goods at cost like beans and macaroni would be beneficial.

SA indicated her concern about leaving her young son to attend the training at the Indaba.

This kitchen was categorised partial reliance in terms of both the financial and other preliminary indicators. The kitchen earns marginally more than the average spent on kitchens and has diversified to include a curry bunnies; vetkoek and chicken curry. Despite this there are indications that the KO would be able to be self-reliant and she is not dependant on WARMTH to access equipment. However, there is a low level of conscientisation indicated by a welfare approach to handing out free food and resistance to increasing the price of the set meal. As such, the kitchen is not placed in self-reliant but is well placed in partial reliance.

2. Kitchen: Manenberg (EK) G1 (26/08/03)

EK estimates that the kitchen earns \pm R70 p/day and more on fish days. She takes the money, pays her assistant buys whatever she needs for the kitchen and the rest is hers. She pays her assistants R15 p/day- she needs to talk to them about it as the income fluctuates. She does not have a bank account and does not think one would be useful to her. She is not in need of a safe place to store her earnings as there is none left to keep safe. The money from the kitchen is primarily spent on supporting household members; saving (R50p/m); buying good for the kitchen; transport money for her daughter in grade 8. Her husband is a pensioner and they support 4 people on their income. EK is involved in the WARMTH savings scheme saving R50 p/month. If she had it she would like to save more but not at the moment. She intends to pay school fees (R500) and use the money she has saved at the end of the year. She never draws from the account. Her current balance is about R400/500 as she skipped for two months. She is not receiving any grants from the government and is not eligible. Her husbands' pension is from Transnet.

EK estimates that the kitchen serves more than 100 soya and rice meals each day and the soup sales vary between 50 and 150. the kitchen is open Monday to Friday between 8 and 4/5. Tried to make food on Sunday as well but her husband is not keen to come with her to the container in the winter- so she sometimes dishes it from her house. She has opened at other times e.g. for a tournament at the school. Each day, the kitchen cooks 2 medium and 2 medium pots of rice and soya and 1.5 large pots of soup. There is one spoon of rice and one of soya for 60c and 1 ladle of soup for 20c. The kitchen also serves vetkoek (60c)fish (snoek platter R7); chicken curry (R5) bean curry (sugar beans R1with rice- bag of sugar beans 10 packets R34.90). they also buy bones to put in the soup. Most of the goods are bought from Shoprite. In the future she would also like to sell suckers (sweets and crisps) and create a SPAZA. She thinks she could buy these goods from Elite Warehouse. EK buys the goods for her family at Shoprite- she gets a taxi there. She thinks KOs could access reasonably priced additional goods from Elite. EK estimates WARMTH delivers bags of soya worth R240; rice R29/38; R100-200 per week on vegetables. The kitchen has been open 1 year 8months with EK as the KO. She describes it as busy but quiet in the school holidays.

In addition to what WARMTH supplies her kitchen with, EK has supplied: a storage bun; buckets; crates; mugs and plates as well as access to fridge and freezer at home if necessary. EK estimates that the total cost of the entire kitchen to be between R9 and 10,000. EK would like an extra medium pot which she estimates to cost \pm R110. She would be able to purchase this on lay-by. She does not think that getting a loan is a good idea but would rather try to generate the money by selling something. She has never had experience with loans before. In the future, EK would like a fridge (estimated cost \pm R1500-1700 good fridge second-hand at furniture shop, e.g. DEFY).; microwave and an electric kettle. She would go and speak to the people at the shop and make a six month account; generate money and pay in installments. It would not be worth getting a loan due to the interest.

The kitchen does not have electricity; EK would like electricity as when she comes early in winter it is dark and the food is not prepared on time. She needs to get an extension from the electricity pole- she needs a special cord to go through the iron container or get a lead run from the school. She estimates it would cost about \pm R50-60 p/m and she would use it for 'emergencies' only. The kitchen has running water – this was connected by WARMTH and the school pays the bill (although the programme manager was supposed to come and sort this out with the school).

EK's first language is Afrikaans and she can read and write English and Afrikaans. Her highest level of education is Std 7 (started but did not complete std 8). She thinks that her adding and subtracting skills are fine BUT she finds recording difficult. She was trained when she became a KO which included going to different kitchens to observe. Her advice to a new KO would be to mix the soup powder before putting it in the pot. With WARMTH she has been attending the Y+YM workshops. Since leaving school she was with SHAWCO or 5 years- worked with community social worker; did ELRU training (child minding; seniors club) and ran a crèche. EK says her ability to cook well helps her run the kitchen effectively. The feedback from the community is good and she has built up a relationship with them. She would most like access to training on book-keeping and baking. The most difficult thing about

being a KO is dealing with drunk and difficult customers; and burglaries which cause her anxiety. EK has two assistants.

In 5 years time EK would like to see her kitchen having a veranda with tables and chairs (secured in the ground). In 10 years time she would like to be in extended premises with a shop and takeaways- open late "ROAD HOUSE". She can imagine being self-reliant "this is my business". In order to do this, EK thinks she must put in more work- walk the extra mile e.g. open on a Saturday and diversify the goods she sells more. She will also have to get baking and bookkeeping and management training (currently her daughter is helping with the bookkeeping).

EK says that the biggest problem in Manenberg is unemployment- fathers stand for teachers when they go on training. EK also plays a role in her community in terms of distributing church donations. Support from the community helps her run the kitchen – she realises that "their money is my electricity bill". Gang fights prevent the kitchen from operating successfully. Manenberg is mostly built- but there are shacks/ wendy-houses in most back yards. It is an established settlement where most people are unemployed and there are a lot children and young people. Most of the people who buy from the kitchen are unemployed adults and school children. Most live close by but some come from Thambo's square. They come to the kitchen because the kitchen is on the school premises. School teachers and children buy the non-subsidised goods. EK thinks there will always be a need for subsidised food in her community but she thinks that her customer could afford to pay R1 and 50c. She does not always charge for every meal- children without food and adults who come with 50c and say they are hungry.

EK would like to meet with the other KOs more often to share- what works and ideas. She says Malmesbury was wonderful. She knows the kitchen operator in Heinz Park. She thinks KOs buying together as a co-operative is a good idea. She thinks KO could play some of the roles that WARMTH plays as there is a relationship with the other KOs.

EK thinks WARMTH must go round and let the KOs know when they are getting e.g. spices from FARGO (Salt River) they could then pay cash upfront- WARMTH could buy more products to sell to the KOs (e.g. beans).

The community window is busy all the time whilst the school window is busy mostly at intervals. She makes more money from the community window.

EK thought that the allocation of accommodation groups was a problem at the Indaba- she would liked to have been with an English speaker. They are very proud of the kitchen at the school and a school sponsor donates bread and vegetables etc. EK was volunteer at the church kitchen for 7 years but she made no money so things are much better now. WARMTH does an amazing job!

This kitchen would be grouped pre-partial in terms of income versus expenditure. However in terms of the level of KOs consciousness and diversification it fits better in particle reliance. This is indicated by the kitchen selling a variety of goods and strongly asserting that it is her business and she could be self-reliant.

3. Kitchen: Mbekweni (NV) P4 (24/07/03)

The kitchen earns R500 p/week about ±R100p/day not including coupons. NV records using a stone system- box of stones for soup sold and one for stew sold. The stones are then counted at the end of the day and checked with the money collected. NV has an assistant who is paid according to how long she helps for between R10-20 a day. NV uses weekly earnings to buy goods for kitchen, personal use and what's left is her salary (about ±R200 p/week). NV has a savings account with FNB which she will use to pay school fees in February. She saves monthly but it is not a set amount. She had no problem setting up this account. The money from the kitchen is spent on food for family and kitchen; savings; school fees. NV is the primary earner and she supports 7 people in total. NV saves R50p/m with the WARMTH savings scheme. She would like to save R100 if doesn't have to put in that amount every month. Her savings are for her daughter's school fees- Cape Tech. She never draws from the account. She knows her balance is R700. NV has just applied for a government grant for her high blood pressure and arthritis.

The kitchen serves about 90-100 soya and rice meals and more than 100 (up to 140) cups of soup each day. The kitchen is open Monday to Friday from 6:30 to 4- she starts serving around 10a.m. The kitchen does not open at any other time and not on a public holiday. The kitchen cooks 1 very big pot of stew and 2 medium rice and 2 big pots of soup are cooked each day. For 60c you get 1 spoon stew and 2 rice. For 20c you get a ladle of soup. She also sells chicken, rice and vegetables and rolls and bread (donation from P+P). The plate is R5 and the bread and rolls are free to the community. She buys the chicken from the wholesalers. In the future she would like to sell vetkoek, biscuits, samp and beans. Her main problem is that the CWD programme manger has the power to say what goes on in the kitchen. She could get these goods at wholesalers and sell samp and beans for R1; vetkoek 30c and biscuits 10c each. NV buys food for her family at supermarket in township and for her kitchen from the wholesaler- she takes a taxi there. NV suggest KOs could buy from wholesalers in Paarl but they cannot come that far. NV estimates that a bag of soya is R20; rice R45 and vegetables R150 each week. The kitchen has been open with NV as the KO since 7th January 2001. NV describes the kitchen as busy.

NV would like to have a fridge in the future, She is close to farms and could buy and sell milk, amanzi and keep viennas and meat. She would like to be independent in 10 years time.

In addition WARMTH supplies to the kitchen, NV has supplied: 4 small pots; plastic plates (100@R1,29); mugs; colander; plastic washing bowls; 3 chairs from CWD and 2 tables CWD; peeler. NV estimates the total cost of the container and contents to be ±R40,000. NV would like another big pot which she estimates would cost R200. She could pay this 'in terms'. She doesn't think getting a loan for this would be good as it would have interest. She has had experience with loans before. NV would like a fridge in her kitchen which she thinks would be ±R2000 or ±R3000 with a freezer. She would have to wait til December bonus and then save to buy it on a cash basis. Once again she doesn't think a loan is a good idea as she would end up paying more.

There is no electricity in the kitchen but a light is run from the other containers- this was connected by CWD. The light is only kept on in winter between 06:30 and 8am. She would like electricity in the container for a fridge. There is no obstacle to get this but she through CWD would do it. Hasn't though about getting her own box before. The kitchen has running water. CWD connected it and paid. Only heard recently that WARMTH pays rent at centre.

NV's first language is Xhosa and she can read and write in Xhosa, English and understand Afrikaans. Her highest level of education is Std 5 and she is comfortable with basic numeracy. She underwent training when she became a KO by being taken to other kitchen and being trained by KOs in the ordering systems and cooking etc. She has also been involved in WARMTH workshops. Since leaving school she has done sewing and knitting courses and a diploma course in business management. NV thinks her finger licking cooking skills helps her to run the kitchen. She would like access to more cooking skills and baking. The hardest thing is when customers demand free food and say it's an ANC kitchen or it's church food. She also struggles when the helper is not there. NV has an assistant but not everyday- irregular.

Mbekweni is a built and established area where people are mostly unemployed. There are some shacks but mostly RDP houses. All types of people buy from the kitchen. Most live close by but some come from far. The kitchen is at the CWD centre, near a school and a catholic church. Mostly people who work buy the chicken meal especially teachers. NV thinks there will always be a need for subsidised food here due to the unemployment. She doesn't think her customers could afford to pay more as she sometimes cooks a R1 plate and the unemployed can't afford it. She always charges for every meal served.

NV would like to meet more often with the other KOs to acquire help, to share and for advice. There are no KOs near her. They could buy as a co-operative if they had accessible transport- she suggest when they meet at Athlone give one person money to buy. She doesn't think KOs could play some of the roles WARMTH plays.

NV couldn't think of anything WARMTH could improve.

This kitchen fits the partial reliance category in terms of all the preliminary indicators. The KO has supplied a lot to the kitchen and sells a range of other goods. She has plans for the future but doesn't think she could charge more for a plate of food as her non-subsidised foods are bought by employed clients.

Group Self-reliant

1. Kitchen: Macassar (RG) K5 (15/05/03)

RG estimates her kitchen earnings at R580 p/w or R140p/day. She puts it in a safe each day and counts it at the end of the week. She needs more help with this!! She has an assistant with whom she SHARES the money- not paying- E.g. R400- divide but more to KO to buy extras for the kitchen. From the coupons she shares with her assistant each month. RG has a savings account at a bank to keep her from spending the money. She deposits every week (planning for children's future) and has withdrawn once- for her son's initiation. She went by herself to set up the account. She doesn't pay any accounts from this account due to service fees/bank charges. The kitchen money is used to buy herbs and spices for kitchen; school fees (primary expense and uniforms); to save and to raise her two children. She also pays her clothing account at Jet. The KO is the primary earner in her house supporting 3 people. RG is involved in the WARMTH saving scheme, saving R100 p/month. She would save more if she could. She had thought she would keep the money for her children (tertiary education and money for initiation) but then she got her house which she has to pay off. She doesn't want to draw the money out- only in times of need. Her current balance is R1750. RG does not and is not eligible for any government grant.

