

NATCOM SPW 2010



THE GRAIL CENTRE

Kleinmond

Day 1



Getting to Know the Group

Although natcom works very closely together on a daily basis, it's all virtual (via Skype and email), and members hadn't met one another in person before. The SPW provided the important opportunity for this core team of Ikamvanites to get to know one another in person.

We started by speaking about who we are, why did we join, why are we still with IY, our talents and skills, expectations. *Right: Nombu and Andrew talk about why they're Ikamvanites*

Expectations

Addressing Learners issues

- attitude
- attendance
- empowering (youth)
- organization moving forward and ensuring learners move with us

Volunteers – retention and BranchComs etc

Structure and support

Consolidation and VISION for the future

Financial – resources, processes

Makhaza Management. Discussion of recent challenges and what have we learned

- KPA's / contracts / training / ground rules / expectations / responsibilities
- sharing experiences / job descriptions
- ManCom, NatCom, National and the branches : what decisions do we make when?
- The importance of volunteering at branches first

NatCom:

National Com: agrees on National issues and Branch Director's leave, policy etc

Branch Com agrees on Branch level decisions

Disciplinary Committee - Exit program / process

Branches / BD directors:

- Proper Training (at SPW / separate)
- Hand Over – very difficult
- growth has happened so fast without proper preparations
- visiting / seeing the branch in action
- leadership skills
- timely two way communication (clarity, handling frustration)
- representative of organization and how that reflects the our leadership and we go forward. Signing powers / authority
- volunteering first and getting involved and working with IY so that we can feel the fit / that we can work together (3 weeks perhaps?)



"The organization is growing and developing: how do we ensure that we don't leave our learners behind?"

Looking at Structure

IY's organisational structure needs to reflect out organisation's values. At the SPW, natcom adopted this organogram, which is underpinned by our values.

IY Values:

- By youth, for youth
- Equality
- Integrity
- Thoughtfulness
- Transparency & Openness
- Diversity
- Commitment
- Pay-it-forward
- Collaborate



Left: Our organismic!
 "Our learners are our bosses." -Khona Dlamini

How we want to be structured:

- use drawing of Group 2

We want an organogram that reflects working *with* people as opposed to working '*for*' people, we do not want a corporate hierarchy. We agreed to be accountable to each other as part of a team (team members, captain, infrastructure of field, referee etc)

How we communicate and the words we use
 Placed at the core = the IY values

Board

- support NatCom on a high level
- objective view / insight
- 4 times a year and ad hoc based on the needs of NatCom
- Black Board Members needed for more representative board
- corporate governance guidance, identification of any issues and strategic suggestions for solving
- Board members hold ultimate responsibility and accountability for the activities of the organisation, but the aim is to give the management team responsibility for taking decisions in order to support their own personal development as accountable leaders.
- With respect to point 1. above, the board will therefore ratify (i.e. approve) or veto decisions, strategies and policies proposed by the team, following appropriate discussion.

-The aim of the board is to measure the team by actual results and against expected results. The measure of 'actual results' is primarily achieving IY's mission.

- The board will reflect on three questions in particular, in relation to governance, when considering the Team's actions and proposals:

- Is this in accordance with the global vision and strategy of IkamvaYouth?
- What is the impact upon the reputation of IkamvaYouth?
- Is this an appropriate use of our financial resources?

Supporting the Management Team (natcom)

In addition to the points above the Board of Directors exists to serve and support the management team. This is achieved through the following assistance;

- To assist the management team in crafting policy and strategy
- To support to the Management Team in the form of advice, guidance and challenge
- To hold the Management Team accountable for effective management of the organisation and the execution of the its policies and strategy
- To mentor and support individual members of the Management Team where appropriate
- To preserve the distance between operational management and strategy/policy

Board Membership

Board members are invited to serve in response to the need of the organisation and are expected to serve a 1 to 3 year term. The board membership must adapt and change in response the organisation's needs. The Chair is responsible for ensuring that the Board is fulfilling its role, responsibilities and purpose.

The board will meet quarterly with the executive director who, together with the chair, will prepare the agenda to include:

- An operational report to include a review of the previous quarter and planned activities for the upcoming quarter
- Issues affecting policy or strategy
- Issues that any Board member may wish to discuss with the Management Team
- Issues that the Management Team wish to discuss with the Board of Trustees
- The Trust's financial and regulatory reports

The Executive Director is the focal point for deciding which actions, strategies or decisions need ratification by the Board. The ED operates as a representative of natcom, where all actions, strategies and decisions affecting the organisation are taken. Natcom members operate as representatives of their branchcoms, where all actions, strategies and decisions affecting each respective branch is taken.

