



**Example Proposal for an After-School Organisation
Shared by IkamvaYouth**

Contact Information

Mailing Address:
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 Head of Organization:
 Head of Finance:

Financial Information

Bank Name	
Branch Code	
ABA Number (U.S.A. - 9 characters only)	
BIC/SWIFT Code (8 characters only)	
IBAN (International Bank Account Number)	
Bank Address	

Grantee Customer Information

Account Name	
Account Number	62358572686

Signed:

Problem statement

IkamvaYouth is working to address the declining standards of education, increasing numbers of youth not in education or employment (NEETS), and high levels of poverty and inequality in South Africa. IkamvaYouth's branches provide a safe space for learners to study after school; keeping them off the streets and reducing their chances of becoming involved in or victims of gangs.

There are more than 26,000 schools in the country, and more than 20,000 have been deemed 'dysfunctional'. Almost all of these are in the country's predominantly poorer, black South African communities and townships. Research has established that most young people living in townships have poor educational prospects. Only half of the learners who begin grade 1 actually reach grade 12, and of these, very few access tertiary education. The teaching quality at township schools is frequently not at the appropriate standard and curriculum coverage is low.

Black learners continuously underperform, particularly in maths and sciences, which puts them at much greater risk of joining the 33% of South Africans aged between 15 and 24 who are not employed, in education or training (NEETS). Access to South Africa's universities is limited to less than 10% of youth, and very few of the young people accessing tertiary education institutions come from township schools.

IkamvaYouth provides support to learners living in disadvantaged areas. These communities are characterised by a lack of income and poor quality service delivery. Since the organisation was established in 2003, IkamvaYouth's learners' (the ikamvanites') pass rates have been between 80%-100% each year, and in 2013 the matric pass rate was 92% (including supplementary exams). These academic results are particularly significant given that our learners generally attend poor performing township schools.

IkamvaYouth provides support to matriculants to access post-school opportunities (access to tertiary education, learnerships and employment). 90% of the class of 2013 learners accessed post school opportunities and 72% of these accessed tertiary education. A 2013 survey of IkamvaYouth alumni revealed that of the 70% of ex-learners surveyed, 10% were NEETS.

There is a clear need and IkamvaYouth offers a clear solution to start addressing this need on a large-scale. Schools, communities, and government municipalities have a heightened interest in collaboration and cross-sector cooperation and are looking to what works. These strengthened relationships have meant that municipalities are willing to avail space and resources and school principals are seeking to partner with IkamvaYouth.

History

In 2003, two young researchers at the Human Sciences Research Council (HSRC), Joy Olivier and Makhosi Gogwana, were looking at the ways in which science, technology, innovation, research and development boost economic development. Interested in the links between education, skills, employment and economic and racial transformation, they were shocked by the abysmal maths and science results of black matriculants. Moved to do something about it, they set off with youthful abandon, joined by their friends, to begin tutoring at Makhosi's old school in Khayelitsha.

What began as a small group of committed volunteers and learners in Makhaza has over the last eleven years grown into what IkamvaYouth is today. Many more learners, volunteers and social entrepreneurs in many more communities across South Africa have since joined in and, as is evident from IkamvaYouth's results and impact, something is indeed being done.

Geographic presence and core activities

IkamvaYouth has offices in Cape Town and Johannesburg, and in the following townships across five provinces:

Western Cape (WC)	Makhaza, Masiphumelele and Nyanga
KZN	Umlazi and Chesterville
Gauteng (GP)	Ebony Park, Ivory Park and Mamelodi
North West (NW)	Ikageng
Eastern Cape (EC)	Joza

A key feature of the IkamvaYouth's low cost model is that all the venues for IkamvaYouth branches are provided by municipal libraries, community centres and schools free of charge. The nature of these partnerships range from formal collaborations involving combined resources, expertise and legal partnerships to less formal interactions and partnerships. IkamvaYouth collaborates with a number of Government departments, including the Provincial Departments of Education (WC, GP, EC & NW), the Department of Information Science and Libraries (WC), the Department of Sports and Recreation (WC), and the Department of the Premier (WC).

Learners from nearby schools attend after-school sessions at these branches two afternoons a week, and every Saturday morning. Volunteer tutors (mostly university students, but also some professionals and retirees) provide intensive small group tutoring to learners in grades 8 – 12.

