



## **IKAMVAYOUTH NATIONAL STRATEGIC PLANNING WEEK**

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Goedgedacht Farm

19-23 September

Facilitator

Mignon Keyser

### Background

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The fifteen people who're ensuring that hundreds of South African youth pull themselves and others out of poverty through education finally got to work together in person. For an entire week!

Being an IY natcom member isn't easy. It's a huge amount of responsibility, with high expectations and the pressure to make every cent stretch further than most people would think possible. One of the ways in which we run a low-cost, high-impact model with national reach is by leveraging technology, and our national team works from townships and cities across the country, connecting via Skype, email, gchat, google docs and the ikamvanitezone. Connectivity challenges at many branches make our online meetings difficult, and we often find ourselves trying to have big conversations and make important decisions with distracting background noise, calls dropping, and participants either unable to hear or be heard.

So the 18th September marked the day that many natcom members got to meet their colleagues in person for the first time. And eish but did we maximise that face-to-face time all week!

Mignon Lotz-Keyser from Peer Power generously volunteered her time, skills and expertise to facilitate our conversations, from vision & values right through to the action-item-to-do list for ensuring that this vision is realised. Key strategic partners Capitec, the Learning Trust and iKapaData joined us at points during the week, and our chairperson Leigh Meinert took leave from her day job as MD of TSiBA to provide valuable input over two days. Dennis Clark, our accountant, joined for the Thursday evening braai and Friday Finance Day, where we spoke about improving our financial tracking and reporting processes and presented the first round of proposed branch budgets for 2012.

We'd parked many big decisions for the week which meant long conversation, dialogue and debate which often stretched late into the evening. The chunky issues we grappled with were themes within this overarching one: "How do we grow, expand our reach, improve our professionalism and operate sustainably without negatively impacting our organisational culture and losing our soul?" We realised that our organisation is at another growth phase, whereby the need for more structures and procedures has presented itself to a group of social entrepreneurs who value democratic decision making, independence and autonomy, and hold views as strong as their performance is high.

Thankfully this small group of people who're changing the world are smart, committed, and work wonderfully well together. The culmination of beautifully diverse yet unifying views and ideas, expressed in the inspirational setting of Goedgedacht farm, resulted in a strong, thoughtful plan for our next steps and leaps forward.

*Participants as per the cover photograph:*

*From Left to Right, Back row:* Dennis Clark (Accountant), Nombuyiselo Dziba (Nyanga coordinator), Modjadji Selowe (Ivory Park assistant), Liesel Bakker (Makhaza coordinator), Zoe Mann (Natcom project manager & Masi assistant), Phillip Mcelu (Makhaza Supplementary Tutoring Head, MathsYesWeCan project manager and fieldworker for IkamvaYouth Evaluation), Mignon Lotz-Keyser (Facilitator), Joy Olivier (Director)

*From Left to Right, Front row:* Andrew Barrett's shadow (Gauteng coordinator), Sbonelo Cele (Cato Manor assistant), Nico Commiegnes (Masi coordinator), Asanda Nanise (Nyanga assistant), Joe Manciya (Ivory Park coordinator), Thobile Mthembu (Cato Manor coordinator), Zukile Keswa (Makhaza coordinator) and Zamo Shongwe (National coordinator)

### Expectations from the week

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Participants co-created this list of expectations at the outset of the event:

1. Learning and looking forward
  2. Resolution for next period of time
  3. One vision statement, one set of values and one mission with everyone on the same page
  4. Clearer strategy so that processes and operations can support that
  5. Learning and exchange
  6. Clarity around finances
  7. Resolving decision-making process and the role of Natcom
  8. Bring your stuff (Show up, share your thoughts and ideas, don't sit with questions or concerns)
  9. Implementation and translation into action
  10. Check in on the previous strategy
  11. Be honest and clear so that we can deal with issues
  12. Prioritisation regarding Natcom
  13. Respecting and not belittling peoples thoughts
  14. Being RE-ENERGISED!
  15. Having Fun
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**Outstanding Natcom Issues to be dealt with during the week**

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1. SEF/IKAMVAYOUTH MOU

- Formalising relationships
- Working out how to use them to scale
- Andrew facilitated a conversation about the MoU, which informed the first draft which Natcom discussed and adopted during a recent meeting (refer to attached doc).