What qualities, skills, interests and experience are we looking for in prospective board members?

- We need to find people who're passionate about the work that we do, as then they'll be willing to help us out.

- We need to be careful that we need people who're passionate about the vision and mission and really feel the heart of Ikamva.
- The passion needs to be proven, and we ideally want someone who's involved in education and community development for some time already.
- Skills and experience in managing big teams, organisations, companies and finances.
- Ability to open doors.
- Connections and contacts with funders, decision-makers and influencers.
- Integrity
- A good understanding of how IkamvaYouth operates (in terms of how decisions are made and the focus on branch-level community ownership and decision-making).

National Com

- IY decisions as a whole/a national level
- Policies/procedures
- Reference/back bone of organization
- determine salaries
- monitoring and evaluation
- responsible for getting bigger proposal and allocating funding to branches
- decision making in terms of IY values
- appoint social entrepreneurs
- identifying the core elements at a branch level (minimum requirements)
- best case scenario/think tank/pool to share ideas
- meet once a month
- monitoring and evaluation
- assist in resolving any issues



Above: Nico talks about roles and responsibilities of branchcom members and learners

Branch Committee

- program implementation. And monitoring and evaluation – progress reports
- take branch related decisions/how you do things (eg getting sponsorship from TSIBA for shirts etc)
- submission of budgets to NatCom
- transparency
- fundraising to be from local sources/initiatives
- recruit tutors and learners
- reporting minutes
- engage/ manage relationships with parents (eg buy in for learners attendance)
- encourage mentoring
- every 2 weeks
- open space for ideas, projects and propositions
- Implement SPW, Open Day and Parents Meeting

Learners

- attendance min of 75%
- committed attendance
- initiative: take ownership
- output = achievements/passing
- bring reports at end of term

Learner reps

- communication vessel & redistribute information to other learners/BranchCom
- flag bearers
- social marketing

Action: deepen relationships with tertiary institutions (like KZN and DUT)

Action item: when we short list to get people to come and attend Saturday school so that we can see whether there is an organizational fit. Ultimately the BD should identify and train/groom new candidates.
Swoping Saturdays with tutors so that they can see how things go in the Branch

Day 2

On day 2, we worked through our financial controls, policies and processes. The day was a mix of planning, training and doing.

Roles and Responsibilities of Financial Director

- Organizational support from a financial perspective
- Financial management from a National perspective
 - including*
 - development, documentation and monitoring of internal control procedures
 - monitoring, evaluating and following up of Branch Financial Reports
 - fund raising (specific project budgeting and proposal writing)
 - reporting to funders from a financial perspective
 - assistance in effectively managing costs/ reducing expenses (identification of costs to be reduced and effectively determining and implementing solutions)
 - preparation and management of audit process (communicating auditors requirements and ensuring that Branch Coordinators/Directors submit all required information, managing relationship with auditor)
 - training Branch Coordinators/Directors on financial processes
 - reporting on budget and related finances to Board

IY Internal Controls

See Appendix A for full manual.

List of actions decided from the financial management workshop

<i>Branch budgets</i> - Submission of the drafts to Joy and Blou for the end of the week latest - Approval and sign off of the BranchCom the 2 nd of October - Approval and sign off of the NatCom the 6 th of October (3-5pm)	Branch coordinators BranchCom NatCom
Provide stamps for branches (Nyanga, KZN?, Masi, Ivory Park)	Joy and Blou
Create tables for volunteers' travel claims with amounts, including a max for the end of September	Branch coordinators
Create a table for learners' transport reimbursement for end of September <i>Add a formula in petty cash register</i>	Blou
Monthly cash book report are due on the 10 th of each month (reason of cash recon)	Branch coordinators
Create a tracking tool enabling staff to see if they are on or out budget	Blou



Above: Today is finance day!