IkamvaYouth aims to achieve a 1:5 tutor: learner ratio. The learners then drive the learning agenda themselves; by bringing the work with they are struggling, to the tutoring sessions. The volunteers then facilitate peer-to-peer learning between the groups; building learners' problem solving skills and helping them learn how to learn. The small groups enable vital individual attention, and fast feedback on both written and spoken English. It is through this learner-centric approach that the ikamvanites are able to fill the gaps in their knowledge, and strengthen their grasp on fundamental conceptual basics.

IkamvaYouth's innovation lies in the model; youth-driven, low-cost and high impact programming which achieves results in contexts where such achievements are seldom attained. The pedagogical approach ensures that the volunteer tutors (many of whom were previous learners, and transform from beneficiaries into benefactors) are able to deliver effective tutoring programmes through an innovative pedagogical approach whereby there is no teaching, only learning.

The power of peer pressure promotes learning, increases learners' locus of control, and ensures a focus on the future. Grade 12 learners are paired with mentors, who provide one-on-one support as learners identify their post-school options, apply to tertiary institutions and for financial aid, and make the difficult transitions into post-school life. It is through this aspect of the model that every learner is supported in applying for a place at a tertiary institution, an internship, or a job.

As more matriculating learners become the volunteer tutors and mentors who implement the IkamvaYouth programmes, the greater the potential for sustainable, replicable scale in more communities. It is this transformation of beneficiaries into benefactors that drives the financial and social sustainability of the IkamvaYouth model, and presents hope for the transformation of South Africa as these young leaders progress in their careers.

Key to the success of the IkamvaYouth model is our relationship with:

- Community leaders, schools, libraries and other civil society organisations in the ten townships in which our branches operate.
- Organisations facilitating internships and volunteer opportunities
- Collaboration networks and bodies

Reach, key activities and stakeholders across the regions

IkamvaYouth branches

Our learner numbers fluctuate due to kick-outs (whereby learners achieving under 75% attendance lose their place in the programme), and the intake of new learners. However, across the organisation we have in the region of 1,200 learners presently enrolled. We plan to enroll close to 1,500 learners at the IkamvaYouth branches in 2015 as per our high road budget. This includes a new branch in Mahikeng (North West Province). IkamvaYouth currently has just under 700 volunteers tutoring and mentoring in its branches nationwide.

The groundwork for IkamvaYouth's eleventh branch is currently underway; the negotiations around venue, partnerships and funding are in their final stages to open a branch in Mahikeng in March 2015. Fundraising is also currently underway in the Western Cape; once the shortfall for existing Western Cape branches has been filled, we hope to secure additional funding to open another branch in the Western Cape. The demand for this new branch is very strong as we have over 20 learners applying a week to join the Makhaza branch which is full to capacity. Throughout 2016 and 2017, we plan to open three to four new branches (including Mahikeng and Harare).

IkamvaYouth's costs per learner varies on the maturity, size and location of the branch. However, it is generally in the region for R4,500 - R6,000 per learner per annum.

Community collaboration: Building a sector of effective after-school programmes

In addition to serving the learners and volunteers at our branches, we aim to build branch capacity to provide training and support to other organisations and individuals providing tutoring and mentoring to disadvantaged learners.

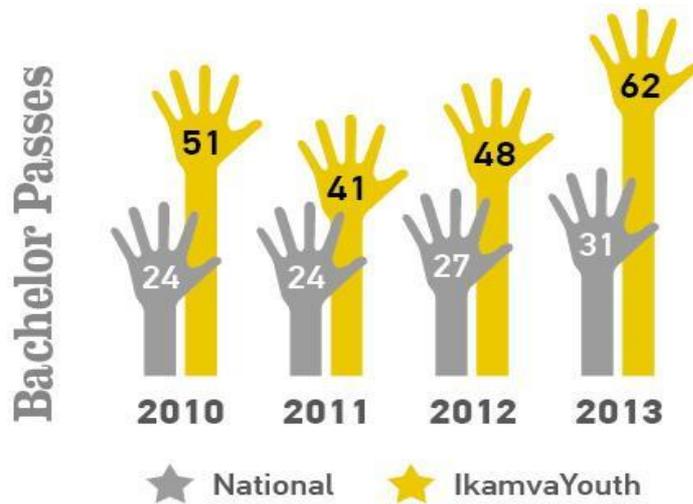
IkamvaYouth's Community Collaboration Project provides training and support to other organisations to implement the IkamvaYouth model. Through sharing our knowledge and experiences, we aim to contribute towards the development of an effective after-school programming sector in South Africa.