RG estimates she sells about ±100 plates of food each day. She says they feed over 100 people a day and the children come for the bread 1 hour in the morning. The kitchen is open 5/6 days a week between 7:30 and 4/5 or 5:30 in the winter. She doesn't always open the kitchen on the weekend- used to open everyday and have to open if children are there (especially those with coupons) – then she will serve on the weekend. The kitchen also opens on a public holiday. There only other time they opened was during the 1994 elections when there was a voting station nearby. For 60c, customers get one serving spoon of rice and one soya and for R1 they get 2. Two ladles of soup is 40c and 20c for children. The kitchen also sells bread and peanut butter. They buy yesterdays loaves for R1,80 and the peanut butter is donated. Two slices of bread with peanut butter is sold for 20dc. The bread is from the local bakery. RG would also like to sell meat stews/ curries. She is still looking where she could buy the ingredients. She is not sure how much she would charge- R5p/plate if she gets the meat at a good price. For this reason curries and stews are better as you cut the meat up. RG buys the goods her family consumes from Shoprite/ P+P and for the kitchen from the local bakery. RG takes public transport- taxi/bus to the shops. She would like other KOs to tell her where she could buy affordable additional goods. RG says the soya used to cost R20, but she knows it doesn't actually cost R20 as WARMTH gets a discount. She would pay R33 for rice at a local shop. She estimates a bag of potatoes to be R15 (but used to be R30). RG describes her kitchen as very busy. It has been open 12 years with her as the KO.

In addition to what WARMTH supplies the kitchen with, the kitchen operator also provides 2 fridges (store kitchen food, second hand R800); broom; mop; dustpan and brush and plastic plates. RG estimates that the entire kitchen and contents would cost more than R30,000. *Note: RG says she doesn't know how to use her fire blanket!! RG would like more pots for soup (very busy in the morning). She is using the wonder bags for rice. She thinks a big pot cost R600 in late 1990. She would rather use own pots than buy a new one for the moment. Getting a loan for this item is not a good idea now only if she had no pots. She has not had any experience with loans before. RG would also like a stove (she knows how to bake). This would cost about R1500 (new) (second-hand stoves have some problems). To pay this she would have to save and put down a substantial deposit- then pay in 6 month installments (if you put a big deposit they treat it like you are paying in cash). RG does not think getting a loan for this is a good idea as you pay too much on loan.

The kitchen has electricity which was connected by friends and paid for by KO . It's a pre-paid box which costs about R20-30 p/m. The kitchen has running water accessed and paid for by WARMTH. The KO pays the monthly bill which is about R30p/m (she needs to talk to the council about this)- there is a tap outside. *note: there has been a lot of disruption due to the building of RG's house.

RG's first language is Xhosa and she can read and write in Xhosa and English. She understands some Afrikaans. Her highest level of education is standard 10. She is not entirely comfortable with basic numeracy and would like some more help. RG became a KO in 1990

and did training with Mary Silli. This involved demonstration of the cooking. RG's advice to a new KO would be: you need to work very hard; mustn't be too dependant on WARMTH. RG thinks KOs have depended too much on WARMTH which has created a relationship – she says this would have been different if they hadn't been given food for free. RG has done the Bake-4Profit course; business skills with Triple trust through WARMTH. However, she didn't finish the business training as the man disappeared, however she says she learnt a lot. She has also done computer literacy training, but has forgotten skills now and First aid since leaving school. RG says she is a good KO in her kitchen and in her community; the way she treats the community helps her run the kitchen well. The community is still looking forward to supporting her when she sells more in kitchen. RG would most like access to use of money/ budgeting training and business management. RG says the most difficult thing about being a KO is earning money- can make so much money, but what she earns is not enough (struggling), she says maybe there are too little types of meals being cooked. RG has one assistant (sometimes 2 when KO is away). Second assistant speaks English to tourists when RG is not there.

In 5 years time, RG would like to have a 'community restaurant'. Her vision is serving everything (e.g. cool drinks, coffee), but soya mustn't go away as the children will eat it and the vegetarians. She says even if she was on her own she would buy soya because it is good. In 10 years time, her dream is still the same, but she will be very old by then. To fulfill her dreams is the reason she is saving- she needs to get another bank account for investment (32 day account) to qualify for a loan to pay for her community restaurant. In order to do this she will also need training in how to take care of a business (she is poor at recoding and book-keeping) and a big stove.

RG says the biggest problem in Macassar is unemployment. On Saturdays RG plays a support role to teenagers by teaching them about birth control and HIV awareness. The community protects her kitchen and there are no obstacles in the community to its running. Macassar is informal and built housing (more built) which is quite new- 14 years old. The community is mostly unemployed people and all ages. Most of the people who buy from the kitchen are children and the unemployed. Most customers live close to the kitchen. The city council workers come if they are working in the area. RG thinks there will always be a need for subsidised food in Macassar. She thinks some of her customers could afford to pay more and says r1 for food is still ok. She mostly charges for every meal served, but if people shout at her she just gives it to them.

RG would like to meet with the other kitchen operator's more often to discuss problems and to learn from them. She knows NW and VG working near her. She thinks it would be possible for KOs to buy goods as a co-operative for cheaper prices. However, she is not sure whether KOs could play some of the roles WARMTH plays.

RG says what WARMTH is doing is all fine. She would however like to have access to loans with low interest to pull-up her business.

RG said that workshop 1 was good- teaching the KOs to pay attention to what is going on in the kitchen and to show respect to BG and VS. RG would like to get a Jet stove- a micro loan with low interest (5%) – she is afraid of the banks with their high interest. RG's kitchen receives tourist visitors which she tells them about the project and her community- sometimes they buy soup and sometimes people donate money. RG says the tourists are afraid to bring out their purses/ cell phones. She wants to know why WARMTH is not getting paid for this arrangement with the tour operator- Catherine originally had an arrangement. RG says we need more kitchens as there are children starving – she says it won't be easy, but we can help more- she realises communities won't develop if they are dependant.

*Note: RG says she doesn't know how to use her fire blanket!!

This kitchen mostly fits the self-reliant category, with some aspects fitting better with partial reliance. The KO shows forward thinking, requests training actively and sells a variety of other goods.

2. Kitchen: Wesbank (JS) G19 (25/08/03)

The kitchen earns ±R600p/w. Money is counted at the end of each day, recorded and put in money bag. V is paid half and JS buys for B (who lives with her). JS has a savings account at Standard Bank which she uses to save only. She deposits money whenever she can and draws for emergencies only. She doesn't need to get the money safe and she spends it straight away or saves it. JS uses the money from the kitchen to save, buy food for family and kitchen. Her husband is the breadwinner in the house (he works as a caretaker at the school). JS is involved in the saving scheme saving ±r100 p/m. She doesn't want to save more and intends to use the money for December. She never draws from the account. Her current balance is R300. JS doesn't receive a grant from the government but may be eligible for child support.

The kitchen serves about 110 soya and rice meals and ±64 soup cups a day. They open Monday to Friday between 8 and 4. they don't open on the weekend or on public holidays. They can't open at any other time as the supplies always run out before time. JS cooks 3 large rice and 3 large soya pots each day. She cooks 1.5 medium pots of soup each day. There are 3 spoons of rice and 3 of soya in a 60c serving and 1 ladle of soup for 20c. JS is also cooking vetkoek and hot chips. She tried to sell meat but community couldn't afford it. She spends R50 and sells vetkoek with chips inside for R1. She buys the ingredients at Shoprite in Wesbank. JS would like to also sell drinks and cakes (scones) which she could get the ingredients from a wholesaler and sell drinks for r1.50 a can and a slice of cake for 50c. JS buys goods at Shoprite-which she walks to. She suggest KOs could buy goods at cheap prices from wholesalers in Kuils River. JS estimates the price of soya at ±R40; rice ±R30 and vegetables per week at ±R200. JS has been the KO since it opened in early 2002. She describes the kitchen as busy.

In addition to what WARMTH supplies to the kitchen, JS has supplied mugs. JS estimates that the container and contents are valued at ±R30,000. JS would like 2 more medium pots which she thinks will cost R400 which she could pay 'in terms'. She doesn't think a loan is a good idea for this- she would rather save as loans have interest that she won't be able to pay and there are high rates for non-payment. She has not had experience with loans before but her husband has. JS would like a stove with oven (±R1200); a fridge (R1900) and a microwave R800. She thinks she could pay for these in installments. She doesn't think a loan would be a good idea for the same reasons as above.

JS would like electricity for the items she wants in her kitchen. There is no hindrance to getting it, but she hasn't approached Eskom yet. The previous principal at the school said he would do it, but he left and she needs to do it herself. She thinks it will cost R100p/m. The kitchen has running water which was connected by WARMTH. JS doesn't know who pays the bill and how much it is.

JS's first language is Xhosa and she can read and write Xhosa and English. She also understands Afrikaans and Swazi. Her highest level of education is Std 5 and she is comfortable with basic numeracy. She underwent training when she became a KO which involved how to cook soya. She has been involved in the Y+YM training workshops at WARMTH where she has learnt how to record sales and expenditure. JS says she is good at dealing with people; communication skills especially dealing with children; adults and drunkards. She would most like access to a baking course. The hardest thing about being a KO is when deliveries are finished and it stops the kitchen functioning and the community puts pressure on her. JS is assisted by her son V and B. They both speak Xhosa and English and understand Afrikaans. V has Std 9 and B std 6. JS trained them. They say they are good with the customers and would like to have cooking and baking courses.

JS would like to have a big shelter on both sides of her kitchen in the future as people struggle in the heat and rain currently. She would like to have a fridge, microwave and oven. She imagines that then she will be self-reliant. She thinks she needs to start saving and get training in order to achieve this dream.

The biggest problem in Wesbank is gangsterism (27 and 28 gangs) and the high crime rate. The community housed in RDP houses and is a new settlement where people are mostly

unemployed and there is a mix of all ages. All sorts of people buy from the kitchen, especially school children as the school has a 2-shift system. Customers are mostly from nearby but some come from further from all different areas. Kitchen is on school premises. Adults and school children buy the non-subsidised goods (e.g. vetkoek and chips for R1). JS is involved in her church as an under-deacon. The community support helps the kitchen as they are 'in the mood' for soya. However, when she is running out of food due to deliveries and customers are queuing at both windows this makes running the kitchen difficult. JS thinks there will always be a need for subsidised food in Wesbank but clients could afford to pay more as most buy R2/3s worth. Food should be increased to 80c. She always charge for every meal served but there are cases who are unable to pay.

JS would like to meet with the other KOs more often in order to share ideas which she says is of great importance in their operations.

No one works near her but she know other KOs and thinks they could buy together for cheaper prices. They could also try to play some of the roles that WARMTH plays. She says when they are self-reliant this will not be a problem. She recognises that WARMTH is an NGO dependent on funding and sometimes money is not available.

JS would like WARMTH to provide more soya and improve deliveries. She would also like us to supply samp and beans and fish regularly.

Kitchen has a community and school windows, both are very busy, but more money is made from the community window.

Bricks used to elevate pots above stoves. Indaba= very very nice!

This kitchen just enters the fully reliant category financially but in other areas fits it well. The KO plans to be self-reliant eventually, sells a variety of foods and plans more for the future.

3. Kitchen: Masiphumelele (NS) OV2 (02/05/03).

NS's kitchen earns ±R1800-1900 p/w (doesn't use coupons). She tracks the money every day and write in book with money used (expenditure). She pays her assistant R500p/m in cash. She pays herself R700 p/w and the rest of the money goes back into the business. NS has 2 bank accounts- 1 personal and 1 for the kitchen – she uses them to save and deposits once a week. It was easy to set-up these accounts. She pays her mortgage from her account. The money earned in the kitchen is primarily spent on schools fees and the mortgage. NS is the primary earner with 5 people in the household and 2 supported in the Eastern Cape. NS is involved in the WARMTH saving scheme saving R100 p/m. She would like to save more and aims to save more this year but her husband left his job. She intends to use her savings to help her kitchen. She doesn't want to draw from her savings and does not do so very often. She is aware of her current balance. NS doesn't receive any grants from the government she doesn't know how to go about this.

The kitchen serves about ±300 soya and rice meals and ±200 soups each day. It is open Monday to Friday from 6 til the food finishes (about 6/7pm). She doesn't open on the weekend (unless asked to) or on a public holiday. She gets about ±300 servings of soya out of a big pot of stew; ±250 servings of rice out a medium pot and 200 soups out of a medium pot. In a 69c serving there are 2 spoons of rice and of soya and for 20c 2 spoons of soup. NS also sells: soya burgers (R1 in roll); chip roll (R1); fish roll (R1); fish R1. She also sells a variety of spaza goods (e.g., pencils) and meat stews. She buys the goods from a stationary shop in Woodstock; wholesalers in Mitchell's Plain; Elite in Athlone and oil and flour from Makro. NS would like to make fish and chips (needs deep fat fryer); y and sell yoghurts; ice creams and suckers but her fridge is in bad condition. NS uses her car to go shopping. She suggests KOs discuss where to shop in a workshop.