2. Fundraising Discussion

The question of whether or not IY would accept funds from companies whose products or practices have a negative impact on the communities in which we work has been on the Natcom agenda for a long time. Andrew drafted a discussion document, and this topic was discussed during an evening meeting, with a vote taken. (refer to the attached Fundraising Discussion Document).

3. Natcom Decision-making

- As Natcom has grown significantly, the Skype meetings are a challenge in that the technology doesn't really work for so many people to be part of the call and the conversations are time-consuming.
- During one of the evening meetings at Goedgedacht, the following solutions to this were decided:
- It was suggested that each Region has a representative at Nat. Com thus WC, GP and KZN elect a member who will join Zamo and Joy to form new Nat. Com
- It was agreed that not everything needs to be finalized at Natcom level but is rather dependent on the issue at hand therefore should be decided by those directly affected.
- Joy and Zamo can report to each other while each branch can address and decide matters at Branch Comm meetings
- National Natcom members were elected from each province. Before each Natcom meeting new Natcom members will be emailed the Agenda which they will present to their Branch Comm members for regional input thereafter relayed at the Natcom meeting.
- In order to maintain and manage connections, each region should also hold regional Skype meetings together every 2 weeks. This will also be an opportunity for feedback to Branches about each Natcom meeting by their Regional Natcom member respectively.
  - Decisions will be made by
    - BranchCom - Branch
    - RegCom – Regional
    - NatCom - National

Minutes for the NatCom meetings will be circulated via Dropbox for everyone to have access to while Branch Com minutes are sent via email to Branch Com where we cc NatCom.

- New NaCom members :
- GP - Andrew
- KZN – Thobile
- WC – Zoe [ who as natcom project manager will also be taking minutes of these meetings ]
- Who will communicate to Branch Coordinators who then communicate to Branch at Branch Com meetings

Some members expressed frustration with the democratic processes taking so long, and said that as director Joy should be trusted with making some decisions on her own.

All those present voted for Joy being allowed to make decisions on her own, but requested that she keep communication open by reporting on the matter and decision made to NatCom who will relay the message as stated above.

#### 4. SALARIES

##### **Discussion regarding transition from being a volunteer based organisation, to having under-paid employees, to paying more market-related salaries**

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During the discussion regarding salaries a number of issues and concerns were raised that were discussed the following day during the strategy session.

It became clear that there was real fear amongst the team regarding making this transition. Issues of performance and what can be expected when you are employed had to be clarified

Sustainability was a strong theme in terms of certain people being key to the organisation and IkamvaYouth being unable to be fundamentally sustainable over time if skills were not retained.

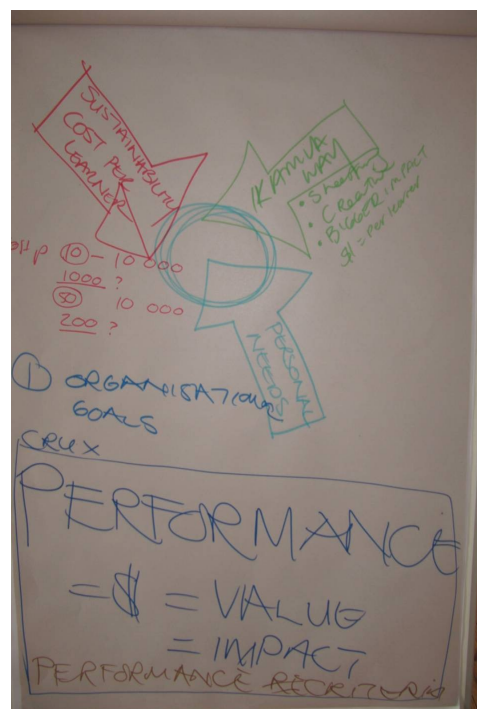
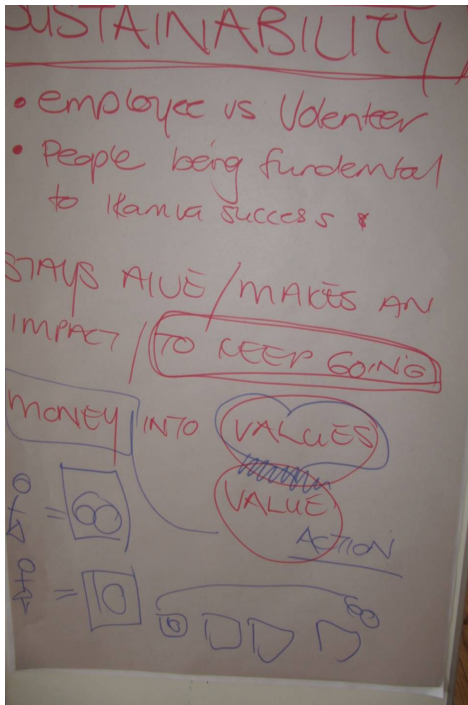
There was a conversation regarding the collapsing of the two ideas of value. First the VALUES that are shared by all who get involved, in other words, the heart of the organisation as opposed to the VALUE that a particular person with a defined set of skills can provide to the organisation. These two concepts were mixed up and causing anxiety for the team. It was agreed that the money was connected to the VALUE, and that the VALUES were a given, that everyone shared them. It was agreed that PERFORMANCE = MONEY = VALUE AND IMPACT