Above: Winile and Zuky working hard on the Makhaza budget with Blou on hand to help

Day 3

IkamvaYouth-In-A-Box

The aim of the box is to turn information into knowledge. It will translate the experiences that many Ikamvanites (learners, volunteers and coordinators) have collected over the years into an information pack. The box will be available for those interested in using IkamvaYouth's model for improving the lives of young people who are out of reach of established branches. This high tech system will enable us to store information in a central database that will make all the information accessible to those who need it. Since we will be working on a model that is based on Open Source, all our templates for reporting financially, programmatically and operationally will be available to everyone who wants to use it. This information pack seeks to turn this information into knowledge that will give Ikamvanites the power to drive the learning revolution.



Joy and the developers are still in the process of making the box easy to use for all Ikamvanites. Templates have already been developed for financial controls, while work is still being done on the basics of the IY model as well as the database to make taking register easier for branches. Currently the system being used in Makhaza is based on Luyanda's Microsoft Access database, which has proved to be challenging to use, but will be transformed to work through the box. The box will also result in a centralised resource for all branches and those interested in Ikamva. Ikamvanites will have to decide how much of the information stored on this system should be made accessible to the general public.

The Box will provide tools for:

- Information management (data collection, analysis and reporting)
- A content management system - for databases, tools for sharing, availing, storing and communicating information
- Networking

See Appendix B for additional details.



Tutor Recruitment and Retention

An important topic of discussion this afternoon was on tutor recruitment and retention. It was decided that in terms of recruitment, the methods that have worked are word-of-mouth, through universities, friends, professionals, local volunteers, ex learners, other organisations, unemployed graduates and media. Since these methods have worked to varying results for each branch, it is possibly best to use a combination of strategies for tutor recruitment.

Above: Learning to blog

The different branches have had similar experiences with tutors not staying with the organisation, which has resulted in a lack of continuity with the relationship that tutors have with learners. Possible solutions to this challenge were proposed by various Ikamvanites including:

- Introducing tutors to the vision of Ikamva so that they can have the holistic view that the rest of us have of the programme
- Getting tutors to tell us what their expectations of Ikamva are so that we can better meet them
- Encourage strong tutor/ learner relationships so that tutors can see their relationship as being primarily with the learners, who we all seek to serve, rather than just pleasing members of the organisation. This means tutors should see themselves as being contracted to the learners rather than Ikamva. Ikamva is there to facilitate the relationship between tutors and the learners who benefit from the knowledge that these young people bring with them.
- Trying to get acknowledgement from tertiary institutions so that students who volunteer can get credits for the volunteer work that they are involved in
- Being transparent during recruitment drives. Potential volunteers have to be made aware of the time commitments needed by Ikamva.
- For tutor manuals to be printed for tutors. These will ensure that volunteers have a clear idea of what is expected of them and what they can expect from IY

- A two week trial was recommended for potential volunteers. This would assist Ikamvanites to decide on the suitability of a prospective volunteer, while the volunteer will get an idea of the commitment needed before they join the organisation in practical terms
- Letting tutors know that they are valued and showing appreciation by organising social activities that will also strengthen the bond between tutors and give them an avenue to get to know each other better (this includes management!)
- Recommendation letters will also be written for tutors who have shown commitment to the organisation
- Each branch is to host a Strategic Planning Weekend that includes tutors and volunteers so that they can contribute ideas to the work to be done. This also ensures that tutors understand that they OWN Ikamva in the same way that the learners also own the organisation.

Day 4

Our Vision for South Africa - A South Africa where...

Phil: ...knowledge is a matter of choice irrespective of class race or discrimination but it dependent on choice.

Nombu: ...equality exists for everyone and reflects our diversity. Everyone has access to the best of everything.

Naledi: ...working together we can do more – where education is priority and education is fully functional.

Andrew: ...there is a world with cooperation rather than competition – **everyone** brings what they have to be a part of the solution.



Khona: ...everyone has equal access to quality opportunities in education, health, housing, career opportunities. Everyone knows and understands their worth and they can contribute meaningfully to the country's benefit.

Zoe: ...there is better education for all and equal opportunities for all SA's where all schools have the necessary resources.

Joe: ...the country creates and sustains equal opportunities for wealth among its youth. A high value-based South African society through access to equal educational opportunities for all learners.

Themba: ...every citizen has motivation to make use of opportunities.

Nico: ...identity is not by origin or status or class – IY tools for cooperation. Tools for developing own identity and to take initiative. People aware of themselves and able to work together to make some-

thing better.