Over the past year, the model for training and support has been developed, and during 2015, we will add to and refine our training and support methodology and materials.

Evidence of impact and organisational effectiveness

92% of the matric class of 2013 passed: 62% obtained a bachelor pass and a further 30% qualified for diploma study. These amazing results were followed with 90% of the matric class of 2013 accessing post school opportunities (tertiary, learnerships or employment). 77% of the matric class of 2013 accessed tertiary; nationally access for black youth is less than 10%.

Whilst passing matric is important, IkamvaYouth is also concerned about the quality of the pass as this determines the post school opportunity available to the learner and our focus is to get learners into tertiary education. 62% of IkamvaYouth's learners achieved a bachelor pass. The IkamvaYouth learners bachelor passes against the national average can be seen below:



Not only do our learners' bachelor passes dwarf the national averages, but the IkamvaYouth learners' matric results have also consistently far-exceeded national averages annually since 2005. IkamvaYouth's learners are almost twice more likely to select Maths and Physics than the national averages and 44% more likely to achieve Bachelors passes. IkamvaYouth's learners have consistently achieved between 85-100% matric pass rates since 2005. Particularly significant is the quality of these passes which enable access to tertiary institutions: 67% of IkamvaYouth learners matriculating since 2005 have accessed tertiary institutions. Overall, 77% of learners have accessed tertiary education, a learnership or employment within 2.5 months of matriculating.

A recent survey found that IkamvaYouth's alumni are overcoming the odds. The survey revealed that:

- Ikamvanites are half as likely to drop out of tertiary studies (the survey found a 17% drop-out rate, compared to the national rate of 30%)
- 60% of Ikamvanites graduate/pass their courses in a given year
- The median income of Ikamvanites is R9000pm, closer to the median income for white South Africans (R10 000). The median income for black South Africans is below R3000.
- Ikamvanites are three times less likely to be NEETs (not in education, employment, or training), than their counterparts nationally (only 10.4% in 2013, compared to the national 33.5%).
- Nationally, alarmingly few adults hold post-school qualifications – 5.3% of the total population and less than 3% of the black population. By contrast, almost 48% of the Ikamvanites who matriculated in 2005, 2006 and 2007 (and were part of the survey) now hold post-matric qualifications – in other words they are over 15 times more likely to hold such qualifications!

Awards and recognition

IkamvaYouth's achievements have been widely recognised, and the organisation's effectiveness has been verified by a range of actors including award selection committees, independent evaluators and auditors.

Recently, Telefonica Fundacion listed IkamvaYouth as one of the top 100 educational innovations to promote scientific and technological (STEM) careers. As a result, the Spanish has invited the director to a series of meetings in February 2015, to explore the applicability of the model and its implementation in Spain.

Last year, IkamvaYouth won the Stars Award in the category of education in Africa and the Middle East. The Stars Award focuses on unlocking local organisations and the selection process, developed with PricewaterhouseCoopers LLP, uses strict eligibility criteria before evaluating organisations holistically. The due diligence included an intensive audit of impact and financial data, as well as a review of existing policies, strategies and plans.

Many individuals in the IkamvaYouth team have been recognised for their contributions and impact. Joy Olivier was awarded an Ashoka Fellowship, and won in the Civil Society Category for the SADC region's Most Influential Women in Business and Government. Patrick Mashanda was awarded an Inyathelo philanthropy award, and at least one employee or board member has featured in the Mail and Guardian's list of Top 200 Young South Africans every year since 2010.

In 2012, IkamvaYouth was the first organisation in Africa to be featured on the World Blue List of the World's Most Democratic Workplaces. In 2010, the Mail & Guardian and Southern Africa Trust recognised IkamvaYouth as the winner in the Drivers of Change awards.

Audits & due diligence

IkamvaYouth is audited by an independent accountant each year who analyses both the internal systems of control, as well as all of the details of the organisation's books. All ancillary documentation and supporting records are also referred to during the audit.