It was agreed that if IkamvaYouth could harness peoples love and passion and combine it with the necessary skills and performance that the organisation would be able to grow to the next level and create the IMPACT that everyone is committed to.

The restructuring of salaries according to levels of responsibility, skills and performance was discussed. Please refer to attached document on salary restructuring.



Please see photos of drawings made during this and other important conversations:



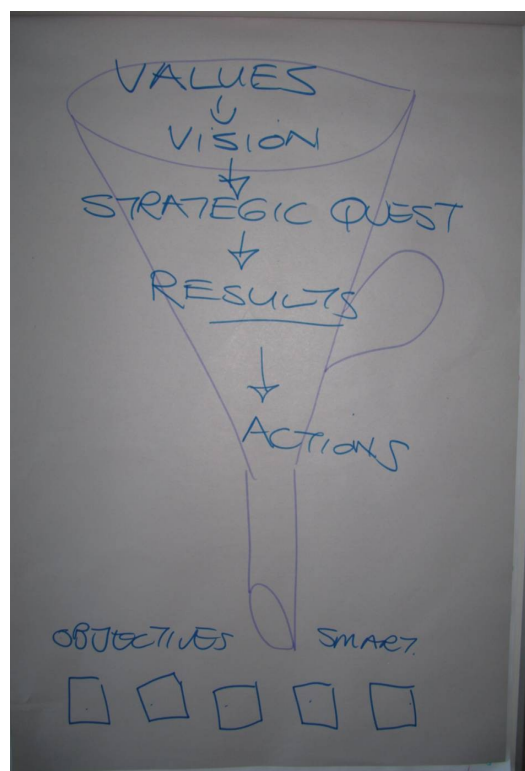
**Vision and Values**

**Our Values**

- A culture of responsibility for self and others
- Collaboration and peer to peer support
- Commitment to impact through democratic processes
- Integrity and openness
- Paying it forward