Charles: ...people have the opportunity to realise their potential. Everyone has the opportunity to become who they can become.

Joy: ...high quality education for all enables equal access to opportunities and prosperous, peaceful, caring nation.

The Question of Sustainability

The discussion centered around the following three questions:

1. Where does the money come from?
2. What's our financial model?
3. Who is responsible for finding, reporting, etc?

Which raised additional Questions like:

- Should learners pay to join?
- What happens to learners after the programme – can we ask for placement fees?
- Can we generate income through other groups taking part in winter school?
- Should we set up an alumni group?
- Can we realistically charge a registration fee?
- Can we link in incentives for Platinum and Gold Ikamvanites?
- Can we charge international interns?
- Can we set up direct debits?
- Can we become a research unit?
- A good place for conducting market surveys or focus groups?

Expectations of IkamvaYouth Branch Coordinators

The Non-negotiables for every branch coordinator

- Branch Report delivered at the end of every month.
 - Monthly

- Termly
- Branch com minutes circulated to all on NatCom twice a month
- Annual budget compiled with branch com and submitted to NatCom
- Monthly financial Reports completed
- Quarterly financial reports submitted and reflected as spend against budget
- Monthly update on goals
- 6 monthly report and personal review

Consequences for lack of delivery

1. For Monthly report
 - Implement support and intervention and verbal
 - Delivery due in 5 days
2. Termly Report
 - Warning written by email
 - Delivery due in x time
3. Formal letter (yellow card)
4. Termination of employment (red card)

Termination Process

- Branch com or NatCom can fire branch coordinator
- Board or NatCom can fire NatCom personnel
- Branch com can fire branch specific staff
- Decision to be ratified by either board or NatCom (as the case may be) and on dispute to be referred for arbitration where NatCom/ Board will appoint an arbitrator (independent if necessary) to resolve the matter. The last remaining recourse would be legal if still unsatisfied.

Refer to the appendix for our performance review policy.



Day 5

IY Natcom Strat Plan for 2011

Top 3 Goals for 2011	1	2	3
Makhaza	Make sure all programmes are functioning	Tech maintenance at least twice a year	100% pass rate to all learners and 98% placement at post-school opportunities
Nyanga	All five programmes implemented at Nyanga	Retention of volunteers, to ensure that we achieve this ratio	To raise funds for Nyanga: R100k Create a professional orientation resource centre for learners, with career guidance info
Masi	Minimum of 90% of grade 12 passing matric (23 matrics)	Have a full student placement in tertiary	
Durban	To consolidate KZN – both the physical space and working with branchcom	To get a 100% pass rate for grade 12, and everyone accesses post-school opportunities Matrics: 50-60% access to tertiary;	Raise R150k for the branch Marketing: getting IY known by all stakeholders and parents
Ivory Park	Implement all 5 programmes	90% post-school opportunities	Fundraising

Branch Plans for the Year

Masi – Build strong relationships with other branches – collaborate on some projects

KZN – Work on inter branch exchanges – it would help for volunteers from the older branches to help out at the branch with volunteers and learners so that they can inject their idea of what Ikamva culture is,
Andrew – we should name and shame the Mayville Secondary because of their renegeing on promises made to IkamvaKZN. We should not be afraid to speak out.

Nyanga – also wants inter branch cooperation

Makhaza – It's been hectic since Luyanda left; Makhaza was the branch where everything was done smoothly, now it's not going well. Maybe with Winile things will be better.

Phil – hope NatCom will support and not micromanage the new guy, so that we can remain the best branch
Joy – he'll need your support, just to know who is reliable and whose not – Phil wants to set up a meeting with Luyanda so that they can meet each other.

Nombu – it helps to know the right people and what basket to put your egg in at the branch, this helps you to be ready and aware of the dynamics before things go wrong.

National Goals

National Goals for 2011
Consolidation: IY in a box developed, implemented and used
Multi-year funding
Branch independence: Branches managing own finances
Decision: We won't open new branches until we're consolidated. We'll re-look this time next year.