NS estimates a bag of rice WARMTH delivers to be R39.99 but is unsure of the other food costs. The kitchen has been open since 1990 with her as the KO since 1992. NS describes he kitchen as very busy- always busy!

In addition to what WARMTH supplies to the kitchen, NS has supplied: Access to vehicle; 2 fridges- 1 bought second-hand (R500) by KO and one donated. NS would like more serving spoons, plastic spoons; locks, pots and a fridge. She estimates the fridge would cost R800/900 second-hand. She couldn't afford it now but in the future could pay in installments. Getting a loan would not be a good idea- she is afraid of loans as if you couldn't manage to pay it back it would be paid. Got a loan for the bakkie which is paid off. She would also like baskets for her deep fat fryer – she doesn't know how much these will cost or whether she could pay for it (it depends on how much it costs). Also, tables and chairs with a shelter for the customers. She thinks WARMTH should pay for this since "she was supposed to have this". Or she can plan to buy separate things. NS is the second KO and she wasn't told how much the kitchen cost but she estimate ±R16,000.

NS's kitchen does have electricity since it is in a centre. Payment is shared with the other tenants- about R100 p/m. The kitchen also has running water. WARMTH pays the rent in which water is included.

NS's first language is Xhosa but she can read and write in Xhosa, English and a little Afrikaans (although Afrikaans is difficult). She completed standard 10 in 1961. She would like more help with basic numeracy. NS was not trained when she became a KO. Her advice to new KOs would be – you must plan ahead; you must have the qualities of love and a good relationship with the people. Through WARMTH she did the Triple Trust training which a little useful as it was just 2 days. Other training she has done herself are Bake-4Profit; Business-1-Up; cooking course; home based care and lots more. NS thinks the fact that she well organised; neat and her food is well-cooked helps her run her kitchen. She also has a good relationship with the community, is patient with people, good at communicating and mustn't get cross if the customers are angry.

She would most like access to training numeracy (counting);profit margins (how to price goods) and catering skills (for events, meeting etc). As a KO she doesn't struggle with anything in particular. She is assisted in the kitchen by C and N.

In 5 years time, NS would like to have shelter for people to sit (speak to CWD); to be employing people to serve; she wants to be the manger but must also help cook as she doesn't want to be the 'boss'. She thinks there must still be a place in the kitchen for the poor people to eat soya. In ten years time she is not sure. But her aim is that them who put her where she s now, they must be No 1. She thinks she will need to save and plan for these dreams to be fulfilled. She will need more training especially in catering and budgeting. She will also need tables, chairs, deep fat fryer, fridge and more plates etc. She can imagine her kitchen being self-reliant if she has the skills.

NS says the biggest problem in her community is unemployment which she says leads to violence. She aims with the community to try and help the unemployed and the children not going to school- e.g. by talking to the parents on how to teach at home and having food etc. She says you can teach them while they are at home- e.g. the colours in the house and counting. Site 5 is informal and built housing and has only been there since 1990. People are mostly unemployed and there are a range of ages. The people who buy from the kitchen are all types and ages, most live close to the kitchen. NS says the customers would come regardless of whether the clinic is there or not. Employed people (at the clinic and school) buy the goods that are not subsidised. She thinks there will always be a need of subsidised foods in her community and that her customers could not afford to pay more as they are suffering. She doesn't always charge for every meal as sometimes people have nothing.

NS would like to meet with the other KOs more often to share ideas- she thinks they 'must be the same'. There are no KOs near her (until DY) but she has been to Parkwood. She doesn't think that KOs could buy goods as a co-operative as they are not doing the same but maybe for things like flour. She doesn't think KOs could play some of the roles WARMTH currently plays because they are "still suffering".

NS thinks that WARMTH has not been doing well this year in regard to delivering- fortnightly- unsure about which week. Another problem is 2 gases sometimes are brought every week- she is not sure WARMTH is claiming the money back. She wants WARMTH to supply fish regularly- why do they not care about the fish now? She is satisfied with everything else. However, it must be clear who is doing what at the office so KOs phone the correct person.

This kitchen remains well-placed in the self-reliant category earning a lot more than any other kitchen, carrying a wide cooked foods and spaza range and the KO believes she will one day be independent form WARMTH. However, there is a degree of welfare thinking in regard to her extremely poor community.

Appendix G Summary of in-depth interview with WARMTH Programme Manager, LB, 17/12/03

THEME: Tracking change

Levels:

Kitchen Operators

- interaction with WARMTH
- workshops/meetings/skills
- support

Staff

Organisation

- ideology
- operation

WARMTH started as a welfarist response – in the ‘Green Point’ area of Khayelitsha (tents). Started by group of white catholic liberals. They pre-pared soup to be distributed in the area. It started as church welfare response. This happened until they couldn’t manage this type of response on a wide-scale. It was too difficult to pre-prepare enough soup to take into areas [organisational issues]. So they organised people to cook in the areas.

When LB joined the project 5 years ago, the project was more structured- kitchens in old shipping containers. About 17/18 kitchen since late 1998. So, in the last 5 years there has been tremendous growth (to 39 kitchens). This was in part possible due to the staff being more organised- office set-up more structured, bigger premises and employed a full-time fundraiser. Also, funding available for kitchens. At this time, the organisation was beginning to think about ‘development’ in terms of being more effective in the community [level of organisational consciousness about the developmental issue]. At the time WARMTH model was well-known [as developmental] as no-one else was doing it in that way [selling food at low-cost]. However, with the demand for new kitchens they couldn’t continue to do it in the way they were operating. There was also pressure from kitchen operators to change the operation- those who had been operators a long-time wanted to grow and were demanding salaries and benefits. The organisation had to reflect and decide that such growth (more developmental) might be possible if there was an incentive and so they began to support the move to ‘small businesses’.

CWD has always looked to WARMTH for its image- CWD acts as the social arm of the church so it has been in their interests to support growth and encourage WARMTH, but has not supported the kitchens developing as businesses- their funding is based on welfare (things like kitchens and crèches etc). However, they seem to be coming on board now- there has been lots of uncertainty around if kitchens become independent how will it look for CWD (image of church feeding people)- it’s a different kind of development.

On a donor level, there has definitely been a big shift to more and more sustainability- people don’t want to be contributing to a bottomless pit. Long-standing donors like Breadline Africa will support welfare initiatives, but the majority of donors and the new ones require sustainability as a component.

On a staff level there has been some resistance. Some of the people serving the communities live in the same communities. It’s possible there is some level of self-interest at work and an attitude of entitlement in some communities. It is difficult to see the difference between community and staff. Perhaps it is a fear of losing out. Also, for some staff, they see change as bringing more work. There is also the issue of being looked up to in the community [supplication] both from staff; relations within CWD and steering committee with people who were previously involved in the project [issue is continuing the dependency relationship so that we remain the giver]. People want to be looked up to and respect – if they don’t need us then what will be our role (if at all) in communities?

Turning point: “the more empowered people are, the greater their ability to learn” – input of Dr Jacques de Wet from UCT.

On a staff level there has been more effective learning. Staff empowerment (focus on training) has led to people being more open to doing things differently and take up more responsibility for where we (as an organisation) want to be. This has occurred within the Kitchen Operator group as well. They are more interested in training, more empowered. Their courage and faith to explore new things (ways of doing things) has improved.

The climate (staff) was ready for this change. At the evaluation at Goedgedacht (1998/99) CWD 'family and culture' [entrenched] was challenged. Before, people were not challenged to think differently, but there were new people being employed who were asking questions= a trigger. People were defensive about how developmental the WARMTH model was- it was better than other soup kitchens, but that didn't mean it was developmental. LB and other new people started breaking down the institutional inertia and questioning the unquestionable (holy cows and cautions challenged). Major question was around kitchen operators earning their keep on hand-outs [customers were already being charged].

Another turning point was the introduction of the savings scheme- this helped make a shift [within kitchen operators] to planning for the future. This didn't happen until after LB became programme manager although it had been suggested before as she had had a positive experience of it at her previous job- importance of financial empowerment.

LB was very intimidated at first partly as the last manager was able to speak Xhosa- so she decided to speak to them in another language they understand – money! The savings scheme was launched at the first meeting (incomplete as it was) [not scared of sharing with operators not fully formed plans].

Dr Jacques de Wet brought the first bunch of interns (first study, before savings scheme introduced) which captured WARMTH's history. The second was about how viable it was to develop kitchens into businesses. The third took it a level further to look at individual kitchens opportunities and obstacles. Now, WARMTH has some direction, it's an ongoing process.

There has been a paradigm shift at WARMTH – change throughout, but there are still people resisting. LB sees Jacques having a role there.

The introduction of debriefings after events has been good- need to find a way to make it happen every time. It's important because often we plan in broad sweeps (tendency) and then when some things are not successful we don't look at why didn't we achieve them but go straight into the next things. We need to get into the rhythm of reflecting and remember that mistakes are ok. There seems to be a natural resistance to 'clean-up'- perhaps it is fear of criticism or exposing mistakes.

It is difficult to change paradigms, you can change activities but paradigms are much harder. However, we are making inroads [progress].

It would help if there were a core of people who have shown change in a concerted way- then they could inspire other people.

It's difficult to see the effect [of embarking on this process] overall, but when you pull in closer then it is better.

Turning point: was when LB took on process for herself [made it her own], development must occur within the individuals first- everyone w/must take it on. She became hopeful of growth and had experience [this reinforced itself].

Appendix H Summary of In-depth Interview with WARMTH Kitchen Operations Manager, NMF, 19/01/04

Guiding Questions:

1. How did WARMTH start?
2. What kind of project was it? How do you think this has changed in general?
3. When did you join WARMTH?
4. What was your role within the organisation? How has this changed?
5. How was WARMTH operating? What kind of interaction did they have with KOs? What was the kitchen set-up like?
6. What do you think the impact of this has been for WARMTH; KOs and the community?
7. What changes have occurred in the time that you have been with WARMTH- significant moments?
8. What were the main problems with the way WARMTH was operating? Specify when.
9. What have been the pressures for you on the WARMTH model to change? Funders? CWD? Other staff? Yourself?
10. What were the first changes to place?
11. What was the reaction from KOs? Other staff to changes made?
12. How have you personally felt about the changes? What has been your experience – how has it impacted on you, your work and your department?
13. Have the changes brought about positive change in the operation of the kitchens? How? At what cost?
14. What has been the value of taking a more developmental approach?
15. What have been the difficult things/ not positive about taking a more developmental approach?
16. What have been the unexpected outcomes?
17. What has 'the process' been like? How is it different from other processes the organisation is involved in?
18. What has been the most useful part of the process- training and auditing?
19. How have the KOs reacted? Community? Staff?
20. What are the main things you have learnt by being involved – relating to the model?
21. How do you think things should change in the future?
22. How do you think KOs have changed?
23. Have the relationships between different groups changed? Steering com, CWD, KOs, staff, community? Have relations improved/ gotten worse?
24. Specifically, in the last year how have things changed:
 - value accorded to KOs
 - operation of kitchens
 - workshops- attendance; content; engagement;
 - consultation
 - impact on community
 - audits
25. How have these changes been as a result of the intervention process? What other contributing factors (inhibiting or promoting) have there been?

WARMTH has been operating more than 20 years. NMF started with WARMTH on the 1st of August 1992. NMF was employed by CWD as a soya demonstrator; demonstrating in townships to groups of women, especially those benefiting from the kitchens. We educated them on how to cook nutritious meals at low-cost. People don't know how to cook soya mince. I was a demonstrator for 1 year when the post of kitchen supervisor was advertised at what was then called CWD community kitchens. NMF got the post. In 1993 there were about 17 kitchens. Her new job involved supervising the kitchens; keeping the kitchens clean; opening hours etc. Ensuring kitchen operators did what was signed for in the contract; prepare meals as well as attending to their personal issues. NMF handled that for almost 5 years; working with Barbara on the deliveries; ordering. After 5 years, Poppie [project leader] left the project and Catherine joined- we worked well together. In the sixth year, NMF was asked to become assistant project manager to Catherine. NMF handled that very well until Catherine left. Then

LB became project leader. There were about 23/25 kitchens. At this time WARMTH was expanding the number of kitchens; kept setting up new kitchens until now.

