

# KMT: CONDENSED SUMMARY OF STRENGTHS AND WEAKNESSES.

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The strengths of KMT can be categorised in three main areas of the organisation:

1. Strengths in terms of 'what we do':
  - 1.1. The fact that KMT is a registered Non Profit Organisation (NPO) serves as a great strength within the communities that we serve. Serving individuals in the mainly 'no income group' especially with our Mental Health discipline, confirms our motives as service provider and ensures the support of churches, businesses and the community at large.
  - 1.2. We are well established in the various disciplines we operate in (Mental Health, Welfare, Training, Capacity Building, Potential Development etc.) resulting in our mission and 'what we do' being clearly understood and completely accepted, respected and supported by the communities.
2. Strengths in terms of 'those who do it':
  - 2.1. Being a benevolent organisation with very limited access to funds, one of our strengths are the fact that many of those involved, do so not for the monetary reward, but for personal moral and religious convictions and motives. Example: A 24 hour cycle care for a severe intellectual disabled child will currently cost a government institution circa R660-00 with a probable staff ratio of 2 staff for 3 patients. The same services at a NPO will receive only R35-00 subsidy for the 24 hour cycle, from which they have to remunerate professional medical staff, caregivers and administrative staff, not forgetting maintenance on infrastructure etc.
  - 2.2. Another notable strength in terms of 'those who do it' is the fact that a larger percentage of these staff are 'purpose driven' (circa 45%) compared with a government institution which may have an average of 15 - 20% employees pertinently being driven by personal or religious conviction or purpose.
  - 2.3. 'Those who do it' in KMT are also more likely to not be bound to their absolute rights in terms of job descriptions, work hours etc. This becomes a major strength, especially when a NPO is cash strapped and cannot afford market related remuneration.
3. Strengths in terms of 'how we get the resources to do what we do':
  - 3.1. We can readily identify our principal support base from those personally touched, inspired, or motivated by what we do, and from those not directly involved, but who are influenced and impressed by what we do.
  - 3.2. Because of the above factors, one tends to have easier access to a sympathetic ear in terms of press releases to community newspapers, community radio stations etc. than would be the case with a Government Institution.
  - 3.3. The community becomes aware of the plight of the NPO, understanding that due to transparency and openness of the NPO, where projects can be visited, quality of services can be compared to i.e. Government services in relation to availability of funds etc.
  - 3.4. Because of the Managerial structure of KMT with the Founders still being involved on a full time basis, there is no doubt in terms of commitment and passion when a plight needs to be made for funds to 'do what we do'. The challenge will arise when a 'second generation' will take over from the first.
  - 3.5. We make sure we take advantage of our strengths to ensure maximum support.
  - 3.6. We have full access to information about what our organisation is, what it does, and why money is needed in the furtherance of what goals.

What are the weaknesses of KMT?

1. Staff, although committed as 'purpose driven for the cause' may become disillusioned after a period of time, or have a change of heart. In some cases, their personal financial situation may be left lacking, placing enormous socio economic pressure on their family lives. Some of these staff is also individuals who entered into such working relationship due to personal constraints where they would not, for some reason, be employed in any other open market. We sometimes refer to them as 'af vlerk voeltjies', who render tremendous contributions, but who are sometimes limited in their own emotional and or (in a lesser sense) intellectual abilities. The willingness to serve becomes more predominant than the ability to (in some cases) which may weaken the operations of the organisation, whereas the organisation has no option, and cannot function without these individuals who at the end of the day, plays a major role in the success of the NPO, notwithstanding the weakening factor.
2. The fact that KMT serves mainly the poorest of the poor, may be restrictive in the way it goes about to raise funds, i.e. if the NPO had to launch a lucky draw where the first prize was a Mercedes Benz (these do not get sponsored anymore), members of the public with limited or no understanding may perceive this step as a waste of money, or that if the NPO has enough money to buy a Mercedes, they surely don't have a shortage of funds.
3. Another weakness may be the fact that the NPO has to compete with profit driven role players in the open market having much more access to resources, i.e. to train and equip people, advertising, marketing and more, resulting in a challenge to combat inefficiency that may rise from time to time.
4. We turn our weaknesses into strengths by first identifying those we are handling in a defensive way or ignoring, and then developing a plan of action to change them.

External

What are the Opportunities for KMT? (Could be mergers, joint ventures, international partnerships etc...)

1. In the case of KMT, merging with another NPO is not an option due to the complexity of its composition of its different disciplines. It is factually correct to assume that most established NPO's in South Africa are worse off than was the case 10 years ago. Merging with any other NPO may be like two vagrants putting their assets together to ensure a better quality of life, or the blind leading the blind to see better...
2. Joint ventures with private sector health groups i.e. Afrox may be a long term option; something that has not yet been pursued.
3. International partnerships have already been established in terms of training, advocacy etc.

What are the threats to KMT? (Could be competitors, tax introduced on your organisation etc...)

1. The major current threat for KMT, is the inability of the South African Government to fulfil its basic obligation to those in need according to the Constitution, and more specific the Mental Health Act of this country.
2. Just recently the Department of Health committed a breach of contract and non performance when they failed to honour signed European Union (EU) contracts with KMT and other Mental Health related service providers. Up to this day, no formal communication with the NPO's was received, except for a verbal comment that the contracts were cancelled due to unavailability of funds.
3. The only real threat, is the apparent 'integrity' challenge faced by NPO's

in regard to the responsibility of the Government which is neglected and becomes the responsibility of the NPO, but without the principle that 'funds follow function'. This may lead to exploitation of the NPO as a cheap and inferior option to maintain Treasury budget targets. Notwithstanding the above Weaknesses, KMT has been working in partnership with various Departments over the years, addressing the need of all who require access to Mental Health Services