National Goals for Next 6 Months
R1mil raised
Database up and running
High quality, on-time delivery of monthly reports

National Goals for October
R200 – 500k
Branch reports due on Monday
Board meeting with high-quality, on-time reporting
Contracts signed (by branchcom members too)
Trial exams for all grades

National (Joy) – We'll have 2 branches with fully functional branchcoms for the first time this year (Masi and KZN). Everyone's taking a big jump in terms of the grade 12s. On the issue of the black member, Phillip had nominated Thobela Bhixa to be on our board. At that point we were looking for someone to help with fundraising, so we overlooked him because he didn't have the skills. When Andrew said the board's primary function is as custodian of the values of the organisation, I realised that Thobela is the best guy for this position. Thobela has an honours in chemistry, has done research all around the world and is passionate about knowledge.

Action: Branch SPW to have volunteer training as well

Action: Branch reports due on Monday

Action: Contracts signed by BranchComm and NatCom

Action: Trial exams for all grades – papers to come from SAEP?

Action: Each branch needs to decide on the number of new grade 9s and 8s and send the number to Joy before the end of the month for the EwB proposal.

Action: Each branch to decide on how many new learners to take next year – per grade. Grade 8s only have EwB work during the week, no Saturdays



Individual Reflections

Andrew – it was great to meet everyone, especially those I met for the first time. This has been a valuable experience. I feel like we've taken important step with Joe, this has changed the direction of the branch in a positive way. I'm pleased I'm not here alone, but with someone who is very passionate

Joy – figuring out how important it is to be supported makes a huge difference in how you feel about the daily workings of the organisation.

Joe – I was anxious before coming here, especially not knowing the kind of people I would be with. I found open minded people who are relaxed and have a lot of creativity. This makes it easier to subscribe to IY principles and I want to

spread them and eat, dream and live IY.

Blou – It was great to meet everyone. Two way communication is very important because you get to know what happens at branches. I'm excited about the future of every branch. The only way to change our country is through education and I'm very excited about this work.

Naledi – I have gained a lot of experience, especially because I am studying communication and conversation skills. I have put theory into practice through being here. I am looking forward to working with IY even after my honours and masters qualifications.

Nico – it was very helpful to hear the different experiences and where we want to be. I enjoyed the personal interaction and I love to work with you guys. We have a treasure in our open mindedness and speaking freely without assumption. It's very valuable.

Nombu – I'm very happy, even though this has been very emotional. I think that before we came here I was really getting tired with IY with everything that has been happening in my life. I had doubts whether I still wanted to be here. I am overwhelmed with where we are right now. Hope that we really implement what we discussed so that history does not repeat itself. I felt that I had too much on my plate. On my way here I wanted to weigh my options. Earlier in the week, Andrew said that IY is one of the grassroots NGOs that where you can see what's happening, that resonates with me. It's great to be part of a group of people who are like minded. We need to treat each other with more care and understanding. We need to value each other. I wanted to leave no stone unturned when I came here, I have said it all and got things off my chest. It feels good.

Joy – Thanks for having the courage to speak your mind. And for sticking it during an insane part of your life, you're an inspiration to all of us.

Phil – It was great to meet all the other branch members. My mission with Thobela is to meet and support all branches. Good to see the broad picture of what the organisation is about. It's nice to take step back from the operations and have a look at the issues.

Joy – It has been valuable having you here. Thanks for helping with the continuity.

Themba – It was great to be here and to listen and to know how the organisation is led. I can see that IY is going somewhere, because it's not rooted in one person. Therefore it has potential to grow and will not die with any leader leaving. I will stay with IY for as long as possible. I'm going nowhere.

Zukie – It's nice to meet everyone, sharing experiences, challenges and coming up with solutions together. I'm still looking forward to working with Ikamva. This was my first job after finishing college, I am grateful for this experience.

Khona – I am really glad to have been here, even if it's to get the birds eye view of what the organisation is about. I'm also glad that Themba is here with me, so that he can help me relay what IY is about back in Durban.



Left: Beautiful Kleinmond

Zoe – There's a meeting of minds here that's not there at every organisation. I am happy to have met everyone, even if it was briefly.

Lungelo – Being here had been good, but it has made me tired to try and keep us energetic has been lots of work. The kitchen is the real world to me. It teaches a lot about other people and how to work with people. I would like for the organisation to grow, I've been around for a long time and I can see the growth now.

Joy – I'm feeling good. I love this work and happy about working here. Thank you all for coming. This week has been good for my arms and stress levels. I feel like the stress and frustrations that I've been carrying on my shoulders is lifting off. I feel that everyone is capable and everyone has great work happening. This has been awesome and thanks for the participation and great ideas.