The project was working under CWD criteria- "auspices" but not exactly how we do things now. Before there were kitchen operator meeting 4 times a year only- never work-shopped at meetings. They were meetings to discuss problems and sharing good and bad things. During Poppie's time, we tried to train the KOs in business skills through Triple Trust, but didn't make a difference because they didn't implement what they learnt. They learnt to price meals and manage their money- it didn't help because they said it was difficult for them to count how many meals served per day. There had been pressure from funders to know how many meals served per day. KO's were not committed. They all did Triple Trust at the same time, but Bake-4-Profit course the KOs took turns- Christmas prizes from Suzanne Ackerman. Two KOs, NH and NS did training with Planned Parenthood Association (PPA) on life-skills, PPA asked for interested people. At this time there was no structured training programme- only necessary for staff to be trained not KOs. Also, St John's approached to offer training and some went.

When NMF started at WARMTH, the kitchens were only allowed to sell soya and rice, soup and fortified biscuits. Plus donations in kind – given to the Kitchen Operators free of charge to sell and make money for themselves. KOs were paying for their supplies (including gas, oil). They would place orders for what they wanted and WARMTH would collect payments, bank it and order for the Kitchen Operators. KO's could choose what they wanted and but it at a subsidised price (1/2 the normal cost). Soya was not expensive then- about R20 in 1992. WARMTH was servicing the kitchens (ito maintenance etc).

During Catherine's leadership; efforts were made to change the system. This took a long time and it was difficult. Change happened because KOs were not making a profit as they were taking the money they earned to pay for the supplies. They were always complaining that there was no profit [pressure from KOs] and wanted WARMTH to pay salaries. Catherine suggested giving free supplies and then seeing how it goes. Previously they had been giving free condiments, now free supplies and KOs must buy their own condiments. KOs accepted this (easy) and were very excited and happy. With the free supplies a profit was made.

All the team members were working very well together- the departments were involved with each other- no separation including all being in involved in the senior citizens club (Wednesday all together) and all involved in deliveries. But the organisation grew bigger and bigger, so many kitchens which resulted in separate departments. The growth affected the relationship with KOs. Not to be one, but problems with meetings and workshops [currently] all team members should be one. It doesn't work like that now. It has been a bit better in the last year because it was raised with the staff. It was bad the year before. An example is that at the last workshop – NMF, BG and Vs were left alone to clear up and do the washing up.

When Catherine joined, KOs were selling differently. She came up with a programme with her friend [Rhodi Bray?] called AmaTrader. The idea was to deliver stuff to KOs to sell [beyond the subsidised range] so they could develop spazas. They had a workshop for the KOs about trading opportunities to encourage them to make kitchens businesses. It was a very good idea but KOs didn't take the opportunity. KOs had the feeling WARMTH was going to dump them – at that time they see themselves as running the kitchens independently. That attitude has changed drastically, most now want to go for self-reliance.

Before WARMTH was only cooking soup, for free. The price has been the same since 1992. It's a problem.

There is currently no soya education in communities.

Significant Moments:

1. NMF has always had a negative attitude to change, but through workshops she has learnt that change is healthy; got to accept changes. As long as people benefit from the changes. A significant moment was when KOs did not have to pay for supplies but instead received them for free. There was no negative effect. They can now see [the benefit] of what they are doing in the kitchen.
2. Meetings; now meet almost monthly to workshop. Not easy for NMF or KOs but have adjusted and it is now enjoyable.

*NB is provision of explanations for change.

3. Contract not as concrete as it is now. So many things omitted before- now it is clear to everyone. For example, no specification of probation period for new KOs. Bonus not clearly explained. The workshop held for KOs explained everything. Once explained, they had to accept- more understanding. Possibility of not renewing contracts shocked KOs. These are changes that make us operate effectively.
4. Savings Scheme not in existence- talking to them about savings but now they pull their socks up to save as it is incentivised savings scheme.

Welfare vs Development:

Welfare is not going to make people stand on their own feet, but carry on depending on the project. KOs are very spoilt, even small things they will phone the project to sort out. For example, the donations in kind they still want free of charge.

Staff Resistance to developmental approach:

Resistant to Catherine's push for development. Better now, the way LB is doing things. By employing people like GH, AvE and SP to make things happen. They have helped staff to think through things. AvE has really made things happen/change.

Pressure from funders:

Marie Paul has pushed for health to function more effectively and pressure to develop KOs by giving money specifically for those things. It is pressure for money. WARMTH is forced and bound to make development take place in KOs. Example of Micro-loan funding with the fundraiser feeling the pressure to go ahead.

CWD:

No pressure. Thought they were pressuring for WARMTH to be independent, but then heard otherwise. Either way is we can do it. Pressure from CWD around steering committee creation.

KOs:

Most prepared to be self-reliant, different to situation with AmaTraders. The change is a result of workshops; You and Your Money; Development thinking; Indaba, especially Indaba. Now they have other ideas; are motivated and are selling other things.

Hope this year things are going to be possible- KOs assertive to run their own businesses now. Some making more money than before. There are those who are lazy, but we talk about those who are taking things forward. People now know what's happening – contract [renewal]. KOs are more motivated through workshops (big difference). Incentivised savings schemes has also motivated them (most saving more than R50). The prize giving has also motivated although they were shocked as they didn't know.

Some KOs complained about the assistant gifts. WE gave assistant parcels, we started this, we must sort this out ourselves.

The development process was not explained clearly to KOs- process, step-by-step should have been explained. Workshops should have had a clear direction of where going. Example is the fridge story where it was unclear what was expected.

NMF personally (20):

Has learnt a lot. Was a person in the kitchen department who doesn't have support- just overloaded without support from a leader. But ever since AvE joined it has been better. NMF has learnt to be organised; to plan- most NB thing has been to learn to plan [value of]. AvE is always next to her and she has learnt so many things. The last support she had was from Catherine, no 1 on 1 meetings with LB, things are better now. NMF is more assertive. She has opened her mind and KOs- was blank on how to approach process- had thought it would never happen.

The future (21).

Carry on with workshops and Indaba (important). Plus more explanations to KOs (we must be more organised to do this).

Tracking change (24):

Value accorded to KOs: more valued; this has been a life-time experience for them, the last 2 years. E.g. nice room at Goedgedacht; name tags.

Relevance of workshops: more relevant; big change made by workshops- implementation indicates relevance.

Operation of Kitchens: improved since BG started being Kitchen Supervisor- he is very strict. Kitchens are also more prosperous- some are even selling teas and vetkoek.

Attendance of workshops: good, few not attending [indicates relevance and usefulness]

Participation in workshops: all participating, because of translation (esp at Indaba); wonderful participation.

Consultation: much more.

These changes have been a result of the development process- many drastic changes that have been good.

Staff member not being a part of the workshops

- KOs ask where everyone is

BG being Kitchen supervisor

Asking KOs to cook and be involve in catering workshops- makes them feel valued

Appendix I Staff Questionnaires and summary of responses, December 2003

In order to support the information collected through the audit process and to assess staff perceptions of change a short questionnaire was administered to all staff involved with the kitchen operators. The questionnaire was self-administered except with the programme manager which was done within a longer interview.

WARMTH STAFF PERCEPTIONS OF KITCHEN OPERATOR DEVELOPMENT PROCESS 2003 RESULTS:

In order to support the information collected through the audit process and to assess staff perceptions of change a short questionnaire was administered to all staff involved with the kitchen operators. *Outstanding are forms from VS, BG, JF and HG (unlikely to get having left organisation mentally if not physically).* The questionnaire was self-administered except with the programme manager which was done within a longer interview.

WARMTH STAFF PERCEPTIONS OF KITCHEN OPERATOR DEVELOPMENT PROCESS 2003 RESULTS:

PLEASE TICK THE APPROPRIATE BOX:

A. KITCHENS

	GOTTEN SUBSTANTIA	GOTTEN WORSE	NO CHANGE	IMPROVED	IMPROVED SUBSTANTIA
From 2002, the overall performance of the kitchens has...				✓✓ ✓✓	✓
In your opinion has this been in any way as a result of the intervention (workshops +audits) with the KOs?	YES		NO		
	✓✓✓✓✓				
How? (please give an example)					
<ul style="list-style-type: none"> - The workshops and Indaba have really helped us, especially with recordings and implementation of the learnings from the workshop. - They are more focused, eager to learn and to attend the workshops. - Most of the KOs have said that WARMTH is now taking a personal interest in them and that's great. - Cleanliness has improved. - As a result of audits and Y+YM, operators are being more mindful of how they are working (recording, being asked specific questions in the audits). E.g. how much a pot costs, how people they are feeding- makes people think. - Operating in a more professional way. - Recordings, savings, diversifying. 					
From 2002, the overall performance of the Kitchen Operators has...				✓✓ ✓	
In your opinion has this been in any way as a result of the intervention (workshops +audits) with the KOs?	YES		NO		
	✓✓✓				
How? (please give an example)					
<ul style="list-style-type: none"> - Attendance and participation in workshops - They have become more goal orientated and eager to make changes in the kitchens - Taking pride in what they are doing. - Process done in a way that has convinced people of long-term benefit, even if they had to give up some things in the short-term. - Their personal growth respected- taking an interest in them as people. No one seen as 					

<p>'untrainable'.</p> <ul style="list-style-type: none"> - LN said that she had learnt so much- she had felt like a nobody before WARMTH, but the people at WARMTH believed she could learn and exposed her to things she didn't think she was capable of. 				✓	✓
From 2002, the value that KOs feel WARMTH gives to them has...				✓✓	✓
<ul style="list-style-type: none"> - Kitchen Operators are seeing the benefit of saving, not just money value, but benefit if seeing themselves as people who can give themselves what they need. - Training- people came back, thought they might be intimidated, but they came back anyway. - Local knowledge valued- WARMTH is listening (improved) more carefully and encourages people to talk. The operators themselves are giving value to their wealth of knowledge-solutions/answers. 					

B. WORKSHOPS

	DECREASED SUBSTANTIA	DECREASED	NO CHANGE	INCREASED	INCREASED SUBSTANTIA
From 2002, attendance at workshops has...				✓✓✓	✓
From 2002, engagement of KOs during workshops has...				✓✓	
From 2002, relevance of workshops to KOs has...				✓✓	✓
From 2002, the quality of the interaction with KOs in workshops has...				✓✓	✓✓

C. AUDITS

	NOT AT ALL	NOT USEFUL	NEUTRA	USEFUL	VERY USEFUL
How beneficial do you think undertaking the audit process has been for the organisation?				✓✓	✓✓
If possible, please give an example of the above	<ul style="list-style-type: none"> - knowing that there are many of them [kitchen operators] who are willing to be self-reliant - given staff a better picture of what is happening in kitchens, especially about sales, hygiene etc. - assist fundraising department with reporting (recording). - Very useful EXCEPT we have information, but need to make it more accessible- of we can use it. - Posing questions to KO's has made them more mindful- good as they must consider how being right now in order to change. - Knowing the extent to what we are succeeding to do- help to plan and strategise. - Helps us understand where we are at with specific kitchens 				

How beneficial do you think undertaking the audit process has been for the KOs?				✓✓	✓✓
If possible, please give an example of the above	<ul style="list-style-type: none"> - to be able to share their ideas with us - given KO's an idea of how staff and others view their kitchen in terms of their sales, their role in communities etc. - Kitchen operators are now more aware of the number of people they serve each day. - Engagement with Kitchen Operators makes them feel valued (seeing themselves in a new light) - Enjoyed being heard - Motivating for them 				

D. OVERALL RATING OF PROCESS (workshops+ audits) WITH KITCHEN OPERATORS: (answer in your understanding)

	Very negative	Negative	Neutral	Positive	Very positive
FEEDBACK FROM YOU				✓✓✓✓	✓
FEEDBACK FROM OTHER STAFF				✓✓✓✓	✓
FEEDBACK FROM KOs				✓✓✓	✓✓

E. APPLICATION

To your knowledge, have Kitchen Operators implemented learnings from workshops in their kitchen	Yes	No
	✓✓✓✓✓	
If No, why do you think they have not?		
If yes, please give an example....	<ul style="list-style-type: none"> - Recordings are in place in most kitchens, accurate too. - Especially the Y+YM workshops. The recording of sales +expenditure. - It has also given them more pride in their kitchens. - Recording systems in place when visiting kitchens. - Most kitchens cleaner than before. - In the new kitchens, it is more obvious as they are still excited (e.g. JK, AC) - The small-scale home-based kitchens have started wanting to be more structured and organised (e.g. NW, PT) - People are cleaning up their act – in anticipation of growth. - Recordings, savings, diversifying meals 	

F. GENERAL COMMENTS:

Please specifically mention here any information that you might have received that might reflect on the process with the Kitchen Operators.