Objectives and operational plan

IkamvaYouth impact objectives for programme delivery in 2015 are:

- 1510 learners are enrolled in 10 IkamvaYouth branches
- 250 learners from 10 branches will write matric
- At least 80% will pass
- 75% of those who pass will achieve a pass that deems them eligible to access tertiary education (a bachelor or diploma pass)
- 75% of matrics will access post-school opportunities (50% tertiary education, 10% learnerships or jobs and 5% will upgrade key subjects)

In 2016, we aim to achieve:

- 1670 learners are enrolled in 12 IkamvaYouth branches
- 300 learners will write matric
- At least 80% will pass
- 75% of those who pass will achieve a pass that ensures that they are eligible to access tertiary education (a bachelor or diploma pass)
- 75% of matrics will access post-school opportunities (50% tertiary education, 10% learnerships or jobs and 5% will upgrade key subjects)

IkamvaYouth's key strategic and operational objectives for 2015 are:

- We have developed tools and processes for measuring and supporting branches as they progress through the stages of development towards becoming centres of impact (to train and support other organisations to implement the model)
- We have finalised collaboration agreements for implementing partners and donors for Community Collaboration, and have completed a successful year of the Year Beyond programme in the Western Cape
- We have begun to implement the first phase of our evaluation strategy
- We have built a reserve of R500k – R1,000,000
- Staff wellness is high, and employees feel that they are well-managed

The strategic objectives and operational goals and targets for 2016 will be developed during the national strategic planning week, which will be held in October 2015.

The team

IkamvaYouth's work is realised by a group of smart, talented and highly committed individuals from diverse demographic and professional backgrounds. Please refer to the attached document which features the biographies of key team members.

Programme delivery at branches

The branches each have two full time staff members: a Branch Coordinator (BC) and Branch Assistant (BA), who are young, dynamic and inspirational role models. BCs are typically graduates with a few years' work experience, and BAs are usually working to getting more experience under their belts with the hope for promotion to BC. We've found that internal promotions and investing in staff development are effective strategies for identifying and retaining talent, and especially when establishing new branches.

Each district has a coordinator (DC), and these more experienced professionals are key for training and supporting branch staff, holding relationships with key stakeholders, and ensuring quality programme delivery in their regions. The DCs report to the National Coordinator (NC), who holds overall responsibility for programme delivery.

Programme delivery through collaboration and partnerships

IkamvaYouth's community collaboration programme is run by Zoe Mann, whose talent in inspiring and facilitating organisations to collaborate with and learn from one another has seen exciting developments over the past year.

Financial and operational management

IkamvaYouth's finance team comprises a financial assistant and an accountant, and a few months ago we were joined by Yasmin Bucknor, our first financial manager. Yasmin brings a wealth of experience and expertise, and her contributions over the past months have already yielded a significant upgrade in our financial management, controls, policies and reporting. Additional core operational support is provided by our HR Coordinator and National Administrator.

Strategic leadership and resource mobilisation

The career of IkamvaYouth's co-founder, Joy Olivier, has developed together with the organisation's growth over time. In 2010, following seven years of consistently excellent results and continued organisational growth, she made the jump from academia into full time employment doing the work that began as a weekend hobby. Since then the organisation has made significant leaps in expanding reach, improving impact, securing funding and key partnerships. Alex Smith recently joined IkamvaYouth to work with Joy on fundraising, offering a much-needed boost to the organisation's capacity to leverage the many opportunities that present for support, and to mobilise additional resources.

IkamvaYouth's operational priorities for HR in 2015 are as follows:

- We have hired a highly effective COO
- We have improved and systematised our recruitment process;
- We have improved our induction process, including better job shadowing and handover processes;
- More sophisticated performance management processes and tools, and a revised and updated staff development policy;
- We have updated salary benchmarks according to current job specs, and a standardised internship remuneration policy;
- Aligned our policies and employment contracts, and engaged legal and HR expertise to manage risk.

Request for Support

IkamvaYouth requests [amount] from [funders name], to cover the salaries for core organisational management, HR, programme coordination and administration. To build IkamvaYouth's capacity to support this multi-pronged scaling operation, a Chief Operating Officer needs to be recruited, and we need to cover the salaries of our Human Resources Coordinator and our National Administrator. In addition, we have secured funding until May 2015 to pay the salary of the National Coordinator but this salary will need to be covered beyond that date.