**Our Vision:**

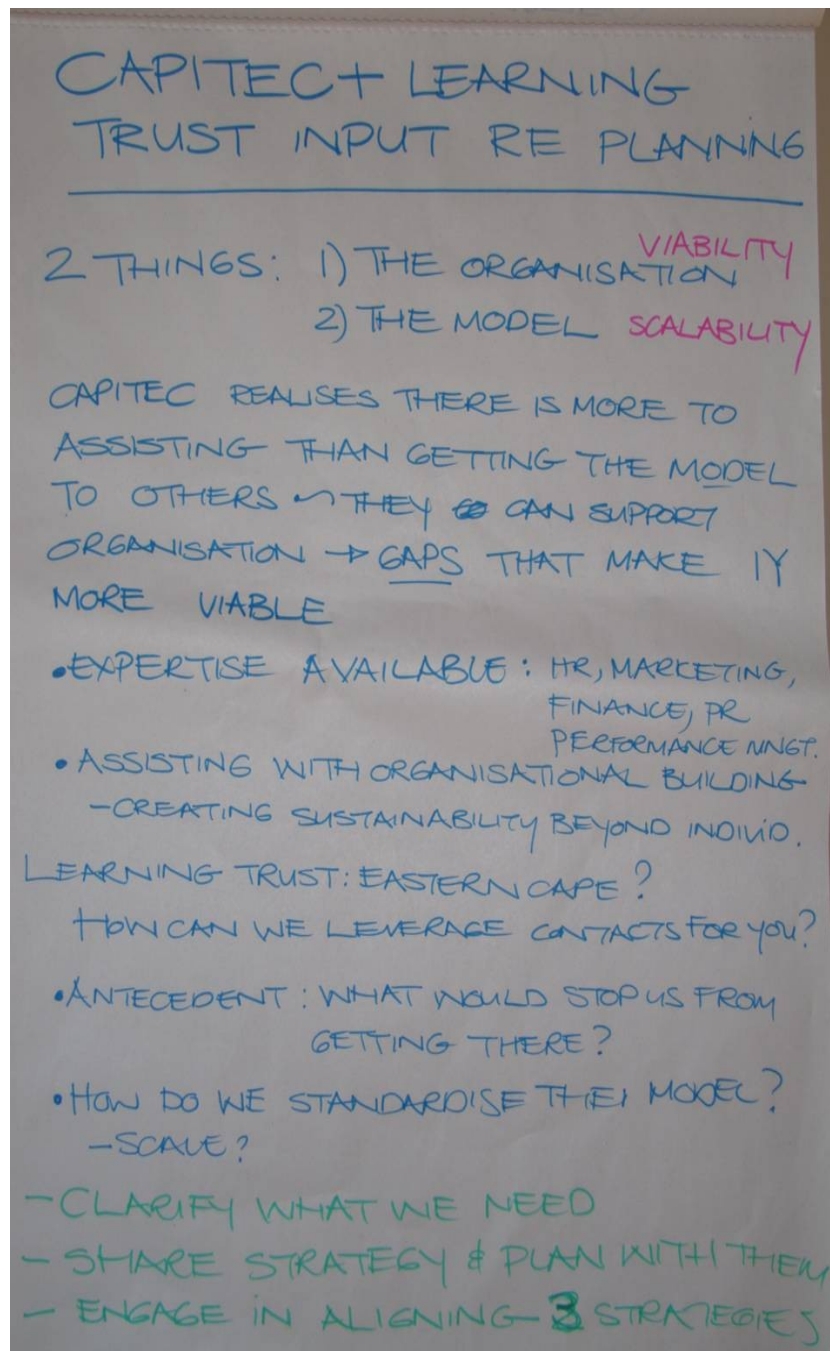
Our culture of responsibility is creating a ripple effect of thriving individuals and communities. Our intergenerational Ikamvanites provide accessible, quality education in inspirational spaces everywhere. We are an integrated network driving change by paying it forward.



## Strategic Partnerships

The importance of partnerships for IY's programme delivery, impact, growth, expansion and sustainability came up during the sessions on the vision and the model.

Mid-week we were joined by representatives of Capitec and the Learning Trust, with whom we shared our vision, values, challenges and plans.





## Strategic Questions

### 1. What is our current context? Social, environmental, political, economic and technological.

#### Social

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What is the social context that IkamvaYouth is currently operating in?

1. Safety
2. Teen pregnancy – taking young girls out of school
3. Alcohol – used by learners and others
4. Drug abuse – used by learners and others
5. Rape – see all of the above
6. HIV, TB, nutrition and basic health issues
7. Dropping out of school
8. Domestic violence
9. Environmental issues – water, electricity, dirt and rubbish, no space to study
10. Broken families
11. Poverty
12. Child headed households
13. Hope and optimism for the future
14. What is the teenage state of mind?
15. Loss – teenagers living with massive amount of loss and grief
16. Courage of those who choose to participate

#### Political

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What is the political context that IkamvaYouth is operating in?

1. Territorial issues of the schools
2. Political agendas with the spaces we work in and the funders
3. Riots, petrol bombs and strikes
4. Strikes affect delivery and results of IkamvaYouth
5. Acting out of young people (with poor role models)

6. Xenophobia
7. No skills around conflict resolution
8. Education factions are a huge risk
9. Unions

(Notes: Look at the USA model, create a communications strategy, how could the Minister help?)

### **Environment**

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What is the environment that Ikamva Youth is working in?

1. Crime!
2. Pollution
3. No green spaces
4. Everything is broken
5. Poor infrastructure
6. Flood plains cause sewerage
7. Threat of fire and or floods all the time
8. TRANSPORT! - of learners is one of the most challenging and expensive issues – THREAT, connected to safety
9. Study conditions for the learners – shebeens next door, no electricity, no privacy (**note:** earplugs)

### **Economics**

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What is the economic situation?