<ul style="list-style-type: none"> - It was a very hectic year for some of them [kitchen operators], though they have learnt a lot from the workshops. - Need more workshops on development thinking!
<ul style="list-style-type: none"> - the savings aspect of Y+YM have made the KO's see the benefits in saving and also getting them to set goals for themselves. - The titles of 'Business Women of the Year' and 'Kitchen Operator of the year' will really give the KOs something to work for in the coming year.
<ul style="list-style-type: none"> - test of this is going to be whether we see it [the process] through to the end - If we are not really passionate about this [it won't work] - It calls for personal commitment to carry through and taking the stand for people - It is a test of personal commitment not just on an organisational level. We must believe in what we are doing. - The 'victim stuff' must first [be dealt with], must look past it and see the great things in order to encourage and inspire them [kitchen operators] to grow - No more 'Ag shame' [poor them] attitude and not in regard to ourselves either. - Some things are still worrying like donations, but it is a process [reason for rating overall process positive not very positive].
<ul style="list-style-type: none"> - on staff interaction with operators: still room for improvement but there was no staff involvement didn't exist at all. There has been train the trainer and the empowerment of staff.

Appendix J Documentary Sources- summary of WARMTH in CWD Annual Reports 1996-2003

1996/1997 CWD ANNUAL REPORT

WARMTH PROJECT

Formerly Community Kitchens, this project decided on a name change to WARMTH (War Against Tuberculosis, Malnutrition and Hunger) to encompass both the 18 kitchens serving over 1.34 million meals a year and the valuable health and nutrition education work undertaken by Sr Lyette and Sr Leiola. A recent survey shows that our sponsor's money is well used; WARMTH's kitchens serve nearly 7000 meals daily which, for many hundreds of families, are their only source of food. We are hoping to open kitchens outside of the Peninsula, initially in Vredenburg, Elandsbaai and Worcester.

1997/1998 CWD Annual Report

WARMTH PROJECT

WARMTH (War Against Malnutrition, Tuberculosis and Hunger) have at present 19 community kitchens in under-privileged areas around Cape Town providing:

- low cost food to people in need
- job opportunities for people to operate the kitchens
- health and nutrition education workshops for deprived mothers

1998/1999 - missing

1999/2000

33% of children in South Africa are malnourished by the time they reach school-going age. The vision of our project is that **NO CHILD IN CAPE TOWN NEED GO TO BED HUNGRY**. In the last year we have increased our kitchens from 21 to 27 in order to achieve this dream. Our hope is to have 32 community kitchens established by March 2001. At each of these kitchens we provide an employment opportunity for women from the communities. Our health workers also run over 240 Health and Nutrition education workshops per year.

2000/2001

WARMTH now operates 30 community kitchens, which each serves an average of 250 cheap but healthy meals per day to children, HIV/AIDS patients, the elderly and unemployed adults. The programme also held 240 health and nutrition workshops, reaching an average of 25 women per workshop. Additional services include 46 craft workshops, health monitoring of 18 mentally and physically disabled children, home visits and referrals.

2001/2002 CWD Annual Report

WARMTH is one of the oldest and largest community based feeding scheme in Cape Town, providing low cost food to extremely impoverished communities. A total of 37 community kitchens in vulnerable areas around Cape Town serve more than 9000 meals a day – giving impetus to their vision **that no child in Cape Town needs to go to bed hungry**. WARMTH also runs 240 health and nutrition educational workshops each year, sharing knowledge about primary health care issues. Home care workers also extended their services to the Clarke and Eureka communities while a container office was erected for health and nutrition, and a sewing and craft group in Uitsig. In the financial year under review seven more community kitchens were opened in the flood-stricken areas such as Brown's Farm, Lusaka, Paarl and Atlantis. Shelters for 14 of the kitchens vulnerable to bad weather conditions were erected. Future plans include extending the WARMTH model and developing partnerships with NGOs in outlying areas.

2002/2003

WARMTH (War Against Tuberculosis, Malnutrition and Hunger) is one of the largest and oldest community based feeding schemes in Cape Town, providing low cost, nutritious food through a network of 37 community kitchens in vulnerable areas around the Cape. More than 9500 are being fed daily. More than 200 women are reached through the health and nutrition workshops. This year WARMTH experienced many exciting developments. Two new school-based kitchens were opened in the areas of Grassy Park and Zeekoevlei, where nutritious food is now accessible to school children and the broader communities. In addition to this the programme is currently working in partnership with Peninsula School Feeding Association to establish two more kitchens in the areas of Eastridge and De Duine. This will bring the total of school-based kitchens to nine. WARMTH also recently entered in a funding partnership with the Provincial Government's Department of Social Services and Poverty Alleviation to establish nine community kitchens in the rural areas in Central Karoo and along the West Coast.

Apart from managing food distribution and security, WARMTH also stimulates community development, creates jobs and teaches self-respect and dignity. More than 200 women are reached on a weekly basis through health and nutrition workshops, while kitchen operators attend regular training workshops focusing on financial and business skills training, personal finance and savings. The main aim is to encourage the kitchen operators towards self-sustainability.

WARMTH was rewarded in a fitting way this year when they received the silver award from the **Impumelelo Awards Trust**, which recognises innovative projects, which make an impact on poverty alleviation and community development in South Africa. The programme was also one of the winners of the Sappi Ideas that Matter competition, which designed and executed an awareness campaign for WARMTH at primary schools in the Western Cape.

Appendix K Kitchen visit to Masiphumelele January 2004

Visit of AvE and LB to NS 20/01/04

NS would like more book-keeping training. In addition she is interested in catering large events and would like more catering skills to do this (all types of cooking). NS has bought two deep fat fryers and started making fish and chips on the day of our visit.

Concerns:

- re-use of oil in chip-pans
- use of WARMTH oil for variety of uses – need to work on formula for supplying!!!

Appendix L Observation of maintenance system at WARMTH 2003

In 2003, there was a shift in thinking within the WARMTH Kitchen department. With the rapid expansion of kitchens in the last few years, it has become increasingly difficult to keep up with the maintenance needs. This has led to a situation where operators are being encouraged to source appropriate people in their communities to undertake work and claiming the money back from WARMTH. This policy has been widely accepted in the organisation due to its dual impact of ensuring that maintenance is completed and the creation of work opportunities in the communities. Further, it places a level of responsibility for the Kitchen operators to ensure their maintenance needs are met.

Appendix M Summary of Indaba Feedback 2003

WARMTH KITCHEN OPERATOR INDABA EVALUATION MEETING MINUTES 11/09/03

A. INDABA EVALUATION:

1. LOGISTICS (transport, accommodation; meals etc)
 - What went well?
 - What did not go well?
 - What did I learn?
 - At future events, I would like...
2. SOCIAL EVENT/ ENTERTAINMENT (braai, band and videos)
 - What went well?
 - What did not go well?
 - What did I learn?
 - Recommendations for the future.
3. COMMUNITY PROFILES (KO presentations)
 - What went well?
 - What did not go well?
 - What did I learn?
 - Recommendations?
4. WORKSHOPS (Y+YM, development thinking; dream kitchens)
 - What went well? (time well spent)
 - What did not go well? (time wasted)
 - What did I learn?
 - What learning have I applied in my kitchen/do I intend to apply?

1.

☺	☹
<ul style="list-style-type: none"> - Meals went very well - Good organisation of workshops - Accommodation was good-comfortable and warm with electricity ✓✓ - Workshops ✓ 	<ul style="list-style-type: none"> - Transport was VERY late and leaking! - Liquor issue- it's not allowed in contract and should not be allowed at events- it never has been before! - No electricity in some rooms for heaters and kettles! - Room doors did not lock properly. - KO (VG) was 'ill-treated' by a staff member (i.e. jokes about being naked and undermined for being illiterate). - ALL hurt by issue of team member exposing that a KO is not educated. - Sharing of rooms - Noisy people at the end of Lieola's farewell - People bringing family members but KOs not allowed to.
Recommendations:	
<ul style="list-style-type: none"> - Meals should be served by the team members as there are people who don't get 	-

<ul style="list-style-type: none"> - enough food! - KO's should choose who to stay in a room with! - Team members should allocate rooms as it is good to mix with people you don't know! 	
---	--

ISSUES 2-4 were merged due to time constraints!

☺	☹
<ul style="list-style-type: none"> - All workshops were well planned - Y+YM budgeting was good. - Y+YM recording of sales and expenses was good- now KO's know where their money is going and that in some cases their expenditure is higher than their income! - Learning to calculate using a calculator - Storage boxes to keep kitchen records- tidy - Aprons and caps- tidy and clean (reminder to explore for assistants) - Community profiles- learn names and about different communities. - Facilitators all patient and loving. 	<ul style="list-style-type: none"> - Using calculator- need to work on -
Friday night celebration was WOW, so much so that some kitchen operators had painful knees the next day!	
OVERALL- SHOULD WE DO THESE WORKSHOPS AGAIN? (i.e. was each workshop useful and relevant?)	<ul style="list-style-type: none"> - Y+YM= YES! - DEVELOPMENT THINKING= YES! - COMMUNITY PROFILES= YES! - DREAM KITCHENS= YES!

STAFF FEEDBACK TO KO's:

NMF gave the KO's an overview of the high and lowlight to come out of the staff debriefing process.

☺	☹
<ul style="list-style-type: none"> - COMMUNITY PRESENTATIONS - TEAM WORKED HARD AND SUPPORTED EACH OTHER - LOVE AND RESPECT BY KO's - LEARNING, LISTENING AND LOVING 	<ul style="list-style-type: none"> - TRANSPORT - LACK OF CLARITY ON RESPONSIBILITIES - COOKING - ON DUTY ALL THE TIME!
FUTURE: IT WAS GOOD TO DO, BUT CAN'T GUARANTEE EVERY YEAR DUE TO FUNDING!	

Group feedback:

- please respect us so that we must respect you as staff
- no families but there is one who brought husband and daughter
- Y+YM was very good and we gained a lot
- The expenditure is more than we get- we didn't know before, now we know because of the workshop
- We started to do recording weekly to monthly one
- Red box kept our record book and stationary
- Workshops were well planned
- Our facilitators were very open and helpful- we didn't feel shy
- The staff did not represent themselves
- Being patient, do out book-keeping and to develop our kitchens
- Not in favour of alcohol
- To mix with other cultures and to be patient and to improve
- We were not thinking of each other when serving (food)
- I was not satisfied at the party due to the alcohol, our rules said no alcohol- next time please save us on your own.
- Singenxaki yetrtansport eyafika kade ngexesha elingelilo ixesha lohamba ibingu 8a.m. Saphuma ngo10:30 asinangxaki nenkangeleka yayo ibus. Naxa sibuya yafika ngexesha yalijaziswa sithi.
- Sifike intle ingo inkangeleko yamagumbi neguba nazo bezanele ezethu Azasebenza ingxaki ibingumbane kwicala le ketule ne Hita. Nendlela esahlulwe ngayo. Ayizange yoneliswe kwabanye abantu abanye bonele.
- Ukutya kona anisanxaki nako kuba bekwanele kukuninzi kumnandi. Zaba khona ingxakana ezathu zakho ekuqibileni malunga nokutya.
- Asikhange saneliseke sisiselo ebesikhona
- Kwixesha elizayo kufuneka siyiplane sonke sibonisane sisonke.
- Tonke into esasiyifunda pha yasakha ezingqondwenu ngoba ngoku siyakwazi ukuqoqosha imali ngendlela zonke a esasicetyiswa ngazo.
- Siyazama ngoku ukusebenzisa iCalculator iyasinceda ekubalenu. Saiyakwazi ukungama imali. Siyakwa ukucwangcisa imali ngokufanelekileyo.
- Siyazama ukuba sikhule emakhitshini ethi. Sinazo nezimye izinto esizithengisayo ebesingazithengisi. Siyazama ukuba abantu bazifumane izinto abazifunayo abanozitya.
- Siyaluzama noCoceko.
- Siyazama yonke into ihambe ngendlela.

Appendix N Further Indaba Evaluation Forms 2003

Since there was a lot to evaluate and we wanted to value everyone's input, the debriefing workshop did not manage to cover all the aspects we wanted to. As a result, a further evaluation form was sent out focuses on the key learning parts of the Indaba. Since, many people had already given input, this gave those who still wanted to the opportunity. Fifteen operators returned the forms, the results are shown below.