Chief Operating Officer (COO)

Seven employees report to the director, and these employees' roles span the breadth of the organisation which means that she is pulled deep into operations on a daily basis, leaving little time for leadership, resource mobilisation and engaging with strategic partners.

Executive Director

IkamvaYouth's director is responsible for leading the organisation and ensuring that it delivers its mission. An effective and competent COO to ensure effective organisational operations will create the space for IkamvaYouth's director to focus on strategic plans and relationships, and leverage the ever-increasing opportunities to take IkamvaYouth to the next level.

National Coordinator

IkamvaYouth's National Coordinator oversees and drives quality programme delivery at the ten (and soon to be eleven) branches in five provinces. He / she is also responsible for growing the organisation's reach and impact. The national coordinator ensures the implementation of the IkamvaYouth model and quality assurance, especially as the organisation scales. As a senior leader of the organisation, duties include coordinating the national committee (Natcom), and holding responsibility for stakeholder relationships and branch-based partners, as well as the Johannesburg-based donors.

National Administrator

The administrator works closely with the executive director and national coordinator, and assists with office and organisational administration, logistics and IT. She is also responsible for the collection and consolidation of branch reports and other data from branches for reporting to the board, donors and partners. She administrates the national committee meetings, oversees hardware and software for all staff, and oversees the maintenance and development for both websites. She is also responsible for migrating our current database of learners to Ed-admin, a powerful CRM tool which will enable us to track results including biometric attendance.

Human Resources Coordinator

The Human Resources Coordinator oversees the full HR function for IkamvaYouth, from recruitment and induction through to exit interviews, and is responsible for ensuring employee wellness, connecting staff with professional development and training opportunities, and ensuring that top talent within the organisation have a career path that aligns their aspirations with organisational development and growth. She is responsible for ensuring that IkamvaYouth attracts and retains the A-players so essential to the organisation's ability to deliver its mission.

Success metrics

Programme:

1. Number of IkamvaYouth learners who will write Matric (Target: 250 in 2015; 300 in 2016).
2. Percentage of IkamvaYouth Matric writers who will obtain a pass rate (Target: 80% in 2015 and 2016).
3. Percentage of IkamvaYouth passing Matrics who will achieve a Bachelor or Diploma pass (Target: 75%).

4. In 2015 and 2016, 50% of IkamvaYouth Matric students will access tertiary education, 10% will access learnerships or jobs and 5% will upgrade key subjects in order to qualify for tertiary study in the following year.

Scale:

Direct implementation:

1. Two new branches are opened by the end of 2016, adding 160 learners to the organisation (baseline: 10 branches).

Partnerships:

2. The Community Collaboration Programme will roll-out in the Western Cape in 2015, in partnership with 5-8 organisations, and expand Ikamva Youth’s model to 400 additional students, and a further 300 students in 2016 (700 in total for 2015 and 2016).

3. In 2016 Gauteng-based IkamvaYouth staff will be trained to begin rolling out the Community Collaboration Programme in that province.

4. A formal collaboration between IkamvaYouth and the Year Beyond Programme will be established, expanding Ikamva Youth’s model to 480 additional students in 2015 and, pending additional funds availed by the Western Cape Education Department, a further 350 in 2016.

Organisation:

1. A Chief Operating Officer will be appointed by December 2015 to coordinate scale operations and key organisational functions, allowing the Executive Director more time to focus on strategy and fundraising.

2. IkamvaYouth’s monitoring and evaluation capacity will be increased with the introduction of EdAdmin system to collect, track and analyze all data from all branches and collaborating partners, starting in 2015.

3. An evaluation of IkamvaYouth’s scale and impact through the Community Collaboration programme and the Year Beyond Programme will be conducted by Professor Servaas van der Berg and his team at the University of Stellenbosch (Phase one to be launched in 2015).

Together, we can provide high-impact opportunities to youth to enable them to take their futures into their own hands – for themselves, their families, communities and South Africa. **Thank you for the opportunity to submit this proposal.**

From everyone at IkamvaYouth: THANK YOU!