1. Low standard of living
2. Short term thinking
3. No money for food!
4. Loan sharks causing unbreakable debt cycles
5. Extended family reliance
6. Parents are often labourers and domestic workers
7. Costs of the projects need to be lower
8. Grants are a problem, kids miss school to fetch the grant
9. No clear distinction between needs and wants

**(Notes:** people need a money picture, max, how could Capitec/ Old Mutual help with education? Plan and use Diaries – Mignon)

### **Technology**

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How could technology enable new possibilities?

1. Cell phones are an interesting opportunity
2. Cheaper broadband
3. Skype
4. Bulk sms
5. Apps - ?
6. Abuse of technology is also rife amongst teenagers
7. Solar panels – Kuyasa
8. Commutable distance of volunteers
9. Khan Academy/ Fullmarks
10. E-paper
11. Mxit (as a resource)
12. Facebook and twitter
13. ENABLER!

### **2. What are the Key Challenges we face in our context?**

#### **Challenges**

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1. The matric issues – the matrices are getting poached for political reasons
2. Physical space – not enough, having it and keeping it,
3. Safety of the students and tutors
4. Crime at the offices
5. Transport and its costs
6. Learner abilities/exposure and gaps
7. Dysfunctional education system
8. Broader social and economic stuff impacting learners and tutors having to deal with things they are not always equipped for
9. Spreading the team too thin

10. Finances/unqualified audits and multi-year funding
11. Information management (democratic process) financial management
12. Measuring and communicating results and impact
13. Growth vs. consolidation vs. sustainability
14. Internal support structures
15. Retaining talent (info out of heads and into the zone)
16. Gaps in the fundamentals
  - Maths
  - Literacy
17. Joy as a bottle neck – (**note:** her activities need to be unpacked , prioritised and delegated so that she only does what is **most** valuable to the organisation)

### Threats

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1. The matric issues – the matrices are getting poached for political reasons – threatens model
2. Physical space – not enough, having it and keeping it – threatens model
3. Safety of the students and tutors – threatens ability
4. Crime at the offices – threatens ability
5. Finances/unqualified audits and multi-year funding – threatens ability
6. Information management (democratic process) financial management - threatens ability

### 3. What are our most precious and important resources in facing these challenges?

#### Resources

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1. Volunteers – students, employees, skills
2. Learners
3. The model and the results that model produces (theme – leverage open source ability)
4. Partners
5. Staff
6. Universities – Tsiba
7. Support network

8. Board of directors
9. IT – (the zone, Skype etc.)
10. Minister (network)
11. Reputation – and recognition (**note:** leverage)
12. Experience and intellectual property
13. Ikapa Data
14. Funders
15. DOE?
16. Monthly debits
17. Siyakula computer school
18. Sharing knowledge - being a learning organisation
19. Turning ex-Ikamvanites back into Ikamvanites
20. Organisations doing similar work / complementary work (e.g. Virgin gym and Kuai health food)
21. Media
22. Joy's inbox
23. Interns getting university credits for working with Ikamva
24. In basket – opportunities should not get lost (**note:** assessed and prioritised)
25. International organisation – winter school
26. Research and academic support – what are the possibilities?
27. Dr Maths
28. Mobile technology
29. Alumni? - Opportunity that can be leveraged into social capital. They are the biggest asset. Build a system NOW that keeps them part of the loop – Facebook etc.
30. Ikamvanites for 40 years – principles of commitment extended
31. Identification of success factors for tutoring (SERVAAS)

#### **4. What are the KEY functions in your organisation?**

##### **Key Functions**

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1. Programmes



2. Fundraising
3. Information and systems
4. Relationship management (external – govt, universities, ex-Ikamva, media, funders etc)
5. Human resources (internal –salaries, performance, recruitment, hiring and firing, volunteers)
6. Financial management
7. Governance

The fundamental question that Stephen R. Covey asks in The 7 Habits of Highly Effective People is; are you being effective? Are you achieving the RESULTS you want for your business and your life? He introduces a very simple model to keep you focused and working on what is important which is largely what strategy is about – working on what is important as opposed to just being busy.

This process saves TIME, ENERGY, RESOURCES, SANITY and MONEY. Remember: ‘ Busy is bloody useless!’