WORKSHOP 1: YOU AND YOUR MONEY (Two representatives from Y+YM and NMF, HG, BG from WARMTH)

A. FACILITATORS

	1	2	3	4	5
Facilitators were open to comments and participation				***	*****
I felt the facilitators understood me			*	****	*****

B. WORKSHOP

	1	2	3	4	5
Visual materials		*		***	****
Relevance			*	***	****
Understandable			**	****	*****

C. GROUP SIZE

Too small	Fine	Too big
	*****	**

D. DURATION OF WORKSHOP

Too short	Fine	Too long
*	*****	

E. OVERALL RATING OF WORKSHOP

Poor	Weak	Good	Very good	Excellent
		****	***	*****

F. APPLICATION

I have applied the things I learnt in this workshop in my kitchen	*****
I have NOT applied the things I learnt in this workshop	
I will apply the things I learnt in this workshop in my kitchen	****

WORKSHOP 2: DEVELOPMENT THINKING (JdW from UCT and AvE, VS and MS from WARMTH)

A. FACILITATORS

	1	2	3	4	5
Facilitators were open to comments and participation				****	*****
I felt the facilitators understood me			**	****	*****

B. WORKSHOP

	1	2	3	4	5
Visual materials		*	*	*	****
Relevance			**	*	*****
Understandable			*	*****	****

C. GROUP SIZE

Too small	Fine	Too big
	*****	**

D. DURATION OF WORKSHOP

Too short	Fine	Too long
*	*****	

E. OVERALL RATING OF WORKSHOP

Poor	Weak	Good	Very good	Excellent
		***	****	****

F. APPLICATION

I have applied the things I learnt in this workshop in my kitchen	*****
I have NOT applied the things I learnt in this workshop	
I will apply the things I learnt in this workshop in my kitchen	**

OVERALL COMMENTS:

VERY GOOD (SA, LN, PT, AC)

GOOD

My aim is to start in Jan next to use my new knowledge in start of year. Because this year is already up.

I was very impressed and pleased and grateful of workshops and everything that you did for us and my baby.

THANKS.

(NT, Guguletu)

VERY GOOD

(SL)

In response to the statement: I have not applied the knowledge gained in the development thinking workshop- **Ndiyisebenzisa**

(VN)

Y+YM workshop:

Ndifunde lukhulu kubo ndacacelwa apho bendishiyeka khona. iWork ibimmandi ngaske ingaphummi bendomwabile kakhulu. Enkosi ngentsebenziswano yabo entle. Enkosi. (Daphne)

Akukho nto inyina, ntonje zimeselo. (NW)

The workshops that we always attend help us to improve the way of operating the kitchens. It improves our learning skills and ability to use calculators, but as we are too old we also have eye problems. (EK)

I enjoyed the workshop so much and I learnt a lot from other people and their talents.

Should have more workshops like this. (AC).

Le workshop iguna iingondo zethu zihlakaniphile ingakumbi kwicala lezemali. Enkosi ngoku ndisoloko ndiyisebenzisa imali ndineejongo zento endiyifunayo kunyaka ngamnye. (NL)

DEVT THINKING workshop:

Ndifunde lukhulu phaya and nezinto ebesithethwa pha kwi workshop zitsho zandakhha ndayayazi nook into endiyenzayo ubumhle umsenbenzi. Enkosi. (DP).

Kwa ku mmnandi kakhulu. (PT)

Ndafunda lukhulu phaya nangeziphiwe zabonye. (NV)

Ixesha leWork ibingu rush-rush. Besi baniniza eGroupini. (LH)

Sivune lukhule kuba besifumana iingcebiso nakwesinye iiKitchen Operators. (NL)

Appendix O Minutes from Development Thinking Workshop at Indaba 2003 (groups and A and B)

DEVELOPMENT THINKING WORKSHOP MINUTES- GROUP A 08/07/03

OBJECTIVES:

1. CELEBRATE what we are already doing!
2. THINK about ways we can do things BETTER!

TASK 1:

What else do does group A want to achieve in this workshop?

Kitchen Operators in group A want to:

- share our goals
- talk about developing our kitchens (e.g. selling other goods to make more profit).
- Talk about workshops

It was decided that these additional objectives could fall under overall objectives 1+2.

TASK 2:

Talk about what is going on in our kitchens:

- what are we selling?
- What and where are we buying additional goods?
- What are we proud of? As women, as WARMTH, as KOs?
- Recipes? Anything special you cook with?
- Anything YOU are involved in? in your community?
- Have you completed any course? Any achievements?

RESPONSES:

- Cooking: meat, chicken, beef stew, sausage- sonke sithengisa isoya ne rice ne soup. Bought from butchery. (SL)
- Chicken (Metro); fat cakes (flour from Metro); fish from WARMTH; chips (potatoes from market); chicken livers from Metro; hot dogs (Score) (NW).
- Amagwinya- flour from Spaza shop; rolls from donation; samp from spaza (NH)
- Member of SANCO (SL); member of health committee (NH).
- Baking, first aid, triple trust, home nursing (NW)
- D.O.T., first aid, health committee course, nutrition, AIDS (NH).
- Siyaphi nalento siyenzayo- Imiqweno yethu iya phambili empumelelweni. Isphuma ngentseni siye emakhitshini ukuya kunceda abahlali sima oko simile ngentliziyo zethu zonke ezikhululekileto singena 18 hours si proud ngento esiyenzayo.
- Before I had the baby I was on the street committee for youth (NT).
- Women's league, SANCO, F.C.M, Iliso labentwene, Volometee at Hokise; school committee (NS).
- Leadership in church and youth and children (VN).
- First aid, train of the trainees, One Up business course, Iliso yabentwene course, sewing, baking (NS).
- Ilita labantu for women (abuse) rights and children (NT).
- Cooking curry bunnies, curry and rice, donuts, fish, spaghetti, macaroni, frikadels, bean curry and lentil curry.
- We get up very early to prepare food for the community. That is why we are very proud of this. It is a pleasure to feed the hungry.
- We buy from Foodworld and get fish from WARMTH.
- I am proud to see my business growing (food selling is very good).
- We are proud of WARMTH for supplying the goods to us because it makes a difference in the health if our community.
- Pickled fish recipe- fry the fish, pickle in onions, bay leaves, pickle spices, vinegar and tumeric.
- Volunteer- caring for the old and abused people.
- Bereavement course and caring and abuse; needlework and knitting and caring course and abuse; comfort course and rape crisis.
- Cooking chicken feet; samp and beans; vfat cakes and fish cakes; pap and chicken; Mogewu; soya and rice; soup.

- Mix stew (mutton); burgers; fish and chips; Mdundu (fat cakes with potato chips); viennas; pap and spinach (Sanza).
- Buying from various wholesalers, butchers, Score supermarket, Shoprite.
- We are proud because we make a difference in our communities. We feed those who are hungry.
- Magewu recipe: maize meal, self-raising flour and sugar. You cook pap (porridge) and cool it and add one cup of flour to it and one cup of sugar. Close the bucket over night and in the morning taste- it should have a bit sour taste and then it is ready.

TASK 3:

Talk about new ideas/innovations in kitchens:

- DIVERSIFICATION- samp and beans instead of rice (guided by needs of clientele). Next step is pap. (NH)
- Keeping RECORDS of sales and expenditure- managing money better! (NS)
- FEEDBACK from clients- amazi and pap- also they prefer milk in winter and sour milk in summer. (VN)
- LEARNT that lay-by is better than hire purchase (interest) as you pay more! (DP)
- INTRODUCED 'chips' now people buy locally rather than going into town to buy. Becoming more of a take-away (NW)
- COOKING cabbage with mealie meal. Saw cabbage was fresh- make Freno (?) (LR)
- Lots of pumpkin- COOK pumpkin fritters! Learnt to introduce a NEW LINE when lots of something is available. (LA)
- BUYING IN BULK from wholesaler is cheaper – buy as CO-OPERATIVE. (NT)
- Wonderful to come to Goedgedacht to LEARN new things and SHARE! (DP)

TASK 4:

Imagine a dream kitchen (well-run /perfect):

- Electricity to have fridge in container; microwave to warm up food cooked in morning; someone to help with purchasing goods whilst she is busy in kitchen and baby- access to transport. (NT)
- SOLAR ENERGY
- Tell BG and VS when there is a special on at a store in order to share with other KOs.
- A take-aways; deep fat fryer and microwave but keeping subsidised line for those who can't afford take-aways; needs to think about limitations of operating from the crèche. (LR)
- Electricity for a fridge to keep stock of meat fresh; limitations of clinic- attract skollies but has already been broken in. (NH)
- Cookie shop. Break-ins – all goods stolen puts you back- therefore an ideal kitchen is a SAFE kitchen- but how? (LN).
- INSURANCE for expensive goods- group policy through WARMTH?
- Buy from wholesalers- negotiate discounts as group.
- INVESTIGATE better prices- Score, Metro, Makro (cards?); Pedro, Winners, Foodworld.
- An ideal kitchen is run effectively- good bookkeeping.
- No accounts and NO hire purchase (lay-by only).

TASK 5:

Problems you have experienced in the last year:

- access to running water (switched off)
- access to electricity
- break-ins
- customers take plates and spoons
- toilets not being made available to clients
- teachers from school come into kitchen- need space for clients to sit and eat- shelter, or shelter too small.
- Safe place to keep money
- Drunk customers hassles KOs
- Mentally ill customers cause problems
- No toilets at all
- People who want free food

- Drainage is not sufficient which makes kitchen smell
- Deliveries are late or don't arrive
- Gasmasters don't arrive when they are meant to
- Vegetables are not always fresh by the time they arrive
- Fish supply irregular (prob for customers)
- Blocked drain- sink
- Cupboards broken
- Coupons not paid out on time
- Not enough tomato paste- should be delivered weekly
- Soya delivery is less than before.
- Maintenance slow.

COMMON PROBLEMS:

1. Break-ins and stealing of plates and spoons.
2. Electricity.
3. Shortage of water.

POSSIBLE SOLUTIONS:

1. Cover padlock with metal plate; get proper security gate- steel door.
2. Negotiate with committee- letter from WARMTH; get someone to bore hole in container; take line from house but make sure it is protected- do it properly (underground). SOLAR ENERGY?
3. Store back in container – put drop of jik in to keep water fresh.

SOLUTION to blocked drain- bicarbonate of soda and hot water!!!

DEVELOPMENT THINKING WORKSHOP MINUTES: GROUP B 07/07/03**OBJECTIVES:**

1. CELEBRATE what we are doing.
2. THINK about how we could do things BETTER!

Kitchen Operators in group B want to talk about:

- problems with deliveries
- ideas
- to empower with knowledge
- to share
- to be taught how to cook other things
- voucher problems
- loans (suggestion to WARMTH to give access to loans0.

TASK 1:

- WHAT ARE WE DOING (IN OUR KITCHENS) AT THE MOMENT?
- THINGS WE ARE PROUD OF?
 - o what we are selling?
 - o what we are buying?
 - o Where?
 - o Recipes?
 - o Things we have achieved?

Group 1:

- We are happy with what WARMTH has done for us in the last year.
- Would like WARMTH to add more food due to large amounts of customers.
- Selling Amarhewu and baking bread in kitchens.
- Want WARMTH to give bread.
- Cooking meat and veg.
- Vetkoek
- Proud of treating customers well and the competition.

Group 3:

- containers, equipment and food supplies.
- Proud of our community
- Proud of WARMTH management.
- Proud to be in Malmesbury- learning
- Proud of workshops- advice.
- Courses- esp baking- 2 in group have completed successfully.
- Community disasters- WARMTH helps.
- Soya, soup, bake pancakes an vetkoek.
- Don't just cook for community- advise role.

Group 4:

Jackie

- proud of achievements in 3 years with WARMTH- didn't know anything about business and cooking for community
- proud of community and vice versa. (with partner)
- WARMTH team has helped her to achieve
- restoration of dignity

AC

- suggests recipes workshop 1X month and more demonstrations
- making toffee apples, rolls, fruit salad, cup cakes, pancakes (with fillings)
- Health of community has improved as eating at kitchen- strong and healthy especially sick people from nearby clinic.

LH

- Viva WARMTH Viva

Group 5:

- proud of our kitchens and our communities
- happy with supplies of veg from WARMTH
- happy to be at Goedgedacht
- proud of workshops
- recipes
- to come together- to learn
- savings
- baking course

TASK 2:

What makes a good Kitchen Operator?

- clean/hygiene
- respect for community and good behaviour to WARMTH too.
- Friendliness (smile)
- Very good attitude
- Recognise they are your own people
- Compassion
- Reliable
- Hard-working
- Saving- aims- for kitchen
- Looking after and improving kitchen
- Independent KOs- manage small things without complaint.
- Good kitchen IF WARMTH maintains it well
- Job creation – e.g. small jobs done by community in return for food

INSIDE YOU	INSIDE KITCHEN
Catering skills	Electricity
Baking	Microwave
Financial management	Fridge
Positive attitude	Calculator
Writing and reading skills	Calendar
Calculation	Safe
Savings	
Planning	
Plan a menu	
Confidence in your self	

TASK 3:

IDENTIFY 3 PROBLEMS YOU HAVE EXPERIENCED THIS YEAR

PROBLEM	ADVICE
ML	
kitchen closed for 3 months due to problems with helper	Never employ someone you don't trust
Gasmasters bring empty tank	Check tank and tell BG
Deen's deliveries late	Tell BG
NL	
Drunk customers- swearing and she has to keep quiet	Ignore, prayer and praise Lord or get social worker to intervene. Noticeboard saying NO SWEARING; NO SMOKING etc
Kitchen Closed due to burnt arm= no money for kids	Prayer, trusted helper
Changing helpers due to low pay (they say it is too low)	Be firm
NE	
Coupons – when coupons run out, customers demand them anyway	Be firm; card system when no coupons
Drunk customers	
Untrustworthy helper	

Appendix P WARMTH KO Attendance 2003

COD E		KITCHEN OPERATOR	ATTENDANCE							
			MEETING 1 MARCH	WRKSHP 1 APRIL	WRKSHP 2 MAY	WRKSHP 3 JULY	INDABA AUGUST	MEETING 2 SEPTEMBER	WRKSHP 4 OCT	MEETING 3 CELEBRATI
G1	MAN ENBERG	EK	✓	✓	✓	A	✓	✓	✓	✓
G2	VAL HALL A PARK	CLOSED								
G3	ELSI ES RIVER	SA	✓	✓	✓	✓	✓	A	✓	✓
G4	UITSIG	LR	✓	✓	✓	✓	✓	✓	✓	✓
G5	GUGULETU	NT	?	✓	✓	✓	✓	A	✓	✓
G6	ST GABRIELS	NE	✓	✓	A	A	✓	✓	✓	✓
G7	KTC CLINIC	NH	✓	✓	✓	✓	✓	✓	✓	✓
G8	RSC DAY HOSPITAL	NL	✓	✓	✓	✓	✓	A	✓	✓
G9	PHOLA PARK	ML	✓	✓	✓	✓	✓	✓	✓	✓
G10	MALAWI CAMP	MD	✓	✓	✓	✓	A	✓	✓	✓
G11	CROSSROADS	MHS	✓	✓	✓	✓	✓	✓	✓	✓
G12	KTC	DP	✓	✓	✓	✓	✓	✓	✓	✓
G13	SAMORAMACHEL	MP	✓	A	✓	✓	A	✓	✓	✓
G14	HEINZ PARK	LN	✓	✓	?	✓	✓		✓	✓
G15	BARCELONA	NM	A	A	✓	✓	✓	A	✓	✓
G16	NEW REST	NK	✓	✓	✓	✓	✓	✓	✓	✓
G17	EGOLI	FL	✓	✓	A	A	A	✓	A	A
G18	LUSAKA	SL	✓	✓	✓	✓	✓	A	A	✓
G19	WESBANK	JS	✓	A	✓	✓	✓	A	✓	✓
K0	SITE	PT	✓	A	✓	✓	✓	✓	✓	✓

K1	B SITE C	LC	✓	✓	✓	✓	✓	A	✓	✓
K2	SITE B CLIN IC	VN	✓	A	✓	✓	?	✓	A	✓
K3	E505	LL	✓	A	✓	✓	✓	✓	✓	✓
K4	TOW N 2	NW	✓	✓	✓	✓	✓	✓	A	✓
K5	MAC ASS AR	RG	✓	✓	✓	A	A	✓	✓	A
K6	HAR ARE	VG	✓	✓	✓	✓	✓	✓	A	✓
K7 •	SILV ER CITY	NM	✓	A	✓	A	A	✓	✓	✓
K9	TAF ELSI G	LA	✓	✓	✓	✓	✓	✓	✓	✓
P1	PAR KWO OD	JK	✓	✓	✓	✓	✓	A	A	✓
P2	SPA NDA U CAM P	CLOSED								
P3 •	BLO EKO MBO S	AL	A	✓	✓	A	✓	A	A	✓
P4	MBW EKW ENI	NV	✓	✓	✓	✓	✓	✓	✓	✓
P5	WITS AND S	TD	✓	✓	✓	✓	✓	✓	✓	✓
P6	ST CLE MEN TS	AC	✓	✓	A	✓	✓	A	✓	✓
P7	LOT US RIVE R	PW	✓	✓	✓	✓	A	✓	✓	✓
OV1 •	OCE AN VIE W	DY	A	A	✓	A	A	A	A	A
OV2	MASI PHU MEL ELE	NS	✓	✓	✓	✓	✓	✓	✓	✓
OV3 •	WES TLAK E	LH	✓	A	A	A	✓	A	✓	✓
P8 •	De DUIN E	LJ	NEW					✓	✓	✓
P9	Joe Slovo	NC								✓

Appendix Q Comparative analysis of sampled kitchens 2002-3

Crossroads kitchen (MHS)

In both 2002 and 2003 the categorisation of MHS's kitchen in Crossroads was that of Full Reliance. However, based on the KO's estimations the kitchen earned substantially more in 2003 than in 2002 (increased from R25p/day to R40-50p/day)¹. Despite this the kitchen still earns less than R50p/day and it would appear that even with a 100% increase the income is not large enough to expand the kitchen in ways other KOs have (e.g. equipment or large amounts of stock).

In 2002, MHS was selling fish and fishcakes in addition to the subsidised line. She had tried to sell meat dishes, but this was unsuccessful as the community could not afford the meals. In 2003, MHS was still selling the fish but had added to her menu "chicken feet potijie". This demonstrates a willingness to expand her business despite the limits placed on her by her communities' high poverty level. This is because cooking using chicken feet is more appropriate as they are much cheaper than other meat cuts.

In 2002, MHS indicated her future plans were to provide more nutritious foods to her community specifically through a voucher system. She mentioned that any expansion of the kitchen brought with it the risk of attracting crime². In 2003, the KO indicated her desire to expand as a Spaza and sell additional goods like vetkoek³. At this time she makes no mention of crime being an obstacle to doing this. This indicates a shift away from a focus on facilitating free food through vouchers to a more business like mentality.

In both interviews, MHS indicated a willingness to meet more often with other KOs to share ideas⁴. In 2002, MHS felt that receiving training, specifically business skills was pointless since the community cannot afford to pay for goods. However, in 2003 she indicated that it would be useful if she could have access to cooking and baking training⁵. Once again, this seems to be evidence that MHS's thinking about her kitchen business is more proactive.

In 2002, MHS requested that WARMTH pay KOs a salary. Whilst there was no mention of this in 2003 she responds that KOs could play more of the roles WARMTH currently plays⁶. MHS also indicated that she thought forming a KO buying co-operative was a good idea. This is a big shift as it demonstrates that in 2003 MHS is feeling that she as a KO could conceivably provide some of the things at least that WARMTH currently does. Despite this, MHS does not feel her kitchen could ever be self-reliant⁷. It is possible that she feels this as the kitchen earns such a small amount of money compared to what WARMTH spends on it (average kitchen income is R967.50p/month, average expenditure is R2000p/m).

The kitchen was originally classified as fully-reliant in 2003 primarily due to its extremely low income. However, given the above information it seems that this kitchen would be better suited in the pre-partial reliance category. This is because

¹ Appendices D and F

² Appendix D

³ Appendix F

⁴ Appendices D and F

⁵ Appendices D and F

⁶ Appendices D and F

⁷ Appendix F

the income has increased substantially and the KO is presenting less obstacles and more inclination to grow her business. Earning such a small amount of money continues to be a limitation for the growth of the kitchen.

Silver City kitchen (NM)

The grouping of this kitchen indicated a shift from pre-partial to full reliance from 2002 to 2003. This was the only kitchen to not demonstrate a shift towards self-reliance. However, the kitchen did increase its income marginally (from approximately R752 to R860p/month) and added an additional good to its menu (vetkoek)⁸. The selling of vetkoek was something NM had said she planned to do in 2002. She had also said she would like to sell chicken feet and fish more regularly and this in addition to wanting to sell ice blocks, dolly licks and biscuits remains her future plan in 2003⁹. NM said she thought her main obstacle was not having the money to buy these things to sell¹⁰.

In 2003 NM said she would like catering training to help her kitchen. In both interviews there was a desire to meet KOs more often to gain experience and that a buying co-operative would be good¹¹. In neither interview did NM indicate a willingness to become self-reliant. In 2003 she indicated that she would like WARMTH to give KOs money to buy other things to sell in the kitchens in addition to training. Further, she said she would like WARMTH to pay KOs a basic wage indicating a heavy reliance on WARMTH¹²

A strong reliance on WARMTH is clear and with limited growth within the kitchen and marginal earning increase confirms the kitchens shift into the full reliance category.

Elsie's River kitchen (SA)

Between 2002 and 2003 the Elsie's River kitchen moved from full reliance to partial reliance on the continuum (see table 5.2). There has been a marginal increase in the income of this kitchen between 2002 and 2003 (from approximately R1700p/month to R2150p/month). In addition, the kitchen has diversified the goods sold substantially. In 2002, the kitchen's only additional products was curry bunnies. In 2003, the kitchen sells doughnuts, chicken curry, vetkoek; and soya/beef curry bunnies¹³. In 2002, not much initiative was shown by the KO to change the kitchen operation. Although SA would have liked to sell sweets she saw the shop nearby as an obstacle. In 2003, she was selling many more goods and indicated that she would also like to sell fish and chips, but felt the community couldn't afford it¹⁴. She reiterated that the shop nearby was an obstacle to selling spaza goods, but she would like to bake cakes in the future anyway. There seems to be a shift from SA feeling limited by the nearby shop to making goods the shop does not sell. As a result, the kitchen has diversified considerably. This substantiates her move from categorisation as a fully reliant to a partially reliant kitchen.

Furthermore, SA could not imagine being self-reliant in 2002 as she noted WARMTH was supplying most of the produce¹⁵. In 2003 she said she could imagine being self-

⁸ Appendices D and F

⁹ Appendices D and F

¹⁰ Appendix F

¹¹ Appendices D and F

¹² Appendix F

¹³ Appendices D and F

¹⁴ Appendix F

¹⁵ Appendix D

reliant and requested catering training to help her get there¹⁶. In addition, the KO indicated that she felt KOs could play more of the roles WARMTH currently plays if KOs work together¹⁷. Despite this, SA would like WARMTH to access additional goods at cost for KOs (e.g. beans, macaroni etc)¹⁸. In 2002, she said it would not be possible to increase the price of the set meals but in 2003 supported an increase to R1 (R1 or less, as some people cannot even afford the 60c)¹⁹. In 2002, SA felt the kitchen could not be self-reliant and that the price of meals could not change. However, this has changed in 2003 and she now feels that the kitchen could be self-reliant and wants help to do so. This evidence suggests that SA's thinking about her kitchen operation has changed quite substantially.

In both interviews, SA indicated a desire to meet with other KOs more often for them to get to know each other. She added in 2003 that she had already approached some KOs about starting a possible buying co-operative but it had not happened because they all do different things²⁰. SA advocated for a coupon system providing free food to the community in 2002 but in 2003 indicated that she charges for every meal even if not always 60c and gives extra to those in need (e.g. AIDS sufferers)²¹. This demonstrates a shift in thinking to the importance of charging for each meal rather than supporting a coupon system. This is critical as supporting a coupon system demonstrates a welfarist approach.

In summary, SA's thinking and kitchen operation has changed considerably. She is earning and selling more and seems to be working towards becoming more self-reliant. However, the income of the kitchen has remained the same. Given this information and despite wanting to rely on WARMTH for access to additional goods it seems that this kitchen is well placed in the partially reliant group.

Manenberg kitchen (EK)

This kitchen shifted from pre-partial to partial reliance on the reliance continuum from 2002 to 2003 (see table 5.2). The estimated income of this kitchen decreased by R400 p/month during this period (from R1900 to R1505p/month)²². EK said in 2003, that "I don't need a safe place to keep my earnings as there is none left to keep safe"²³. However, she has diversified its product range from the additional menu of vetkoek, snoek rolls and curry bunnies to include chicken curry, bean curry and bones in the soup²⁴. This expansion seems to indicate the data is not accurately reflecting the income of the kitchen or that the new products introduced are not correctly priced to ensure increased profit in the kitchen. In 2002, said she EK planned to introduce sweets and suckers. In 2003 this dream was built on and she indicated the desire to start a spaza as well as develop the kitchen as a "Road-house" staying open late and serving meals and takeaway²⁵.

In 2002, EK thought it may be possible (but not definite) for the kitchen to be self-reliant, but in 2003 she strongly asserted that "this is my business" and she could imagine being self-reliant²⁶. One of her requests in 2003 was for book-keeping and

¹⁶ Appendices D and F

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¹⁸ Appendix F

¹⁹ Appendices D and F

²⁰ Appendix F

²¹ Appendices D and F

²² Appendices D and F

²³ Appendix F

²⁴ Appendices D and F

²⁵ Appendices D and F

²⁶ Appendices D and F

baking training to help her run her business²⁷. In both interviews, EK indicated an interest in meeting more often with other KOs to share ideas and experience as well as possible buying co-operatives. In 2002 EK said that WARMTH could play a role in accessing loans for KOs to increase their kitchen resources and in 2003 she said that WARMTH could buy products to sell to KOs (cash upfront)²⁸. This indicates that EK still sees a big role for WARMTH in the progress of her kitchen.