<b>Objectives:</b>
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1. Build the capacity and learner numbers at existing branches

(Refer to learner numbers in 2012 Budget)

2. Establish two new branches:

2.1 Ivory Park (funded by African Bank)

2.2 Umlazi (funded by ABI)

3. Build regional coordination capacity in order to drive and enable

further growth in the regions in 2013

3.1 Harare (funding to be secured / allocated)

3.2 Eastern Cape (community to be identified and partnerships

established in 2012; seed funding from the Learning Trust)

4. Overall, our programme consistently delivers a minimum of 90% matric pass, 95% access to post school opportunities, 70% access to tertiary ( with current matrics)

5. We have 3 more aligned multi-year contracts of at least 500K each for national. Our regional coordinators are more involved in Financing and each large branch has raised at least a third of operating costs against budget (resources = money)
  6. We are consistently reporting effectively, accurately and on time on our operations and business functions.
  7. We have clearly documented, formalised and communicated our model for scale.
  8. We have close, trusting and thriving contract based relationships with our key stakeholders
  9. We have basic functional HR processes, policies and contracts in place.
  10. Our learner-tutor ratio is consistently 1:5 and they experience our appreciation and love.
  11. We have an unqualified audit.
  12. We are legally compliant and are actively monitoring and managing our risk.
  13. We have addressed key risks: Regular attendance of all grades and the safety of ikamvanites at the Nyanga branch has been addressed through shuttle services and/or an alternative venue by February 2012.
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### **Reporting:**

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1. Simplify and rationalise all reporting. KEEP IT SIMPLE.
2. Accurate branch reports quarterly.
3. Clearly identify EXACTLY what is needed and set up structures and by whens.
4. Create an internal/external reporting schedule.
5. Monthly financials from each branch.
6. Create a dashboard for key business functions to report on progress and manage.
7. Sharing all meeting minutes (Natcom) and board meeting.
8. Set up drop box
9. Reporting to donors – high quality and on time, look into changing reporting periods.
10. Branches do branch reporting at national - donors.
11. All of the above should be enabled by IT as much as possible.
12. Data collection of learner reports and details.

### **Human Resources**

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1. Create staff contracts.
2. Create job descriptions.
3. Build KPA's and a performance management process.
4. Develop orientation for new people.
5. Create a development plan for each person.
6. Understand and implement basic HR compliance with labour law.
7. Explain the performance management tool.
8. Train all co-ordinators on the performance management tool.
9. Develop basic succession planning (who are the understudies)
10. Build social capital by communicating with the volunteers and the alumni.
11. Improve tutor training and orientation.

### **Learner-tutor ratio:**

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1. Identify where our best tutors come from. (Facebook, alumni, varsity, companies, Capitec, SARS)
2. Do presentations or communications for obvious wins.

3. Make it easy for people to get involved.
4. Create a campus co-ordinator for each university and see if it can become Ikamva Society.
5. The BEST tutors are ex learners – how do we keep them involved?
6. Identify what retains them. (involved BC, feedback, weekly email, sharing progress and following up)
7. UCT career fair,
8. Branch come EVERY 2 weeks, includes tutors.
9. Create tutor appreciation activities:
  - tutor of the month,
  - tutor thanking session with students,
  - tutor appreciation events after exams to be acknowledged,
  - acknowledgement after winter school

### **Unqualified Audit**

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1. Balancing the cashbook
2. Spending against budget
3. Keeping receipts for every expense
4. 3 Month projected budget based on the 12 month budget.
5. Reporting against budget.
6. There is a bridge to build between natcom and people who have to report so that it can be accurate.
7. Train branch co-ordinators on recording, managing and budgeting of expenses (Capitec?).
8. Cash and card
9. Get tutors Capitec accounts.
10. Figure out what the problem with the audit was and find out how you can deal with it.

### **Multi-year funding**

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1. Approach existing funders for MYF.
2. Focus on Results
3. Ask Capitec if we can earn on the whole amount (invest it)
4. Identify unfunded stuff and secure funding for it.

5. Put our results out and communicate (create a big Hey Shoo Wow with Servaas's study and SHOWCASE)
6. Follow up with Min and her PR connections
7. What other PR resources are available (Capitec?)
8. Create a Marketing Strategy NOW – meet with Servaas and results.
9. Create a fundraising Strategy
10. Money from the DOE / endorsements / policy / other resources
11. Fundraiser training at BC level
12. Donations process (recipe, blog – how to handle donors and thank your letters etc.)