In 2002, EK said she saw the people in her community as being very poor and in need of free food and linked this to a voucher system. In 2003 she still didn't always charge 60c per meal as she gives to hungry children and adults who come with 50c. However, in 2003 she felt that the prices could increase from 60c to R1 (soya and rice) and from 20c to 50c (soup)²⁹. Although EK's community remains very poor she is no longer supporting keeping the prices so low or not charging (vouchers) which shows a shift away from a welfarist mentality.

The introduction of a number of new goods and indications of bigger expansion in the future shifts the kitchen grouped as pre-partial in 2002 into the partially reliant category. Further, EK's attitude towards "her business" indicates a move towards self-reliance. The preliminary grouping placed this kitchen as pre-partial reliance in 2002 and partial reliance in 2003 and the evidence seems to support these classifications.

Mbekweni kitchen (NV)

In both 2002 and 2003, the Mbekweni kitchen was grouped as partially reliant. The estimated average income of this kitchen did not change and the kitchen continued to provide a chicken, vegetable and rice meal in addition to the subsidised line. The only further addition in 2003 has been a donation of bread from Pick and Pay which is given free to the community³⁰. NV had tried selling meat and "pap" but couldn't keep the pap warm. She still plans to expand the line. Her wish list grew from fruit and cool drinks in 2002 to include vetkoek, biscuits and samp and beans in 2003³¹. However, NV feels her expansion is limited by the CWD manager on site. In 2003, she added that she would also like to get a fridge to store milk, amanzi, viennas and other meat as her kitchen is close to farms³².

In 2002, NV said she was willing to become self-reliant and in 2003 said she would like to be self-reliant in 10 years time³³. NV would like training to become self-reliant including book-keeping, English, cooking skills and baking³⁴. At both interviews she indicated a desire to meet with KOs to share and advise each other. She was interested in a KO co-operative in 2002 but in 2003 she further suggested that given her distance away (Paarl) "...we could meet at Athlone [office] and give one person money to buy..."³⁵. This indicates that she is thinking about how a co-operative might work practically.

In 2002 and 2003, NV felt that increasing the price of the set meals would not be possible³⁶. In 2002 this was linked to a need for a voucher system especially for the

²⁷ Appendix F

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²⁹ Appendices D and F

³⁰ Appendix F

³¹ Appendices D and F

³² Appendix F

³³ Appendices D and F

³⁴ Appendices D and F

³⁵ Appendices D and F

³⁶ Appendices D and F

TB patients who need to eat to take their medication. In 2003 she said this was because when she cooks a R1 plate of food customers can't afford it. NV would like WARMTH to provide access to loans and samp and beans (to make a sour drink in summer) and she planned to use her end of the year bonus for a fridge (2003)³⁷. This shows a reliance on WARMTH to access further equipment.

The KO shows insight into her situation and has ideas for the development of her kitchen. She is keen to be self-reliant at some point and wants to get the training to equip her to make this move. An obstacle will be the community not being able to afford a R1 plate of food and as a result NV's reliance on WARMTH to supply additional goods bonuses. The evidence here shows that the Mbekweni kitchen is accurately classified "partially reliant" but may move into the self-reliant category in the near future.

Macassar kitchen (RG)

In the categorisation, the Macassar kitchen shifted from being grouped as pre-partial to self-reliant. However, the KO's estimate of her earnings decreased marginally between 2002 and 2003 (from R150p/day to R140p/day)³⁸. In 2002, RG was not selling any additional goods from the kitchen. She had tried meat but had been unsuccessful as the customers only wanted to pay the subsidised price³⁹. In 2003, she started selling bread and peanut butter, buying the yesterday's bread at low cost and using peanut butter donated to the kitchen⁴⁰. This should have been reflected in an increase in income but does not. This is possibly because the profit on the bread is very low as they pay R1,80 a loaf and sell it for 20c for 2 slices⁴¹.

In the future RG said that she would like to sell meat curries/stews and get a loan to expand her community kitchen (2003)⁴². In both 2002 and 2003 RG indicated she would be able to be self-reliant as she has done it before. In 2002, RG commented that "...prior to 1998 KOs had to pay for their own food and that was better as the operators were forced to be more disciplined and responsible.."⁴³. RG said in 2003 that her advice to a new KO would be "...you mustn't be too dependant on WARMTH..."⁴⁴. She added that she thinks "...KOs have depended too much on WARMTH which has created a relationship...[dependant]" she says this would have been different if they hadn't been given food for free⁴⁵. This evidence indicates a changing mindset and an evolving sense of self-reliance.

RG said in 2002 that the price of the set meal could not be increased due to the community 'holding' her to the prices on the signboards, but in 2003 she felt it could increase to from 60c to R1⁴⁶. In 2003, she says she mostly charges for meals, but sometimes people shout at her and she has to give to them for free⁴⁷.

In both 2002 and 2003, RG indicated her desire for training in money management (budgeting) and in 2002 requested catering training and in 2003 business

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³⁹ Appendix D

⁴⁰ Appendices D and F

⁴¹ Appendix F

⁴² Appendix F

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management⁴⁸. At both interviews she indicated that meeting with other KOs more often would be good and supported the idea of a KO co-operative⁴⁹. In 2003, RG said she wanted WARMTH to provide her with access to loans to "...pull-up business"⁵⁰.

RG added in 2003 that she thinks "...we need more kitchens as there are children starving.." she said it won't be easy, but we can help more and she realises that communities won't develop if they are dependant⁵¹. This demonstrates her support for a more developmental interaction with WARMTH.

RG demonstrates a high level of development thinking in regard to improving her business, increasing the price of food and changing dependency relationships. This evidence fully supports this kitchen's re-grouping as self-reliant in 2003 due to high level of development thinking and desire to get training to develop the kitchen despite relatively low turnover.

Wesbank kitchen (JS)

In the preliminary grouping in 2003, the Wesbank kitchen remains in the self-reliance group. The KO's estimation of the kitchen earnings remain roughly the same from 2002 to 2003 at R600p/week⁵². In 2002, the kitchen occasionally served meat and pap in addition to the subsidised but in 2003 they added vetkoek and hot chips to their regular menu⁵³. In both interviews, JS indicated a desire to expand her range of additional goods⁵⁴. In 2002 these were sweets, biscuits and bread. In 2003 JS indicated a move towards baked goods including scones and cakes. In 2002, she wanted a shelter for the community window and access to transport to purchase goods. In 2003, she still wants a shelter for the community but adds she also wants a stove, microwave and a fridge to help her improve the kitchen⁵⁵.

In 2002, JS felt the price was 'right' at 60c, but in 2003 said it could increase to 80c. She said she always charged for every meal, but there are some cases when she doesn't. In 2002, JS suggested a number of things that WARMTH could do to help her kitchen including: more money to help community with free food; access to loans and more food and gas. In 2003, this changed slightly to request for more soya; improved deliveries and a regular supply of fish, samp and beans⁵⁶.

In 2002, JS said she could become self-reliant if she could afford to and in 2003 she imagines that she will be self-reliant but says she needs to start saving and get training to do this⁵⁷. In both interviews she indicated a desire for training (specifically baking and business skills) and to meet with other KOs more to share ideas to improve their kitchens. JS feels that co-operatives are a good idea. In 2003, when asked about whether KOs could play some of the roles WARMTH plays she said "...when we are self-reliant this will not be a problem..." and that she recognises that WARMTH is an NGO dependant on funding and sometimes money is not available⁵⁸.

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⁵¹ Appendix F

⁵² Appendices D and F

⁵³ Appendices D and F

⁵⁴ Appendices D and F

⁵⁵ Appendices D and F

⁵⁶ Appendices D and F

⁵⁷ Appendices D and F

⁵⁸ Appendix F

The shift here is complicated. In 2002, the kitchen seemed to be primarily grouped in 'self-reliance' due to its high income, in 2003 this continued. In 2002, JS was clearly very reliant on WARMTH. In particular, the desire for "free food" for the community and sticking to the 60c price indicates a welfare outlook. However, in 2003 this changes to a more self-reliant outlook. Although, JS still requests additional goods from WARMTH this is within the context of being an extremely busy kitchen and running out of supplies rather than asking WARMTH to supply free food to the community.

This KO demonstrates a degree of developmental thinking and seems likely to continue to work her kitchen towards being more self-reliant. Her kitchen earns enough to become financially sustainable. However, she still gives some indication of her reliance on WARMTH to access goods and provide more deliveries. This evidence places the Wesbank kitchen on the border between partial- and self-reliance, but due to the kitchen's high earning capacity despite the context in which it operates it is categorised as self-reliant.

Masiphumelele kitchen (NS)

In both 2002 and 2003, the Masiphumelele kitchen was classified as self-reliant. However, despite earning more than any other kitchen, the KO's estimation of her earnings drops significantly from R600p/day to R370p/day from 2002 to 2003. This could be accounted for as the kitchen was not keeping records and NS has indicated that she needs help keeping records and thus the estimation may not have been accurate. The kitchen continues to sell an extremely wide range of cooked (meats stews, samp and beans etc) and spaza type goods (including pens, pencils etc)⁵⁹. In 2002, she wanted to increase this range to include fish and chips but needed a deep fat fryer. In 2003, she continued to make and sell her large range of goods and at the beginning of 2004, NS bought two deep fat fryers and is now making fish and chips⁶⁰. In both interviews, NS indicated that she felt the price of the set meal cannot change as her customers cannot afford it as most are not working and they are suffering⁶¹.

In 2002, NS felt that she could become self-reliant in the future and thought this was also possible in 2003 if she had the skills⁶². In both interviews, she indicated a desire for training including numeracy, book-keeping. Catering for big events and deciding on profit margins was added to this in 2003⁶³. In 2002, she indicated the need for a voucher system and in 2003 said she does not always charge as sometimes people have nothing⁶⁴. This shows that despite her business initiative, the KO sees a need for a level of welfare in her community.

NS felt in both years that meeting with other KOs more often was good, as "they must all be the same". However, in 2002 she thought a co-operative would be good, but in 2003 she said no to this as she felt KOs are "...not doing the same things in the kitchens"⁶⁵. NS felt in 2002 that WARMTH should provide access to KOs to flour, maize and fish and loans for equipment. In 2003, her requests decreased to a regular supply of fish⁶⁶. However, she did say that she thinks WARMTH should pay for a

⁵⁹ Appendices D and F

⁶⁰ Appendix K

⁶¹ Appendices D and F

⁶² Appendices D and F

⁶³ Appendices D and F

⁶⁴ Appendices D and F

⁶⁵ Appendices D and F

⁶⁶ Appendices D and F

shelter, tables and chairs for her kitchen as she says “..I was suppose to have this...”⁶⁷.

It is clear that she expects WARMTH to fulfill their promises to her about paying for the outside area to be set-up although quite capable of improving the kitchen herself. Further, NS feels that the set prices cannot change but this has not stopped her selling a variety of items at non-subsidised prices. As a result, this kitchen fits well in the self-reliant category as NS is clearly a business woman and is aware of what things she needs to work on to become self-reliant from WARMTH.

⁶⁷ Appendix F

Appendix R Summary of WARMTH entries in CWD Annual Report

Tracking organisational change

Within the limited information provided by the WARMTH entries in the CWD Annual Reports there are some threads indicating a shift in the thinking of the organisation. In the 1996/1997 report the name of the project changed from 'community Kitchens' to WARMTH to encompass the kitchens and the health and nutrition project which indicates a recognition that the project could not meet the needs of the communities with a singular satisfier (kitchens) and that a more comprehensive an integrated approach was needed.

In the 1997/1998 report mention is made of job opportunities being created for people to run the kitchens (Appendix J). By 1999/2000 a broader view of providing "...employment opportunity for women from the communities" is given indicating an acknowledgement of the spill over affect of the programme (e.g. employment of KO assistants) (Appendix J).

In the 2002/2003 report mention is first made of the training provided to KOs as well as indicating the organisation's aim to encourage KOs towards self-sustainability (Appendix J). This indicates that before 2002 there was not a comprehensive training programme mentioned in the report. Further, it is a big shift from 2001/2002 where mention is only made of attempting to extend the WARMTH model in the future rather than changing the WARMTH model to be more self-sustaining in 2002/2003 (Appendix J).

Other indicators of WARMTH's change in thinking are their development partnerships with Empowerment for African Sustainable Development (EASD, Sea Point based NGO); UCT development students and supervisor, Jacques de Wet and the Provincial Government's Department of Social Services and Poverty Alleviation (Appendix J)

The increase in the number of kitchens from 18 in 1996/1997 to the 37 reported (and now 39) in the 2002/2003 report indicates the rapid expansion of WARMTH which links to the ever more desperate need to ensure that kitchens are more sustainable.