### **Close Trusting relationships**

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1. Identify how to use social networks better and then use them.
2. Key stakeholders (minister / venues / University financial aid office and VC / NSFAS / principles / district directors / corporates for new branches / partner organisations for new branches)
3. Create a set of criteria for why you would build a relationship and with whom (remember how important VALUES are here)
4. Parents (print newsletter)
5. Create an event to build relationships
6. Get closer to funders and build alignment with funder strategies
7. Look at the biggest wins (who is the inner circle?)
8. Plan to take care of existing relationships

### **Model**

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1. Read the E-Myth Revisited by Michael Gerber
2. Create a work plan for uploading content
3. Share the map on the website (create a picture that is easy to understand)
4. Zone Skype / road show / web show / Cyber show (share, share, share)
5. Create a process for rolling out a branch (paint by numbers)
6. Automate the principles of the E-Myth
7. Train everyone in the organisation to use the zone



<b>Deliverables</b>
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**Makhaza**

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1. Improve access to grade 11's and 12's
2. Learner tutor ratio 1:5
3. Consistent (80% same tutor) i.e. 20 tutors for 100 learners
4. Tutor open day by March
5. 2011 Matrics: 85% pass
6. 2012 Matrics : 90%pass

<b>Targets for Placements</b>	<b>Expectations 2011</b>	<b>Targets 2012</b>
Tertiary (universities and universities of technology)	40	60
Other post-school opportunities (FET colleges, learnerships, employment, internships)	60	40

**Nyanga**

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1. At least 20 Matrics in 2012
2. Recruit / retain tutors at 1:5 ratio
3. Improved learner attendance 75% of learners
4. 2011 60 learners / 2012 100 learners
5. Teacher / principle invited to IY branch meetings
6. Secure hall / tutoring space - Shawco
7. Raise 1/3 of operating costs
8. All IY programmes
9. Thriving Branch com
10. Pass 90%

<b>Targets for Placements</b>	<b>Expectations 2011</b>	<b>Targets 2012</b>
Tertiary	40	60
other	60	40

**Chesterville**

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1. Matrics 2012: 20+
2. Operation Fikelela
3. Venues (M.O.U.)
4. Midweek sessions
5. Extra matric sessions / Prof Dev.
6. M.O.U. with schools
7. Tutors ratio 1:5
8. Pass 85% 2011
9. Pass 90% 2012
10. Matric success Programme

<b>Targets for Placements</b>	<b>Expectations 2011</b>	<b>Targets 2012</b>
Tertiary	65	80
other	35	20

**Masi**

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1. Tutor ratio 1:5
2. Grade 12's = 30
3. Functioning branch com
4. Reports on time
5. Financial management
6. Pass 2011 90%
7. Pass 2012 95%
8. Raise 100K
9. Computer classes
10. Bursaries for all grade 12's going to tertiary
11. 10 local volunteers for winter school
12. 85 learners with 75%
13. Access to grade 11's and 12's

<b>Targets for Placements</b>	<b>Expectations 2011</b>	<b>Targets 2012</b>
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Tertiary	70	70
Other post-school opportunities (employment, FET, internships, learnerships etc)	30	30

**Ebony Park**

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1. A minimum of 120 learners complete the year in 2012
2. A minimum of 30 matrics complete the year in 2012
3. All 5 IY programmes implemented
4. A consistent average learner-tutor ratio of 1:5
5. A minimum of 90% Matric Pass in 2012

Targets for Placements	Expectations 2011	Targets 2012
Tertiary	60-70	60-70
Other post-school opportunities (employment, FET, internships, learnerships etc)	30-40	30-40

**Umlazi (new branch opening in 2012)**

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1. Establishment of IY Umlazi
2. A minimum of 50 learners from Grade 10 & 11 complete the year in 2012
3. A consistent average learner-tutor ratio of 1:5

**Ivory Park (new branch opening in 2012)**

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1. Establishment of IY Ivory Park
2. A minimum of 60 learners from Grade 10 & 11 complete the year in 2012
3. A consistent average learner-tutor ratio of 1:5

<b>Next steps</b>
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- The plans created at the NSPW informed the 2012 Budget (refer to attached doc)
- Schedule of events and reporting for 2012 have been entered onto IY google calendar
- In January, the deliverables listed above will be aligned with respective team members' KPAs and deliverables for 2012, which will be used to guide performance reviews and performance bonuses.

